



SERVE  
PRESERVE  
INSPIRE



# Performance and Accountability Report

ARCHITECT OF THE CAPITOL • FISCAL YEAR 2023

# Introduction

**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:** [www.aoc.gov](http://www.aoc.gov)



## ABOUT THE COVER

The U.S. Capitol's cast-iron dome has long been admired as a masterpiece of American engineering and ingenuity. This image captures spring at the U.S. Capitol, the season when thousands of bulbs planted in flower beds throughout the Capitol campus sprout a riot of color.

## DID YOU KNOW?

The AOC serves as the 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/explore-capitol-campus/visitor-resources/virtual-field-trips](http://www.aoc.gov/explore-capitol-campus/visitor-resources/virtual-field-trips).

**Figure 1. Map of the U.S. Capitol Campus**





## About This Report


The Fiscal Year (FY) 2023 Performance and Accountability Report (PAR) provides Congress and the American public with a detailed account of the agency's financial and operational performance. The report was prepared in accordance with Office of Management and Budget (OMB) Circular A-136, Federal Reporting Requirements and covers the fiscal period beginning October 1, 2022, and ending September 30, 2023.

As a legislative branch agency, the AOC is exempt from most federal financial management and reporting requirements. However, to promote transparency and accountability, the agency has adopted generally accepted accounting principles (GAAP) for financial reporting in a manner consistent with other federal agencies. Where appropriate, the AOC references additional federal legislation and related guidance in its financial management and reporting policies and practices. These include:

- *Accountability of Tax Dollars Act of 2002*
- *Antideficiency Act*
- *Chief Financial Officers Act of 1990*
- *Debt Collection Improvement Act of 1996*
- Do Not Pay Initiative
- *Federal Financial Management Improvement Act of 1996*
- *Federal Information Security Modernization Act of 2014*
- *Federal Managers' Financial Integrity Act of 1982*
- *Government Management Reform Act of 1994*
- *Government Performance and Results Act (GPRA) of 1993 (as amended by the GPRA Modernization Act of 2010)*
- OMB Circular A-11, Preparation, Submission and Execution of the Budget
- OMB Circular A-123, Management's Responsibility for Enterprise Risk Management and Internal Control
- OMB Circular A-136, Financial Reporting Requirements
- *Reports Consolidation Act of 2000*

The PAR provides a comprehensive look at the FY 2023 priorities, projects and achievements. Throughout the report, Capitol Highlights spotlight noteworthy accomplishments. Infographics, charts, tables and photographs provide additional insight into the FY 2023 achievements. The report also includes links to online videos, websites and social media platforms that provide additional information about the landmark buildings, grounds, monuments and art of the Capitol campus. For ease of reading, hyperlinks are indicated by this symbol . The full web addresses are included in **Appendix J**.

The PAR is available online in a Section 508-compliant version, a mobile app version and in formats compatible with Apple and Android tablets. 

As a complement to this report, a Performance and Accountability Highlights report and video provide a high-level snapshot of the agency and FY 2023 accomplishments. 

### Infographic. Getting To Know the AOC



# 3

#### Hidden Treasures on Capitol Hill

- Great Hall in the Jefferson Building, Library of Congress
- Summerhouse, U.S. Capitol Grounds
- Bartholdi Fountain and Gardens, U.S. Botanic Garden

# 570<sup>+</sup>

Acres of  
Grounds

The Capitol campus is comprised of more than 30 buildings and 18.5 million square feet of facilities



# 1793

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



# 2,500<sup>+</sup>

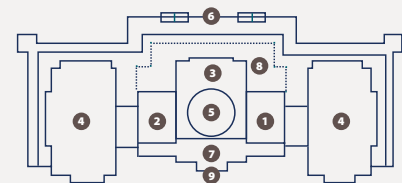
Uniquely Skilled  
Employees



# 12

Number of  
Architects of  
the Capitol

Dr. William Thornton is recognized as the first Architect of the Capitol



# 9

Expansions  
of the  
U.S. Capitol  
Building

- |   |           |
|---|-----------|
| 1 Original North (Senate) Wing                            | 1793-1800 |
| 2 Original South (House) Wing                             | 1793-1807 |
| 3 Center Section and 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 U.S. Capitol Visitor Center                             | 2002-08   |

# 25,000,000<sup>+</sup>

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

## Message From the Acting Architect of the Capitol



It is my privilege to present the Architect of the Capitol's (AOC) Fiscal Year (FY) 2023 Performance and Accountability Report (PAR). This report underscores our commitment to transparency, accountability, and reliable stewardship of the public resources entrusted to the agency by Congress and the American people. The PAR serves as a testament to the dedication of the more than 2,300 skilled employees who diligently accomplish our distinguished mission to serve Congress and the Supreme Court, preserve the historic facilities and grounds under our care, and inspire memorable visitor experiences.

We serve as the steward for many of the nation's most important historic buildings and assets. Our responsibility includes the operations, preservation, and care of more than 18.5 million square feet of facilities, 570 acres of grounds, and thousands of works of art. The responsibility of maintaining these historic facilities in a manner that safely and effectively meets the working needs of Congress and the Supreme Court while simultaneously welcoming millions of annual visitors to the Capitol campus is a credit to our talented and resilient workforce.

This fiscal year, we accomplished several key initiatives in alignment with our strategic goals to Maintain Awe-Inspiring Facilities, Provide Extraordinary Services, Foster an Innovative and Empowered Workforce, and Operate as One Team Dedicated to One Mission. The Capitol campus fully reopened to pre-pandemic levels. We hosted more than 3.5 million visitors while observing public health guidelines and applying enhanced security measures to safeguard the well-

being of lawmakers, staff, and visitors. We provided support for several highly visible events, including the State of the Union address, a Congressional Gold Medal ceremony honoring the U.S. Capitol Police and the Washington, D.C. Metropolitan Police Department, a statue unveiling ceremony at the National Statuary Hall, the 125th-anniversary celebration of the Thomas Jefferson Building, and the Botanic Garden orchid collection exhibit in partnership with the Smithsonian Gardens.

We completed the final phase of the Russell Senate Office Building repair and restoration multi-year capital renewal program. In addition to fully restoring the exterior of this landmark building, the project implemented crucial life safety improvements, increased accessibility, and improved energy efficiency.

Our commitment to sustainability continues to yield significant results. Examples include integrating sustainable design requirements in capital renewal efforts such as the Botanic Garden Production Facility Renewal project, a perimeter heating system in the Ford House Office Building, and the energy savings performance contract (ESPC) at the Library of Congress. These efforts contribute to sizable energy savings, water conservation, and reduced environmental impacts.

Although this report commemorates the agency's many notable achievements, it is equally important to acknowledge that transformational change and resilience go hand-in-hand. We continue to address various complex and emerging requirements, the most significant is attracting and retaining talent in an environment with increasing labor and skills shortages. The Human Capital Strategy created new pathways to advancement, helping to advocate equity and access to learning, development, and heightened engagement. We concentrated on accountability, empowerment and expanded recruiting efforts to address the issue. Maintaining a viable workforce by investing in our employees and providing a safe, equitable, and inclusive work environment remain top agency priorities.

Our mission of safeguarding and maintaining the buildings and facilities under our care is vital. The current deferred maintenance and capital renewal backlog is \$2.6 billion, a \$521 million increase over the FY 2022 amount. This increase is primarily associated with ongoing capital renewal work, typical for aging and fully operational facilities where maintenance is suspended, and repairs postponed. To address the renewal backlog we will utilize a comprehensive Enterprise Asset Management (EAM) strategy to proactively prioritize future program requirements. EAM will adopt industry best practices (such as ISO 55001) to manage maintenance precedence, mitigate obsolescence

and redundancy, boost reliability, streamline costs, and effectively forecast future needs.

We remain committed to integrating best practices, adopting lessons learned, and innovative thinking to improve our operations and programs, boost performance, and enhance fiscal accountability. The financial information included in this report demonstrates our commitment to upholding sound fiscal practices, emphasizing data integrity, and delivering reliable financial reporting. I am pleased to report that for the 19th consecutive year, we received an unmodified audit opinion of our consolidated financial statements. As presented in the Acting Architect's Statement of Assurance, I provide my

assurance that the financial and performance data presented in this report is complete, reliable, and accurate. We are proud of all that we have accomplished during this transformative year, emphasizing that the Architect of the Capitol is not one person or a singular title; it is comprised of dedicated employees who embody all the components listed herein. *"We are the AOC!"*



Acting Architect of the Capitol  
November 15, 2023

## How This Report Is Organized

### SECTION ONE: MANAGEMENT'S DISCUSSION AND ANALYSIS

The Management's Discussion and Analysis (MD&A) section provides an overview of the AOC's purpose, role and responsibilities, including the agency's history, mission and organizational structure. It outlines the strategic planning framework, presents key accomplishments and summarizes performance against the goals established in the Strategic Plan. In addition, the MD&A includes highlights of the performance and financial results, a description of fiscal management systems, statements of compliance with financial laws and regulations and the Acting Architect's Statement of Assurance. The section also includes information on the enterprise risk management (ERM) efforts and descriptions of the critical risks facing the agency.

### SECTION TWO: PERFORMANCE INFORMATION

The Performance Information section details the strategic planning process and respective performance goals, objectives and key performance indicators (KPI). It includes a detailed account of the FY 2023 accomplishments and performance, specifically, progress against the goals, objectives and KPIs in the Strategic Plan.

### SECTION THREE: FINANCIAL INFORMATION

The Financial Information section includes the independent auditors' report, the Inspector General's transmittal letter, the Architect of the Capitol's response to the Inspector General, the audited financial statements and notes and other required supplementary information.

### SECTION FOUR: OTHER INFORMATION

The Other Information section supplements the prior sections of the report. It includes a summary of the financial statement audit and management assurances, the Inspector General's Statement of Management Opportunities and Performance Challenges, payment integrity and real property capital planning information and mandatory congressional reports on energy and sustainability, small business accomplishments and human capital management.

### APPENDICES

Appendices to the report offer additional information on the agency. These include a description of the major facilities under the agency's care, a summary of accomplishments and priorities for each of the nine operational jurisdictions, a listing of major exhibitions and visitor attendance data, a glossary of key terms, a list of abbreviations and acronyms cited throughout the report and a list of websites found in the report. Links to relevant websites and media platforms appear at the end of the report.

### CERTIFICATE OF EXCELLENCE IN ACCOUNTABILITY REPORTING PROGRAM

The AOC received AGA's Certificate of Excellence in Accountability Reporting (CEAR) for the FY 2022 PAR. The CEAR program was established in conjunction with the Chief Financial Officer Council and OMB to enhance federal agency financial and program accountability through the recognition of high-quality reports and the promotion of effective reporting best practices. The recognition for the FY 2022 PAR was the 11th time the AOC received the award.

The AOC also received a Best-in-Class award for the report's insightful Forward-Looking Information section. The award recognized the effective presentation of the ERM program, the comparison of assessed risks to the Office of the Inspector General (OIG)-identified challenges and the informative discussion of risks in alignment with planned responses. The CEAR special awards were created to further encourage federal agency innovation and improvement in performance and accountability reporting. This was the first year AGA recognized an agency in this category.



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## SECTION ONE

# Management's Discussion & Analysis

## Overview

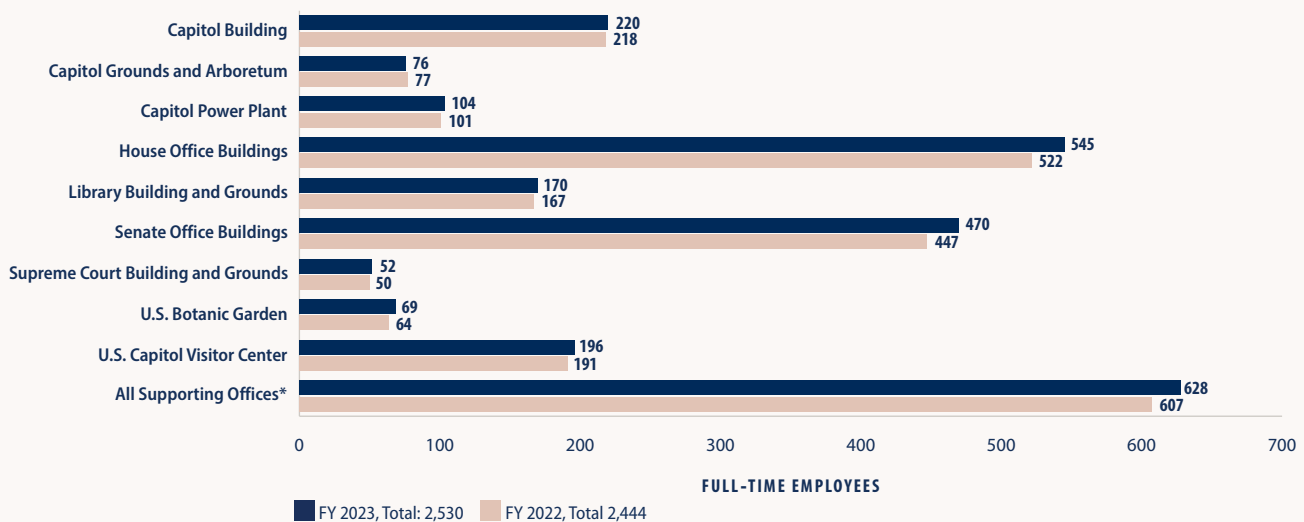
The MD&A introduces the agency and includes information on the history, mission, vision, organizational structure and a description of the operational jurisdictions. It presents an overview of the strategic planning framework, introduces the Bridge Strategic Plan and provides a high-level account of FY 2023 performance results against the strategic goals established in the plan. The MD&A also provides detailed information on the financial performance and financial management systems, strategies and challenges. This includes management assurances required under the *Federal Managers' Financial Integrity Act of 1982*, the *Federal Financial Management Improvement Act of 1996*, and OMB Circular A-123, along with the agency's compliance with applicable federal financial laws and regulations. The section also includes a discussion of the most significant risks facing the agency and the respective current and planned mitigation responses.

## About the AOC

The AOC is charged with the maintenance, care and preservation of the Capitol campus. This responsibility includes more than 18.5 million square feet of facilities, 570 acres of grounds and thousands of works of art. Iconic landmarks under the agency's stewardship include the U.S. Capitol Building, the U.S. Capitol Visitor Center, Senate office buildings, House office buildings, the Supreme Court of the United States, the Library of Congress, the U.S. Botanic Garden and the U.S. Capitol Grounds.

The AOC workforce, consisting of more than 2,500 full-time employees, seasonal staff and contractors, work around the clock and behind the scenes to maintain and preserve the buildings and grounds of the Capitol campus and support the more than 30,000 daily occupants and visitors. **Figure 2** provides the distribution of the agency's full-time employees by location.

**Figure 2. Full-Time Employees by Location**



\* Positions under the All Supporting Offices category include the organizations supporting the operating jurisdictions and also include C-suite offices, such as the Office of the Chief Engineer, the Office of the Chief Administrative Officer, the Office of the Chief Security Officer and others.

Previous page: The terrace wall surrounding the U.S. Capitol provides a visual architectural base that heightens the grandeur of the building.

The highly diverse workforce includes architects, carpenters, custodians, electricians, engineers, gardeners, historic preservation specialists, laborers, masons, mechanics, painters, planners, plasterers, plumbers, sheet metal workers, upholsterers, woodcrafters and other craftspeople. These artisans and professionals use a combination of modern-day techniques and centuries-old trade skills to fulfill the agency's stewardship responsibilities. The **Infographic. Architect of the Capitol Responsibilities** provides a summary of the agency's extensive mission responsibilities. Additional information on the workforce is available online. ➔

In addition to functioning as workspace for more than 20,000 people, the Capitol campus is also a destination for more than three million annual visitors. The AOC is responsible for ensuring a safe environment for these individuals and providing an educational and inspirational visitor experience to the Capitol campus' historic buildings, grounds and assets.

Most of the AOC's managed facilities are located on or near Capitol Hill, however, the agency also maintains facilities across the National Capital Region. **Figure 1**, on the inside front cover of the report, provides an annotated map of Capitol Hill showing the location of the major facilities. **Appendix B** lists the major facilities under the AOC's care. **Figure 3** charts the historical growth of the agency's facility management responsibilities from the construction of the U.S. Capitol Building to the present day.

## History of the AOC

### 1790-1800



The AOC's origins date to the nation's early years and the founding of the federal capital. The *Residence Act of 1790* established Washington, D.C. as the seat of the national government and authorized a Board of Commissioners to "provide suitable buildings for the accommodation of Congress." The commissioner hired Pierre Charles L'Enfant to develop a city plan and Andrew Ellicott to survey the boundaries of the 100-square-mile federal district. In 1792, Dr. William Thornton's depiction of a grand, two-winged structure topped by a central dome won a public competition for the design of the U.S. Capitol Building (U.S. Capitol). Today, Thornton is credited as the first "Architect of the Capitol." Construction of the U.S. Capitol began when President George Washington set the building's cornerstone in 1793, and seven years later, in 1800, Congress convened in the building for the first time.

### 1801-1900

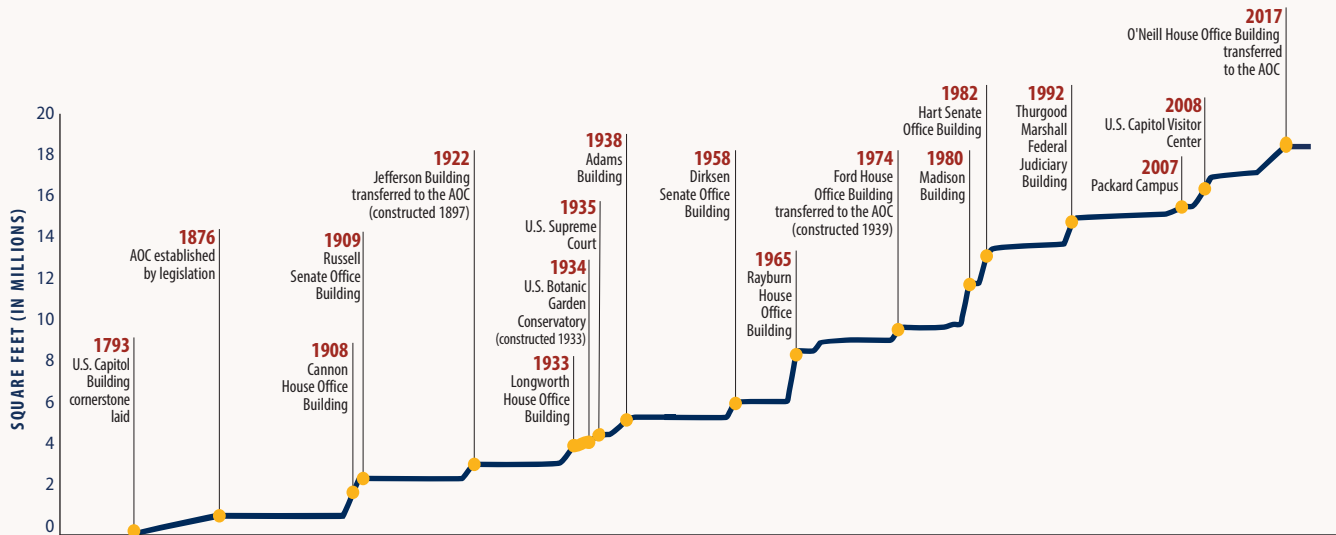


In 1802, Congress consolidated the duties of the Board of Commissioners into a single superintendent, the Commissioner of Public Buildings and Grounds, with the responsibility for the care of the U.S. Capitol, which at the time housed Congress, the Library of Congress, the Supreme Court, the district

### Infographic. Architect of the Capitol Responsibilities

 <b>FACILITY MAINTENANCE</b> INCLUDES CORRECTIVE AND PREVENTIVE MAINTENANCE	 <b>FACILITY OPERATIONS</b> INCLUDES CUSTODIAL, ELECTRICAL, MASONRY AND PLUMBING SERVICES, PLUS OTHER DAY-TO-DAY ACTIVITIES	 <b>ENGINEERING</b> INCLUDES PLANNING, DESIGN AND CONSTRUCTION ACTIVITIES
	 <b>CLIENT SERVICES</b> INCLUDES NORMAL AND SPECIAL REQUEST SERVICES FOR CONGRESS AND THE SUPREME COURT, AS WELL AS EVENT SUPPORT AND MOVING/RELOCATION ACTIVITIES	 <b>HISTORIC PRESERVATION</b>
 <b>VISITOR SERVICES</b>	 <b>SAFETY AND CODE COMPLIANCE</b>	 <b>HORTICULTURAL SERVICES</b>
 <b>AGENCY SECURITY AND EMERGENCY MANAGEMENT</b>	 <b>GROUNDS CARE</b>	 <b>POWER PLANT OPERATIONS</b>

SUPPORT MISSION ACTIVITIES INCLUDE FINANCIAL, HUMAN RESOURCES, INFORMATION TECHNOLOGY, LEGAL, PROCUREMENT, ETC.

**Figure 3. Growth in Facilities Under the AOC's Care**

Note: This figure displays the square footage for all AOC-managed facilities (owned and leased), based on the year the facility was added to its portfolio. Only major facilities are labeled in the figure.

courts and other offices and the U.S. Capitol Grounds. Following the 1814 burning of the U.S. Capitol by British troops, the building was restored and expanded to accommodate the needs of a growing Congress. During the 1850s and 1860s, a new position, the Architect of the Capitol Extension, oversaw the cast-iron dome construction and the addition of the north and south extensions to the building. The artist Constantino Brumidi's murals, painted between 1855 and 1880, contributed to the U.S. Capitol's beauty and unique symbolic character.<sup>1</sup> In 1867, Congress combined the responsibilities of the Commissioner of Public Buildings and Grounds with those of the Architect of the Capitol Extension. Between 1874 and 1892, the grounds surrounding the U.S. Capitol expanded based on the visionary design of American landscape architect Frederick Law Olmsted. During this period, in 1876, Congress established the Architect of the Capitol as a permanent office under the legislative branch of the federal government.

### 1901-2000



As the size of the Capitol campus continued to expand, so did the AOC's mission and responsibilities. During the 20th century, the agency assumed responsibility for the operation, maintenance and preservation of the Library of Congress' Thomas Jefferson Building and the U.S. Botanic Garden (USBG). The AOC also oversaw new construction on Capitol Hill to support the expanding

needs of Congress, the Supreme Court<sup>2</sup> and the Library of Congress. During this period, the AOC managed the construction of three House office buildings, three Senate office buildings, the Supreme Court of the United States, the Thurgood Marshall Federal Judiciary Building, the Library of Congress' John Adams Building and James Madison Memorial Building, the Capitol Power Plant's generator building and main boiler plant and other support facilities. The U.S. Capitol was named a National Historic Landmark in 1960. In 2000, a symbolic groundbreaking initiated the construction of the U.S. Capitol Visitor Center (CVC).

### 2001-PRESENT



The 21st century began with the construction of the CVC, which was completed and opened to the public in 2008. The addition of the CVC marked the largest expansion of the U.S. Capitol and significantly enhanced the security, safety, comfort and educational experience of its visitors. In 2011, the AOC received responsibility for Union Square, a 13-acre site between the U.S. Capitol and the National Mall, which increased the agency's stewardship land responsibility to more than 570 acres. In 2017, Congress transferred responsibility for the O'Neill House Office Building to the AOC. In 2018, the agency completed construction on the Cogeneration Plant at the Capitol Power Plant. Currently, the AOC is conducting a wide range of building, facility and infrastructure restoration and renewal projects across the Capitol campus.

<sup>1</sup> Brumidi, who described himself as "the artist of the Capitol," painted "The Apotheosis of Washington" and portions of the "Frieze of American History" in the U.S. Capitol Rotunda, along with murals throughout the building's corridors (named the Brumidi Corridors in his honor) and rooms.

<sup>2</sup> The AOC shares facility management responsibilities for the Supreme Court of the United States with the Marshal of the Supreme Court.



A craftsman repaints a window frame on the U.S. Capitol as part of Phase 3 of the U.S. Capitol Exterior Stone and Metal Preservation Project.

## Mission, Vision and Core Values

### MISSION

To 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.

### CORE VALUES

The AOC's shared workplace values influence the choices made and the actions taken to meet the agency's mission. These four core values (Respect, Integrity, Safety and Empowerment) allow employees to RISE together.

- **RESPECT** | We treat one another with civility and kindness, so that we honor the value and dignity of all people.
- **INTEGRITY** | We demonstrate honesty, ethics and reliability, so that we earn trust and do what is right.
- **SAFETY** | We are governed by the foundation of safety always, so that we can feel safe, make safe and be safe.
- **EMPOWERMENT** | We are one team seeking better ways to do our work, so that we all contribute to the success of the AOC.

### WATCH OUR VIDEO:

## A Mission We Love



Other videos detailing the agency's mission and accomplishments are available on the AOC YouTube channel. [↗](#)

## Customer Service Philosophy

The customer service behaviors of AOC employees demonstrate our commitment to being ROC stars.

- **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.

## Organizational Structure

### THE ARCHITECT OF THE CAPITOL

The Architect of the Capitol is both the name of the U.S. legislative branch agency responsible for the maintenance of the Capitol campus and the title for the leader of the agency.<sup>3</sup> The Office of the Architect is supported by a C-suite of executives and office heads that provide oversight, direction and assistance to the nine operational jurisdictions. The jurisdictions are the frontline service providers to Congress and the Supreme Court. This organizational structure underpins the overarching vision and direction for the agency, maximizes efficiencies and effectiveness and enables responsible mission delivery. **Figure 4** presents the organizational chart as of September 30, 2023. The agency's organizational directory is available online. [↗](#)

The Architect of the Capitol is a 10-year presidential appointment that is subject to Senate confirmation. In addition to leading the agency, the Architect serves as the acting director of the USBG, as a member of the Capitol Police Board and the Congressional Accessibility Services

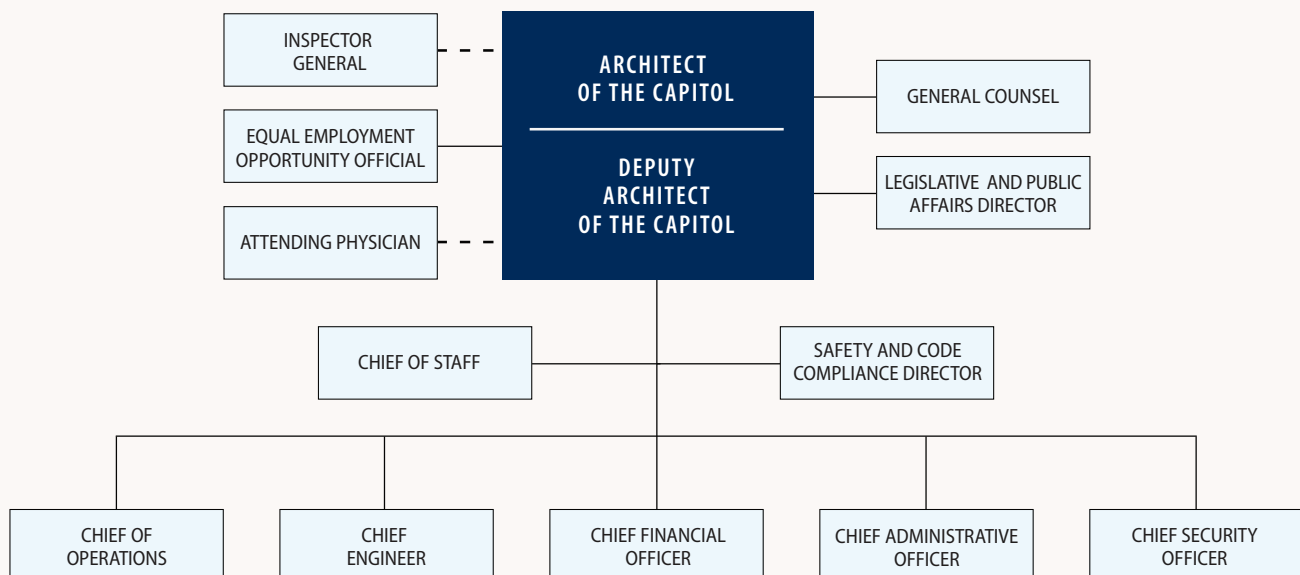
<sup>3</sup> The abbreviation "AOC" is used to refer to the agency. The terms "Architect of the Capitol" or "Architect" or "Acting Architect" are used to refer to the head of the agency.

Board and an ex-officio member for the U.S. Capitol Preservation Commission and the National Building Museum. Additionally, the Architect 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. **Appendix A** provides a list of the individuals who have served as the Architect of the Capitol throughout the nation's history. Currently, the position is unfilled and the responsibilities have been delegated to an Acting Architect of the Capitol.

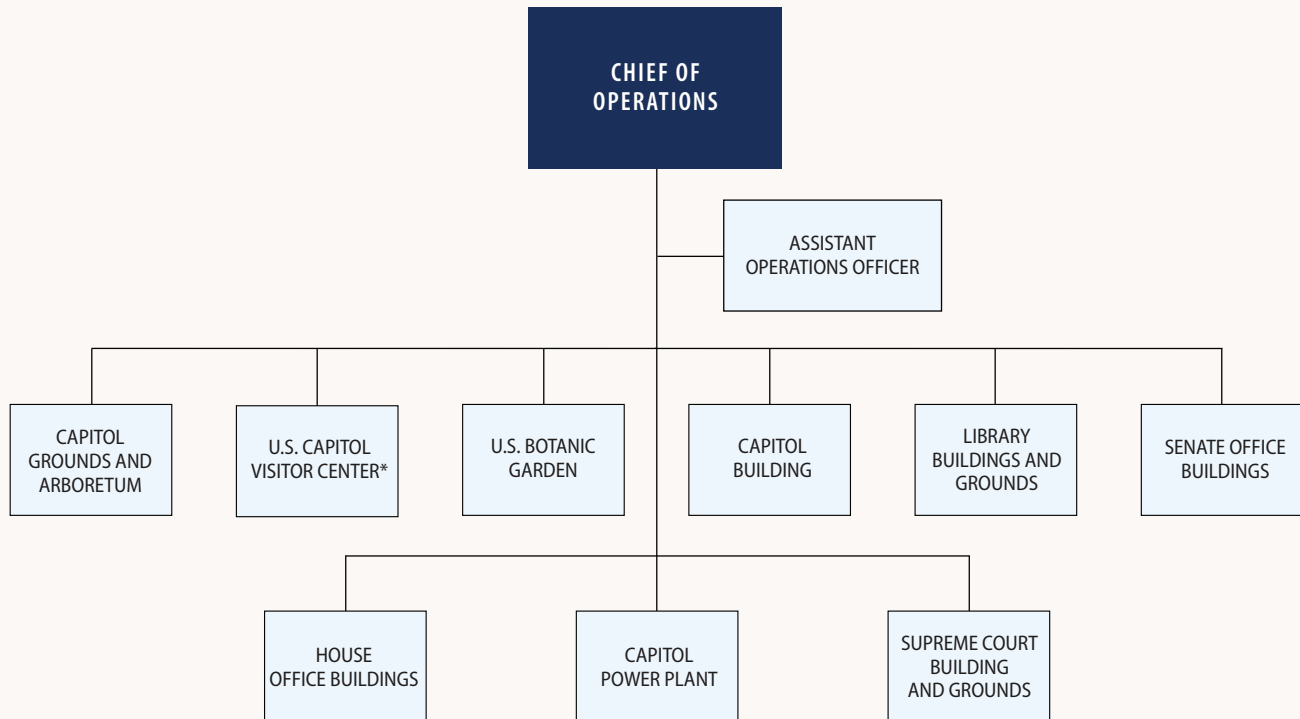
### THE OFFICE OF THE ARCHITECT

The Office of the Architect provides an enterprise perspective and vision for the AOC and helps the agency navigate legal, political and regulatory requirements and challenges. The Office of the Architect includes the Acting Architect of the Capitol, the Deputy Architect of the Capitol, the Chief of Staff, the General Counsel, the Legislative and Public Affairs Director and the Safety and Code Compliance Director. Additionally, Equal Employment Opportunity Officials have a direct reporting relationship to the Acting Architect. The Inspector General and the Attending Physician operate independently and have administrative reporting relationships with the Acting Architect. The Office of the Architect is funded by the Capital Construction and Operations appropriation.

**Figure 4. Organizational Structure**



Note: The dashed lines on the chart identify offices with split reporting relationships. The Office of Inspector General is an independent office and reports to Congress, however the Inspector General reports to and is supervised by the Architect of the Capitol. The Equal Employment Opportunity officials have a direct reporting relationship to the Architect of the Capitol but are managed by the Deputy Architect of the Capitol and the Chief Administrative Officer. The Office of Attending Physician is an independent legislative branch office supported by the AOC.

**Figure 5. The Office of the Chief of Operations**

\* The Chief Executive Officer for Visitor Services is in charge of the U.S. Capitol Visitor Center. The position reports administratively to the Architect of the Capitol but operates under the Chief of Operations.

**The Deputy Architect of the Capitol** assists the Acting Architect in running the agency.

**The Chief of Staff** provides executive support to the Acting Architect and the Deputy Architect and serves as the liaison to the Office of Inspector General and the U.S. Government Accountability Office (GAO).

**The Equal Employment Opportunity (EEO) Official** manages the agency's efforts to provide a work environment free of discrimination and harassment; promotes an inclusive, respectful and civil workplace; and ensures supervisors and employees proactively deal with conflict resolution.

**The Office of Attending Physician (OAP)** provides primary care and emergency, environmental and occupational health services in support of the congressional community, the Supreme Court, visiting dignitaries, pages, staff and tourists. The OAP operates multiple health units across the Capitol campus. The OAP is a separate legislative branch office than the AOC and receives direction from the Attending Physician. The AOC provides administrative support to the OAP.

**The Office of General Counsel (OGC)** provides legal guidance on matters involving construction and service contracts, occupational safety and health, labor management and employee relations, environmental issues, new and proposed legislation, insurance and liability and property acquisition management. The OGC serves as the supervising ethics office.

**The Office of Inspector General (OIG)** promotes the integrity, efficiency and effectiveness of operations and programs. The OIG conducts independent audits and investigations, reviews existing and proposed legislation and regulations, recommends policies to promote economy and efficiency and detects and prevents fraud and abuse. The OIG issues a semiannual report to Congress. This and other OIG reports are available online. [↗](#)

**The Office of Legislative and Public Affairs** is responsible for strategic communication initiatives, legislative affairs and media and community relations. The office oversees communications to Members of Congress and their staff and external parties including 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.



Tholos, the AOC's quarterly digital employee magazine, provides stories that communicate the AOC's mission to serve, preserve and inspire. Current and past volumes of the magazine are available online. [↗](#)

**The Office of the Chief Administrative Officer (OCAO)** provides administrative and business support to the agency. The office includes AOC University; Curator Division; Diversity, Inclusion and Dispute Resolution (DI/DR) office; Human Capital Management Division (HCMD); Information Technology Division (ITD); Office Services Division; Policy and Special Programs Division; and Supplies, Services and Material Management Division. [↗](#)

## DID YOU KNOW?

The Curator Division is responsible for the care and conservation of the architectural, fine and decorative arts under the AOC's stewardship and manages the Photography and Technical Imaging Branch and the Records Management and Archives Branch.

**The Office of the Chief Engineer (OCE)** oversees long-range facility planning, architectural and engineering design, historic preservation and project, program and construction management. The office conducts master planning, building performance audits, retro-commissioning and facility condition assessments (FCA). The office also manages the energy and sustainability program, provides project-funded, in-house construction services, supports critical Capitol campus systems and oversees the enterprise asset management (EAM) and building automation systems. [↗](#)

**The Office of the Chief Financial Officer (OCFO)** manages the financial needs of the operational jurisdictions and central services. The OCFO carries out the core functions of budgeting, accounting, financial systems operations, program analysis and evaluation, enterprise data management and ERM. The office provides real-time financial analysis and information that promotes economies of scale, builds evidence-based requirements and maximizes performance. [↗](#)

**The Office of the Chief of Operations (OCO)** oversees the nine operational jurisdictions. Each jurisdiction is funded by a separate appropriation and is described in more detail below. **Figure 5** displays the operational jurisdictions that report to the Chief of Operations. [↗](#)

**The Office of the Chief Security Officer (OCSO)** includes the Capitol Police Buildings, Grounds and Security jurisdiction and designates and provides oversight of the execution of security-related and sensitive facility and infrastructure projects. The OCSO is responsible for the maintenance, care and operation of the buildings, grounds and physical security enhancements of the U.S. Capitol Police, related campuswide physical security infrastructure and an off-site campus supporting other legislative branch agencies. The OCSO coordinates interagency emergency preparedness and manages internal security programs and policies, including personnel suitability and badging, continuity of operations, critical infrastructure and resiliency programs and the emergency management program. [↗](#)

**The Office of Safety and Code Compliance (SCC)** leads agency efforts to provide a world-class safety culture, reduce injuries and ensure compliance with safety, fire and environmental regulations. The office establishes safety, environmental and fire prevention and protection policy and oversees code and industry standard compliance. It serves as the point of contact with regulatory agencies for occupational safety and health, fire protection and environmental matters.

## OPERATIONAL JURISDICTIONS

Each of the nine operational jurisdictions is responsible for distinct parts of the Capitol campus. They provide frontline service to Congress and the Supreme Court. The AOC receives a separate appropriation for each jurisdiction. The jurisdictions' fiscal year accomplishments are included in the Performance Highlights section of this report. Additional FY 2023 accomplishments and FY 2024 priorities for each jurisdiction are included in **Appendix C**.

**The Capitol Building** jurisdiction is responsible for the care and stewardship of the U.S. Capitol. The jurisdiction's services include carpentry, construction, custodial, electrical, elevator, heating and air conditioning, insulation, labor, masonry, painting, plumbing and sheet metal. It supports special events held on the Capitol campus (see **Figure 7**) and provides facility maintenance for the CVC. In addition, the jurisdiction supports programs related to occupational safety and health, sustainability, recycling and energy management, and fire detection and protection management. The jurisdiction also manages the Capitol Flag Program, allowing citizens to request a flag that has been flown over the U.S. Capitol via their congressional office. [↗](#)

**The Capitol Grounds and Arboretum** jurisdiction maintains and preserves the historic landscape of the Capitol campus. The grounds encompass 286 acres, including Union Square, the 13-acre site situated between the U.S. Capitol's West Front and the National Mall. The jurisdiction provides professional grounds management services, vehicle and equipment maintenance, sustainable irrigation practices, masonry restoration and preservation of landscape elements and memorials. The jurisdiction also provides snow removal and trash collection services. In addition, the jurisdiction supports major events, including presidential inaugurations, lying in state ceremonies, National Law Enforcement Officers Memorial services and the Capitol Christmas Tree selection and display. [↗](#)



AOC staff provided education on native plantings and engaged the public in a beneficial insect release event to celebrate Earth Day.

**The Capitol Power Plant** jurisdiction manages the facilities that provide and distribute steam and chilled water to heat and cool the U.S. Capitol and 22 other facilities on and around the Capitol campus. The jurisdiction also maintains the campus electrical distribution system, campus street lighting, the congressional cable television system and the legislative call system. The power plant operates on a reimbursable basis for noncongressional facilities and procures electricity from commercial suppliers. ➤

**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. The jurisdiction provides oversight for the facilities' daily care, repairs and maintenance, and performs client services, preventive maintenance, building inspector surveys, compliance issues abatement, energy savings initiatives and safety inspections. The jurisdiction also manages office and committee space for the Members of the U.S. House of Representatives and the biennial congressional office move process for U.S. House Members. ➤

**The Library Buildings and Grounds** jurisdiction is responsible for the life cycle maintenance, operation, 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 Thomas Jefferson Building, John Adams Building, James Madison Memorial Building and the Special Services Facility Center on Capitol Hill; the Packard Campus for Audio-Visual Conservation in Culpeper, Virginia; the Library Collections Storage Facilities at Fort Meade, Maryland and other leased facilities. ➤

**The Senate Office Buildings** jurisdiction oversees office and committee space for the U.S. Senate. The jurisdiction is responsible for the management, operations, maintenance and preservation of more than three million square feet of facility space, including the Russell, Dirksen and Hart Senate Office Buildings; the Daniel Webster Senate Page Residence; the Senate Employees' Child Care Center; and off-site leased facilities housing Senate support organizations. The jurisdiction plans, designs and executes major construction and renovation projects; coordinates Senate office and committee moves; oversees Senate food service operations; manages Senate garage and health and fitness facilities; maintains pedestrian tunnels and subway systems between the Senate buildings and the U.S. Capitol; promotes sustainability and energy-reduction measures; ensures compliance with accessibility, environmental and safety standards; and provides customer service to senators, staff and visitors to the Senate office buildings. ➤

**The Supreme Court Building and Grounds** jurisdiction operates and maintains the Supreme Court of the United States and the Thurgood Marshall Federal Judiciary Building. The AOC is responsible for the structural and mechanical care and maintenance of the Supreme Court of the United States and its grounds and performs these responsibilities under the direction of the Marshal of the Supreme Court. Appropriations are provided to the AOC in the federal judiciary branch's annual appropriation bill. The AOC provides care and maintenance, minor construction and capital project support to the Administrative Office of the U.S. Courts in the Marshall Building on a reimbursable basis. ➤



**The U.S. Botanic Garden** jurisdiction oversees the maintenance, operation and construction of all USBG facilities, including the Conservatory, the Regional Garden, the Pollinator Garden, the First Ladies Water Garden, the Rose Garden and the Bartholdi Fountain and Gardens. The jurisdiction is responsible for the USBG administration building and a plant production and support facility with 34 greenhouse bays, outdoor nurseries and areas for storage and maintenance. The jurisdiction is also the steward of a diverse plant collection and provides ongoing educational programs, tours and exhibits. As a leader in plant conservation, the USBG was a founder of the Sustainable SITES Initiative (SITES®) to encourage sustainable landscaping. The Architect of the Capitol serves as acting director of the USBG and reports on its operations to Congress. ↗

**The U.S. Capitol Visitor Center** jurisdiction manages the CVC. The underground facility serves as the main visitor entrance to the U.S. Capitol and offers a welcoming and educational atmosphere for visitors to learn about the House and Senate and the legislative process, and the history and development of the architecture and art of the U.S. Capitol. The CVC houses exhibits, a restaurant, two orientation theaters, a large auditorium, two on-site gift shops and an online gift

shop. More than 25 million people have visited the CVC since its opening in 2008. The Chief Executive Officer for Visitor Services oversees the CVC. This position reports administratively to the Architect of the Capitol but operates under the Chief of Operations. ↗

## DID YOU KNOW?

The AOC is the steward of heritage assets throughout the Capitol campus. In addition to the buildings and landscape, these assets include fine and decorative art, architectural features, outdoor sculptures, landscape features and fixtures, living botanical assets, memorial trees, archival records and reference material. Many of these assets are national treasures. A listing of these heritage assets and their respective conditions are included in the Required Supplementary Information of **Section Three: Financial Information**.



Column capitals were repaired during FY 2023 as part of the U.S. Capitol Exterior Stone and Metal Preservation Project.

## Performance Highlights

### A Balanced Scorecard Approach to Strategic Planning

The AOC uses a Balanced Scorecard approach to strategic planning and management. The approach supports the agency's comprehensive organizational transformation and the development of a new long-term vision for the Capitol campus. The Balanced Scorecard approach will help the agency communicate its strategy, goals and objectives; align the day-to-day work with the strategy; assist in prioritizing projects, products and services; and measure and monitor progress towards strategic targets. The Bridge Strategic Plan has been a first step to implement a Balanced Scorecard approach. The plan guides decisions and sustains the agency's focus on core objectives and mission-critical activities until a more comprehensive Balanced Scorecard implementation is completed and a new Strategic Plan is published.

### STRATEGIC PLANNING FRAMEWORK

The Bridge Strategic Plan includes four strategic goals carried over from the prior five-year Strategic Plan. It also incorporates six strategic objectives developed during the most recent organizational transformation efforts and includes performance goals and strategic KPIs that facilitate measurement of progress towards achieving the

strategic goals and objectives. In addition, operational KPIs, carried forward from the prior plan, help the agency monitor progress in meeting its mission.

### Strategic Goals

- **Strategic Goal 1: Maintain Awe-Inspiring Facilities** addresses 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** addresses the agency's support and service to the prestigious occupants of the Capitol campus in their critical mission to govern the country. In addition, the goal addresses the services provided to AOC staff and Capitol campus visitors.
- **Strategic Goal 3: Foster an Innovative and Empowered Workforce** addresses efforts to empower agency staff to exercise greater responsibility for their performance and proactively apply informed judgments and innovations in identifying results-oriented solutions.
- **Strategic Goal 4: Operate as One Team, Dedicated to One Mission** supports and encourages collaboration among the agency's wide-ranging functions, jurisdictions and organizations.

Goals one and two, Maintain Awe-Inspiring Facilities and Provide Extraordinary Services, are externally focused. The first guides facilities, buildings, grounds and assets maintenance, operations and preservation, while the second focuses on providing exceptional client and visitor services. Goals three and four, Foster an Innovative and Empowered Workforce and Operate as One Team, Dedicated to One Mission, are internally focused, concentrating respectively on promoting employee growth, development and engagement, while also creating a workplace that fosters collaboration, innovation and responsible stewardship. Narrative summaries of FY 2023 program highlights under each strategic goal are included below.

### Operational KPIs

Operational KPIs represent the most critical metrics relating to ongoing agency operations. These KPIs, aligned to the strategic goals, quantify and measure performance for the strategic goals. **Table 1** shows the number of KPIs associated with each of the strategic goals and provides an overview of FY 2023 results. The FY 2023 metrics and historical trend data (where available) for each KPI are included under each strategic goal below in **Tables 3** through **6**.

**Table 1. Operational KPIs**

STRATEGIC GOAL	KPIs	MET	NOT MET
<b>Strategic Goal 1:</b> Maintain Awe-Inspiring Facilities	2	1	1
<b>Strategic Goal 2:</b> Provide Extraordinary Services	2	1	1
<b>Strategic Goal 3:</b> Foster an Innovative and Empowered Workforce	1	1	0
<b>Strategic Goal 4:</b> Operate as One Team, Dedicated to One Mission	0	N/A	N/A

### Strategic Objectives

Each strategic objective aligns with multiple strategic goals and further hones the agency's strategic focus and direction. **Table 2** provides descriptions for each strategic objective. **Section Two: Performance Information** provides an in-depth discussion of each strategic objective and the respective FY 2023 performance.

**Table 2. Strategic Objectives**

STRATEGIC OBJECTIVE	DESCRIPTION
<b>AOC University</b>	Assists the agency in developing and retaining highly skilled and engaged employees by fostering enterprisewide learning and knowledge. This strategic objective focuses on ensuring employees have the right skills at the right time to be most successful in their jobs. By achieving this objective, the agency will provide world-class training and education to employees, assist in succession planning and facilitate transfer of knowledge to effectively support the mission and the strategic goal to Foster an Innovative and Empowered Workforce.
<b>Building Official</b>	Ensures building codes, safety regulations and environmental industry standards are consistently applied to facilities during project execution. The Building Official ensures safe and effective construction and maintenance efforts and provides final approval authority for project occupancy. This objective supports the strategic goals to Provide Extraordinary Services and Maintain Awe-Inspiring Facilities.
<b>Cultural Behaviors Transformation</b>	Encourages a culture in which employees and customers experience the AOC as a "best place to work" in the federal government. The objective emphasizes the agency's values and empowers senior leadership and employees to practice those values. The Cultural Behaviors Transformation objective supports the strategic goals to Foster an Innovative and Empowered Workforce, Provide Extraordinary Services and Operate as One Team, Dedicated to One Mission.
<b>Enterprise Asset Management</b>	Provides a thorough asset management strategy to inform work priorities and support data-driven fiscal decision-making. Enterprise Asset Management ensures proactive maintenance management, mitigates obsolescence, restores reliability, reduces long-term costs and forecasts resource requirements. The objective supports the strategic goals to Provide Extraordinary Services, Maintain Awe-Inspiring Facilities and Operate as One Team, Dedicated to One Mission.
<b>Human Capital Strategy</b>	Provides the framework for human capital management through foundational goals involving talent acquisition, development, engagement and retention. The objective fosters agencywide collaboration to develop and execute robust recruitment strategies, promote proactive workforce planning, identify and address skill gaps, ensure workforce readiness, recognize and reward exceptional performance and enhance employee well-being. These efforts enable the agency to attract, acquire, develop, engage and retain talented, diverse and highly skilled employees that support and advance the agency's mission and strategic goal to Foster an Innovative and Empowered Workforce.
<b>Capitol Complex Master Plan and Strategic Plan</b>	Creates an integrated approach to strategic and physical planning to develop a unified vision for the future. This objective aligns goals, priorities, decisions and resources to achieve that shared vision. The Capitol Complex Master Plan (CCMP) will provide a 20-year look ahead for physical campus and project development. The AOC Strategic Plan will establish enterprise-level guidance and direction, establishing goals, objectives and KPIs with a five-year outlook. This objective supports the strategic goals to Maintain Awe-Inspiring Facilities and Operate as One Team, Dedicated to One Mission.

### Performance Goals and Strategic KPIs

The Bridge Strategic Plan established 28 performance goals to help the agency meet its strategic objectives. Under these performance goals, strategic KPIs measure progress. **Table 3** shows the number of performance goals and KPIs associated with each of the six strategic objectives. **Section Two: Performance Information** provides a more detailed description of the FY 2023 performance goals and the agency's performance against them.

### Data Validation and Verification

In accordance with the *GPR Modernization Act* (GPRAMA), the AOC prioritizes the completeness, reliability and quality of all performance measurement data. Through established mechanisms, the agency validates and verifies the accuracy of information collected and reported, reduces the risk of inaccurate data and ensures the information is credible. These efforts include internal agency assessments that address standards and procedures, data entry and transfer, data integrity, data quality, data limitations and oversight. **Section Two: Performance Information** provides additional information on the data validation and verification processes and performance results.

**Table 3. Performance Goals and KPIs**

STRATEGIC OBJECTIVE	PERFORMANCE GOALS	MET	NOT MET	STRATEGIC KPIs	MET	NOT MET
AOC University	5	3	2	1	1	0
Building Official	4	1	3	4	4	0
Cultural Behaviors Transformation	3	2	1	–	–	–
Enterprise Asset Management	4	3	1	4	3	1
Human Capital Strategy	7	6	1	9	7	2
Capitol Complex Master Plan and Strategic Plan	4	2	2	–	–	–



The Exterior Envelope Project at the Russell Senate Office Building, shown here at daybreak, was completed in FY 2023.

**Strategic Goal 1**

**Maintain Awe-Inspiring Facilities**

This strategic goal centers on the stewardship of the Capitol campus and other assets. It addresses core responsibilities including capital renewal, preservation and restoration and facilities maintenance and operations. As part of this goal, the AOC focuses on ensuring a safe, healthy and secure campus and work environment, sustainability and the efficient use of resources.

**Table 4** summarizes the results for the two operational KPIs associated with this strategic goal. These operational KPIs track the sustainability and facility conditions of major buildings on the Capitol campus.

**Related Strategic Objectives:**

- Building Official
- Enterprise Asset Management
- Capitol Complex Master Plan and Strategic Plan

**Related Enterprise-Level Risks:**

- Physical Security
- Deferred Maintenance and Capital Renewal
- Life Cycle Project Management
- Critical Infrastructure Failure

**Table 4. Maintain Awe-Inspiring Facilities Operational KPIs**

OPERATIONAL KPI	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 TARGET	FY 2023 RESULTS
<b>Reduce Cumulative Energy Intensity Use.</b> Reduce energy use across the Capitol campus.	34.0% Not Met	47.9% Met	50.8% Met	48.8% Met	48.3% Met	≥46.0%	51.4% Met
<b>Facility Condition Index.</b> Reduce the percent of major buildings in poor or fair condition.	40.7% No Target Set	44.4% No Target Set	48.1% Not Met	55.6% Not Met	51.9% Met	<51.9%	59.3% Not Met



The Cannon Renewal project continued in FY 2023. Scaffolding allowed access to repair the stone exterior.

The AOC met its targeted operational performance for one of the two operational KPIs. In addition, the following narratives spotlight noteworthy FY 2023 accomplishments aligned with this strategic goal.

### CAPITAL PROJECT DELIVERY

**Cannon Renewal:** Completed Phase 3 of the 10-year Cannon Renewal. This phase encompassed the renovation of 145,000 square feet on the Cannon Building's east side and involved the restoration and occupancy of 42 Member suites and offices, the completion of window, door, plaster and stone restoration and safety and code improvements. Upgrades were also made to the Veterans' Affairs Hearing Room. Phase 4, focusing on the restoration and renovation of the building's south side, began in FY 2023. During this final phase, the AOC will also complete work to improve the quality and reliability of critical building systems and infrastructure.

### DID YOU KNOW?

With a budget of \$971.3 million, the decade-long Cannon Renewal has preserved more than three acres of marble and restored more than 800 doors and all original windows. Key building systems, including HVAC, fire, life safety, lighting, plumbing, accessibility and structural integrity, have all been upgraded or replaced.

**Refrigeration Plant Revitalization:** Initiated construction activities for Phase 5 of the revitalization efforts. This phase will replace aging pipe and implement egress and life safety improvements throughout the original West Refrigeration Plant. In FY 2023, a critical nine-month systemwide outage was started to allow more than 600 feet of 30-inch diameter and larger pipe to be removed and replaced with new pipe. Specialized filtration and water treatment systems will be installed to maintain water quality in Capitol Power Plant chilled water and condenser water systems.

**Russell Exterior Envelope Project:** Completed the final phase of the \$77.6 million project to repair and restore the exterior envelope of the historic Russell Senate Office Building. The multiyear project repointed the entire marble masonry exterior; repaired and refinished doors and exterior metals; restored 625 original windows, 584 modillions and 1,044 balusters; and addressed structural repairs. The project also implemented crucial life-safety measures, including hazardous materials abatement, increased accessibility and improved energy efficiency.

**Senate Hearing Room Renovation Program:** Initiated a 15-year program to renovate 32 hearing and committee meeting rooms in the Senate office buildings. Designs are complete or in progress for three hearing rooms and construction is underway in one hearing room. The renovation program will complete important infrastructure

upgrades; install advanced lighting, audiovisual and HVAC systems; enlarge the daises to support current committee sizes; and address accessibility and fire and life safety code deficiencies. The program will also prioritize historic preservation, updating the carpeting, furniture and finishes while ensuring that the hearing rooms remain true to their original architectural intent.

**U.S. Botanic Garden Production Facility Renewal:** Completed design and risk assessments for Phase 1 of the USBG Production Facility Renewal project. Once all phases are completed, this project will replace the 85,000-square-foot greenhouse and build a new 6,000-square-foot quarantine greenhouse, storage facilities and an education center with a demonstration kitchen and urban farm. The project will incorporate sustainable design elements such as solar energy utilization, geothermal heating and cooling, rainwater collection and enhanced stormwater management that will minimize energy consumption and reduce the facilities' environmental impact.

## PRESERVATION PROJECTS AND INITIATIVES

**U.S. Capitol Building Exterior Stone and Metal Preservation:** Continued work on Phase 3 of the four-phase stone and metal preservation effort at the U.S. Capitol. This year's work focused on repairing and preserving the stone and architectural metal elements on the building's West Front and included stone repairs, paint stripping and repainting. Damaged and missing pieces of the column

capitals were replaced, including 27 flowers, 87 leaves and 36 scrolls and more than 300 dutchman repairs were made to the stone edifice.

**Robert A. Taft Memorial and Carillon Safety Stabilization:** Completed full design process for the restoration and repair of the Taft Memorial and Carillon. The project will prevent further deterioration and address imminent hazards caused by failed mortar joints and water seeping behind the large façade stones. The project is scheduled to compete for construction funding in FY 2025.

**Russell Senate Office Building Courtyard Restoration:** Cleaned, repointed, replaced and reset the courtyard's paving stones, and repaired and restored the granite steps as part of the Russell Building courtyard restoration project. Landscape upgrades involved removing and replanting overgrown shrubbery, preserving selected trees and incorporating an upgraded irrigation system. The restoration prioritized preservation of the courtyard's historic and memorial features.

**Summerhouse Critical Repairs:** Initiated efforts to repair and preserve Frederick Law Olmsted's Summerhouse to resolve leakage, address erosion and restore deteriorating elements. The project involves dismantling the water feature, repairing plumbing, cleaning and repainting metalwork and stabilizing the masonry structure with waterproofing measures.

## Capitol Highlights



## OLMSTED'S LEGACY CONTINUES TO INSPIRE INNOVATION AND EXCELLENCE

In 1873, Congress commissioned Frederick Law Olmsted to design the grounds of the U.S. Capitol. Regarded as the founder of American landscape architecture, Olmsted designed a sophisticated landscape for the 56-acre area surrounding the building. Today, teams of professional arborists, urban foresters, licensed tree experts and plant health care specialists care for the U.S. Capitol Grounds and protect Olmsted's living legacy. These professionals are responsible for the day-to-day care of more than 4,800 trees and plants located throughout the 274-acre U.S. Capitol Grounds.

The AOC is at the front line of innovation and best practices in the professional grounds management industry. The U.S. Capitol Grounds is designated as a Level III-accredited arboretum recognized by ArbNet, making the grounds one of just 45 globally accredited arboreta. In FY 2023, the AOC was awarded the prestigious Professional Grounds Management Society® Green Star Award® for Olmsted Property in recognition of outstanding landscape design and construction. [➔](#)

More than 140 years after he envisioned it, Olmsted's design is still thriving and continues to inspire visionary thinking, innovation and best practices at the Capitol campus and across the public gardens and professional grounds management communities.



Dutchman repairs were completed on numerous column capitals and other stonework throughout the Capitol campus in FY 2023.

## DID YOU KNOW?

A dutchman repair is one technique used to fix cracked, spalled or deeply eroded stone by removing the damaged portion and replacing it with a matching custom-fitted piece. AOC masons, responsible for repairing the decorative brick, granite, marble and stonework found on buildings across the Capitol campus, completed more than 300 dutchman repairs on the U.S. Capitol in FY 2023.

**U.S. Capitol Mural Conservation:** Completed conservation work on historic murals within the U.S. Capitol. Conservation efforts focused on the early 20th-century fine art and murals located in the House Wing of the U.S. Capitol. The project included stabilization of paint and plaster and reconstruction of lost areas with reversible paints. Conservators treated areas of plaster instability and stabilized large cracks in the lunettes. A biannual condition survey of the murals in the U.S. Capitol serves as a guide for prioritizing mural conservation.

**Historic Sculpture Conservation and Maintenance:** Awarded a long-term contract to conserve and maintain the fine art sculptures at the U.S. Capitol and other legislative facilities. In FY 2023, work under the contract prioritized maintenance of approximately 120 statues

and busts. In addition, the Garfield Monument and 14 Frederick Law Olmsted lanterns on the west approach of the U.S. Capitol Grounds were treated.

**Capital Improvements Plan Workshops:** Led jurisdictions and clients through Capital Improvements Plan workshops. The agency also developed, ranked and coordinated a \$228 million Line Item Construction Program budget submission that requests funds in FY 2024 for 16 capital projects to address urgent infrastructure repairs throughout the Capitol campus.

## FACILITIES MAINTENANCE

**Capitol Power Plant Maintenance Management:** Continued to address maintenance and renewal work at the Capitol Power Plant. This year's work included the completion of city water and boiler feedwater replacement. These complex projects involved multiple phases and unique technologies for hot-tapping and line-stopping active piping. To ensure uninterrupted boiler plant operations during the project, a temporary boiler was installed and a boiler flue gas leak was repaired.

**Capitol Power Plant Hazardous Material Abatement:** Continued hazardous material abatement at the Capitol Power Plant. The project encapsulated, stabilized or removed hazardous materials. Asbestos abatement measures addressed potential safety and health risks.



**Longworth House Office Building Roof Replacement and Repairs:**

Completed surveys and assessments for the design of a replacement roof for the Longworth Building. This project will mitigate persistent water intrusion issues and ensure the building's structural integrity. As part of the project, the roof drains will be replaced, improving drainage efficiency and preventing future water damage, and a certified lightning protection system will be installed to enhance safety for building occupants.

**Thurgood Marshall Federal Judiciary Building Cyclical Finish Replacement and Renovations:**

Completed renovations and cyclical finish replacement work on the fifth floor of the Marshall Building, including new paint, carpet, ceiling fixtures and furniture packages. Work on the sixth floor began in FY 2023.

**Utility Tunnel Repairs:** Continued work on the multi-year project to repair and maintain the underground tunnels that distribute utilities to the Capitol campus. The effort addressed deteriorating concrete, damaged piping, compromised utility vaults, water leaks and groundwater infiltration. These efforts are critical to reduce the risk of tunnel failures and prevent potential interruptions to essential electrical, water, steam and communications services. Fiscal Year 2023 achievements included the successful repair of tunnels through the implementation of bypass utility piping and the creation of a "tunnel-within-a-tunnel" technique that minimizes surface disruption. Surveys and destructive testing were also completed for improvements in the tunnel that connects the Cannon Building to the U.S. Capitol.

**FACILITIES OPERATIONS**

**Electrical Resiliency and Redundancy:** Concluded the final phase of the multiyear electrical resiliency program, which focused on enhancing electrical systems within the Supreme Court Building and Grounds jurisdiction. The initiative bolstered the reliability and redundancy of the electrical infrastructure, ensured uninterrupted power supply for mission-critical loads and improved the working conditions and safety of employees responsible for operating and maintaining electrical systems.

**DID YOU KNOW?**

AOC electricians are responsible for thousands of miles of wiring and more than 100,000 light fixtures. Many of the historic buildings under the AOC's care, including the U.S. Capitol, were built before the addition of electrical wiring and have required continual modernization and upgrades while maintaining the historic fabric of the original design.

*Capitol Highlights***SUSTAINABILITY AT THE AOC**

The AOC is committed to sustainability and has set goals for energy reduction, water conservation and waste diversion to drive continuous improvement and embed sustainability into its operations and workplace culture. The recycling program, which aims to reduce waste sent to landfills, is a key element of that commitment.

AOC recycling programs address building occupant waste and construction and demolition waste. The AOC continually evaluates its recycling program and analyzes waste streams through solid waste audits and pilot initiatives to identify new materials for recycling and improve the recycling diversion rate. This fiscal year, the AOC diverted 36 percent of building occupant waste, 95 percent of construction and demolition debris and 9 percent of food and green waste (compost) from landfills.

Nearly all landscape green waste from the U.S. Capitol Grounds is composted; the amount of food waste composted from cafeterias around the Capitol campus nearly doubled in FY 2023. Moving forward, food composting will continue to increase the AOC's recycling rate and keep food and green waste out of landfills.

In addition to being beneficial for the environment, recycling materials such as scrap metal, high-quality paper, toner cartridges and electronic waste generate revenue that is reinvested into energy conservation and recycling initiatives. In FY 2023, the AOC used recycling revenue to fund two sustainability projects valued at \$64,000.

**Life Safety:** Completed numerous life safety projects across the Capitol campus to rectify code deficiencies, minimize the risk of system failure and improve the safety of building occupants. Fiscal Year 2023 accomplishments included the complete replacement of the fire alarm system at the USBG Conservatory and correction of fire and life safety code deficiencies at the Russell Building and in Senate hearing rooms in the U.S. Capitol. The AOC also replaced obsolete fire alarm and suppression systems and installed new sprinkler systems at the U.S. Capitol, and initiated a fire alarm study and design for the Marshall Building.

**Physical Security:** Implemented comprehensive physical security improvements across the Capitol campus, enabling effective response to emergency situations and prioritizing life safety events. By incorporating recommendations from the campus security assessment and collaborating with campus partners, critical security upgrades address essential areas of need, including building security, fire alarm system upgrades, code deficiencies and system failure risks.

**Capitol Campus Transportation and Mobility:** Completed the Transportation and Mobility Study, laying the groundwork for the Capitol campus to transition to an innovative, forward-thinking transportation network. The new network will improve safety, security, efficiency, sustainability and accessibility across all modes of travel while preserving the site's historic and cultural assets.

## Capitol Highlights



### THOMAS JEFFERSON BUILDING CELEBRATES ITS 125TH ANNIVERSARY

November 2022 marked the 125th anniversary of the opening of the historic Jefferson Building, home to the Library of Congress. To commemorate the 125th Anniversary, the AOC collaborated with the Library of Congress to open the building to the public for a special event, offering rare public access to some of the building's most iconic spaces and assets. The agency assisted in the development of exhibits for the event, provided tours and answered inquiries regarding the Jefferson Building's history, construction and preservation.

Other than the U.S. Capitol, the Jefferson Building is the oldest congressional building under the AOC's stewardship. The AOC received responsibility for the Jefferson Building in 1922. For more than 100 years, the agency has diligently upgraded and restored the Jefferson Building, including the replacement of the gold plating on the building's dome with copper in the 1930s and a 12-year major repair and renovation program in the 1980s and 1990s that restored the splendor of the building's artwork and architecture.

AOC architects and engineers have also supported infrastructure upgrades and modernization efforts that addressed data, telecommunications, HVAC, security, fire suppression systems, lighting and lighting control systems. Skilled AOC craftspeople restored light fixtures and windows, installed brocade wall coverings and repaired and preserved carved and inlaid wood, mosaic, stained glass and marble. The AOC's dedicated stewardship of the Jefferson Building exemplifies the agency's unwavering commitment to ensure the preservation and accessibility of the nation's most iconic buildings.



The AOC provides client services to support congressional operations. Donald Ward, shown here, has worked for the House Superintendent for more than 45 years.

## Strategic Goal 2

### Provide Extraordinary Services

This strategic goal is intended to ensure the proactive delivery of professional and integrated services that exceed customer expectations. The goal addresses the core function of supporting Congress and the Supreme Court, their staff and employees of other federal agencies working in AOC-managed facilities; millions of annual visitors to the Capitol campus, whether for the agency's business or leisure, or interacting with the agency virtually through its online programs; and the more than 2,500 AOC team members working on the Capitol campus.

As shown in **Table 5**, there are two operational KPIs associated with this strategic goal. In FY 2023, the agency met its targeted performance for the operational KPI measuring customer satisfaction with construction projects. The agency did not meet the KPI associated with the tenant survey measuring satisfaction with services.

#### Related Strategic Objectives:

- Building Official
- Enterprise Asset Management
- Cultural Behaviors Transformation

#### Related Enterprise-Level Risks:

- Expectation (External Communications)

The following narratives spotlight noteworthy FY 2023 accomplishments aligned with this strategic goal.

#### CLIENT SERVICES

**118th Congressional Moves:** Supported the 118th Congressional transition, including the relocation of eight congressional leadership suites and the completion of four committee suite moves within

**Table 5. Provide Extraordinary Services Operational KPIs**

OPERATIONAL KPI	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 TARGET	FY 2023 RESULTS
<b>Customer Satisfaction With Projects.</b> Maintain high customer satisfaction with projects.	94.7% Met	95.9% Met	95.0% Met	94.9% Met	96.4% Met	≥90.0%	91.9% Met
<b>Tenant Survey.</b> How well does the AOC provide services to its facility occupants.	N/A	N/A	N/A	79.0% Not Met	N/A	≥ 90.0%	76.0% Not Met

the U.S. Capitol. The agency also completed 25 Senate office moves, taking the opportunity to address deferred maintenance and complete important system infrastructure upgrades in various areas of the Senate office buildings. In the House office buildings, the AOC supported the 58th Suite Selection Lottery and successfully completed a total of 244 moves, entailing 75 move-outs and 75 new Member set-ups and 169 returning Member moves, in addition to 128 storeroom moves and 23 committee moves. As part of the House office moves, the AOC improved energy efficiency and safety through ongoing efforts to improve daily functionality and operations.

**Special Events Support:** Supported highly visible events within the U.S. Capitol, the CVC, the USBG and the U.S. Capitol Grounds. Support included preparing conceptual layouts, room setups, logistics coordination and the implementation of safety and security measures.

**Figure 7** provides a timeline of the major events for FY 2023.

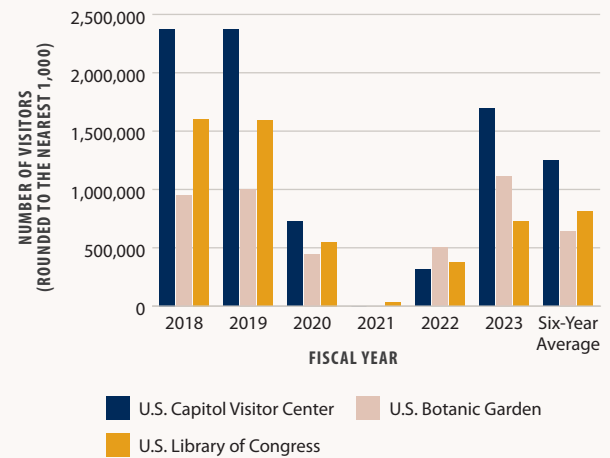
**Senate Food Service Modernization Program:** Initiated a comprehensive food service modernization effort to redesign and renovate all food service outlets in the Senate office buildings and on the Senate side of the U.S. Capitol. This project will leverage technological advancements to enhance operations and increase convenience for customers, while creating modern and streamlined food service venues for Members of Congress, staff and visitors. New equipment, fixtures and finishes will allow for expanded food service offerings and increase service efficiency.

**Customer Satisfaction:** The AOC fulfilled more than 29,000 Senate office building service requests and 32,000 preventative and recurring maintenance work orders. The agency achieved an on-time completion rate of 96 percent and earned a remarkable satisfaction rating of 97.4 percent from Senate clients. Similar customer service surveys reflected high satisfaction rates of 97 percent for the Library Buildings and Grounds jurisdiction, 93 percent for the Office of the Chief Security Officer, 91 percent for the Capitol Building jurisdiction and 90 percent for the House Office Buildings jurisdiction.

## VISITOR SERVICES

**Public Access:** Reopened the Capitol campus to pre-COVID-19 pandemic levels, marking the third and final phase of the reopening process. This involved successfully addressing the dual challenges of adhering to public health guidelines and implementing enhanced security measures in the aftermath of the events of January 6, 2021. In FY 2023, tours of the Supreme Court of the United States resumed, the CVC fully reopened, tunnel access between the CVC and Jefferson Building was restored and Senate office buildings welcomed back visitors. Since the Senate office buildings reopened, Senate food services have seen an approximate 80 percent increase in sales, with numbers for some months exceeding pre-pandemic volumes. In FY 2023, the CVC welcomed 1,691,000 visitors, the Library of Congress saw 726,000 visitors and the USBG had 1,115,000 visitors. **Figure 6** provides the Capitol campus visitation numbers for FY 2018 through FY 2023.

**Figure 6. Capitol Campus Visitation**



The six-year average is impacted by the temporary closure of the Capitol campus to the public due to the COVID-19 pandemic from March 2020 through March 2022.

**Educational Programs:** Expanded on-site and virtual educational programs across the Capitol campus. In FY 2023, the USBG continued to build a national audience with online programs reaching nearly all 50 states and expanded virtual field trips to Title I students. On-site, the USBG reinstated in-person drop-in programs and school field trips. Through a partnership with the American Association for the Advancement of Science, the USBG expanded the Expert Is In program that fosters conversations between visitors and scientists about current research. The USBG also introduced plant-centered climate change education and established a Community Engagement Council to expand educational impact in the local community.

The CVC introduced a range of new online and on-site student programs, catering to various age groups. These initiatives included online education resources for young learners and the introduction of its first augmented reality application. The CVC's Democracy Lab within Exhibition Hall became a central hub for engaging on-site student programs. The CVC also launched a new specialty tour that explores how the Capitol's art collection and the way the U.S. sees its Indigenous peoples have evolved over time. The Capitol Grounds and Arboretum jurisdiction led a Capitol campuswide education program centered around a beneficial insect release on the U.S. Capitol Grounds.

## DID YOU KNOW?

The augmented reality app, American Experience: Revolution, Perseverance and Innovation, allows users to virtually stand in the Rotunda of the U.S. Capitol and explore the historic paintings, statues and architecture. This innovative free app uses virtual reality technology to explore the Rotunda and other Washington, D.C. historic sites. [➔](#)

Figure 7. Special Events at the AOC



**Visitor Experience Master Plan:** Worked in partnership with the Library of Congress in the development and execution of the Visitor Experience Master Plan (VEMP). The project is targeted for completion by 2026 in conjunction with the 250th anniversary of the founding of the United States. VEMP projects will take place in multiple locations throughout the Jefferson Building and include new exhibits, egress modifications and gift shops.

**Accessibility:** Corrected *Americans with Disabilities Act* (ADA) deficiencies highlighted by the Office of Congressional Workplace Rights and incorporated accessibility considerations into capital renewal projects. In FY 2023, this involved integrating ADA-compliant features in the USBG conservatory and the Senate hearing rooms. Other accessibility projects included installation of automatic door operators, improved drainage systems and upgraded curb cuts and ramps in the Russell Building courtyard. The Cannon Renewal also incorporated accessibility improvements, including an ADA-compliant building entrance, accessible building lobbies and elevators, restrooms and drinking fountains on every floor. Across the Capitol campus, comprehensive ramp and curb cut improvements were also completed, including ramp replacements and installation of detectable warning dome surfaces.

## INTERNAL CUSTOMER SERVICES

**Campus Security and Safety:** Implemented enhanced security and safety measures throughout the Capitol campus, with a strong emphasis on emergency preparedness. The agency developed and delivered the Senate alternative chamber emergency management exercise and constructed a state-of-the-art security enhancement demonstration room for the Senate Sergeant at Arms. At the Capitol Power Plant, the agency supported jurisdictionwide safety stand downs, hosted an on-site medical surveillance van and helped develop a new safety award program for implementation in FY 2024.

### DID YOU KNOW?

AOC maintenance mechanics work around the clock to ensure optimal performance of the buildings and facilities under the stewardship of the AOC. Their responsibilities encompass the meticulous care of more than 17.5 million square feet of office space distributed across more than 30 buildings.



AOC staff prepare for an unveiling ceremony for a new statue in the National Statuary Hall Collection.



The AOC workforce of highly skilled professionals includes engineers, gardeners, HVAC mechanics, masons, painters and other skilled tradespeople.

**Strategic Goal 3**

**Foster an Innovative and Empowered Workforce**

This strategic goal is intended to cultivate a 21st-century workplace that attracts, develops, engages and retains a talented, diverse and highly skilled workforce. The goal focuses on developing and implementing progressive human capital strategies; promoting employee learning, growth and innovation through the provision of state-of-the-art training and education; and fostering an inclusive work environment that provides equitable opportunities for professional development and career advancement.

**Related Strategic Objectives:**

- AOC University
- Cultural Behaviors Transformation
- Human Capital Strategy

**Related Enterprise-Level Risks:**

- Manager-Employee Engagement Expectations (Internal Communications)
- Recruitment and Retention

As shown in **Table 6**, there is one operational KPI associated with this strategic goal. In FY 2023, the agency met its targeted performance for this operational metric. In addition, the following narratives spotlight noteworthy FY 2023 accomplishments aligned with this strategic goal.

**Table 6. Foster an Innovative and Empowered Workforce Operational KPI**

OPERATIONAL KPI	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023 TARGET	FY 2023 RESULTS
<b>External Safety Inspection Findings.</b> Reduce the safety findings identified by the Office of Congressional Workplace Rights.	1,219 No Target Set	1,805 No Target Set	1,492 Not Met	2,050 Not Met	876 Met	<1,408 (Average of Six Prior Years)	145 Met

**Knowledge Exchange:** Expanded opportunities for employees to advance their learning and leadership. A delegation from the CVC actively participated in the International Forum of Parliament Visitor Centers, leading discussions on the Democracy Lab and adapting to digital programming during the COVID-19 pandemic. Employees from the Supreme Court Building and Grounds jurisdiction attended industry conferences to learn from field experts and keep current with emerging technologies. At the House Office Buildings jurisdiction, eight individuals participated in a 90-day knowledge exchange program that provides participants with an immersive learning experience in a new trade shop or division.

**Workforce Development:** Enhanced professional development opportunities and access to ensure all employees have pathways to advance in their careers. Employees at the Capitol Building jurisdiction participated in four-week job rotation programs, including agencywide details, which broadened their expertise and adaptability. To address emerging needs, multiple AOC jurisdictions introduced new roles, which in turn created new career ladders that allowed employees to advance their skills and knowledge. The agency is conducting studies of the staff in each jurisdiction to determine if existing grade levels are accurate or require modification to ensure equitable and fair pay. In addition, AOC University and the Human Capital Management Division collaborated to publish two new career pathways for the custodial and administrative job series and the Senate Office Buildings jurisdiction established a dedicated career pathway for custodial and administrative roles. The Senate Office Buildings jurisdiction also conducted essential training sessions for employees on topics that included resume writing, interviewing, literacy, computer literacy, GED preparation and leadership development. As part of the Human Capital Strategy, HCMD continued to present human capital programs and information, including an eight-week supervisory training series covering hiring, performance management, leave management, workers' compensation and other topics designed to help inform knowledgeable and skilled supervision of employees.

## DID YOU KNOW?

The USBG maintains more than 6,000 unique taxa in its plant collections, including rare and endangered species and plants of historical or current institutional significance. The USBG's living collections are important resources for the study of threatened plants and their conservation, and in FY 2023, the USBG initiated a peer learning group dedicated to plant-centered climate change education — fostering knowledge sharing and resource exchange within the public gardens community.

The USBG maintains extensive database records of the plant collections, which track the location, condition and provenance of each plant. This information is available to the public on the USBG website. [↗](#)

**Training and Education:** Prioritized knowledge and skills development. A skills-gap analysis revealed skill set deficiencies in several core areas across multiple jurisdictions. Many are specialized skill sets that are scarce in the labor force, making recruitment a challenge and building these skills in-house even more important. AOC University collaborated with the operational jurisdictions and trades shops to identify training needs that address skills deficiencies and provide appropriate interventions to ensure employees have the knowledge, certifications and credentials to perform their jobs efficiently and safely. AOC University also forged two new partnerships with external institutions to address ongoing training requirements.

**Empower and Engage Employees:** Engaged and empowered employees through numerous employee-focused initiatives. The agency enhanced the two-day onboarding program that provides a comprehensive overview of the policies, programs and services to empower and acclimate new employees. Similarly, the USBG jurisdiction developed an onboarding process and created resources to help new employees transition into the workforce. Managers and employees from the Library Building and Grounds jurisdiction trades shops held meetings focused on transforming workplace culture and behavior. In addition, the Capitol Power Plant jurisdiction formed a committee involving both supervisory and nonsupervisory staff to improve collaboration, communication and culture. Regular meetings among various employee groups at the plant addressed vital workplace issues. A Senate Office Buildings jurisdiction employee survey led to improvements in the employee experience and work processes. The AOC also launched a new Aspiring Leaders Program, offering intensive leadership training to high-potential nonsupervisory employees, with 22 employees participating in the program in FY 2023.



**Recruitment and Retention:** Expanded focus on branding, outreach, recruitment and retention. This included rebranding the agency by showcasing the AOC's mission and career opportunities in recruitment materials and increasing the use of diversity-focused job boards to target underrepresented populations. The agency also established new partnerships and participated in or hosted networking and recruiting events in collaboration with trade schools, colleges and universities, and organizations and associations in the engineering, architecture and skilled trades professions. In FY 2023, 20 new partnerships were formed with professional and trade organizations, 16 mission-critical positions underwent skilled trade studies, and eight skilled trade studies addressed hard-to-fill positions. Other achievements included the establishment of 29 career ladder and detail opportunities, 156 new employee hires and 210 employee promotions.

## DID YOU KNOW?

More than 150 trees on the Capitol campus serve as living memorials, planted to honor individuals who have made a significant contribution to the AOC or to commemorate an important event. In FY 2023, the AOC planted a Kentucky coffeetree to honor the legacy of Frederick Law Olmsted and a Jefferson elm was planted in memory of Senate Librarian Leona Faust who served in the Senate Library for 44 years and spent 12 of those years as the Senate Librarian.

## Capitol Highlights



## PRIORITIZING WORKFORCE HEALTH AND WELLNESS

The agency's important mission could not be fulfilled without its highly skilled, dedicated and resilient workforce. Every day AOC team members work tirelessly around the clock to upgrade capabilities and facilities to meet the technological, space, sustainability and accessibility needs of a 21st-century workforce, while also protecting and preserving the nation's historic buildings, facilities and assets for the benefit of future generations.

These responsibilities present formidable challenges, which have been further compounded by the profound impacts of the COVID-19 pandemic, security concerns stemming from the events of January 6, 2021, and the recent turnover in a significant portion of the AOC's senior leadership. Addressing employee burnout and overall health and well-being has become increasingly important in this dynamic and demanding work environment.

Over the past year, the agency intensified its commitment to the well-being of its employees by introducing a comprehensive Employee Wellness Program. The program offered 220 wellness events covering a wide spectrum of health and wellness topics, including financial literacy workshops, fitness challenges, mental health seminars, social well-being activities and occupational health sessions. These events were designed to address the varied needs and interests of employees and nurture a culture of holistic care.

Eight dedicated wellness weeks were also presented during FY 2023, each centered around different themes including mental health, physical fitness, nutrition, stress management, work-life balance and a cooking demonstration. During the holiday season, when stress levels often peak, the agency introduced a holiday wellness series including virtual workshops on managing stress, promoting gratitude, giving back to the community and maintaining a healthy routine amid festive celebrations. During the summer, five unique wellness groups encouraged employees to bond over shared interests and activities, including mindfulness, social well-being, walking, skating and a health-related book club.

The AOC's Employee Wellness Program has been instrumental in fostering a healthier, more engaged workforce, boosting workforce productivity, enhancing customer satisfaction, improving business operations and fostering greater innovation and creativity. The agency will continue to prioritize and enhance the program to ensure employees thrive both personally and professionally.



The AOC's strategic goal of One Team, Dedicated to One Mission is exemplified by the wide range of professionals and skilled tradespeople responsible for the Cannon Building Caucus Hearing Room upgrade

## Strategic Goal 4

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

This strategic goal promotes a culture of learning, collaboration and teamwork that enhances the agency's overall effectiveness, efficiency and responsible stewardship of the facilities and assets under its care. This goal encourages a shared commitment to the AOC mission while promoting information and knowledge sharing among team members to increase innovation and maximize resources. There are no operational KPIs associated with this strategic goal this fiscal year. The following narratives spotlight noteworthy FY 2023 accomplishments aligned with this strategic goal.

**Communities of Practice:** Continued to establish Communities of Practice based on shared trades, crafts, professions or work responsibilities. These groups facilitate the exchange of insights and best practices and provide in-house education and training opportunities. During FY 2023, 11 new Communities of Practice were established. A Gardens and Grounds Community of Practice led by the Capitol Grounds and Arboretum jurisdiction included Integrated Pest Management (IPM) contributions from colleagues at Smithsonian Gardens and the District of Columbia Department of Energy and Environment. A Coaching and Mentoring Community of Practice was established for supervisors and is currently being refined to meet their

#### Related Strategic Objectives:

- Enterprise Asset Management
- Human Capital Strategy
- Capitol Complex Master Plan and Strategic Plan

#### Related Enterprise-Level Risks:

- Cybersecurity
- Workplace Health and Safety
- Data Quality and Governance
- IT Infrastructure

specific agency needs. Other Communities of Practice were launched to engender cross-collaboration among the trades groups dispersed across the Capitol campus. Those communities include elevators, labor, recycling, custodial, sustainability and energy managers, occupational safety and health, operations and maintenance engineering, projects risks, scheduled management and project management disciplines.

**Energy Reduction:** Implemented sustainability and energy conservation initiatives leading to notable reductions in energy intensity levels, cost savings and environmental benefits. Prominent examples include integrating sustainable design elements into the USBG Production Facility Renewal, upgrading the perimeter heat system in

the Ford House Office Building and implementing the energy savings performance contract (ESPC) at the Library of Congress. The agency also continued efforts on the Capitol Power Plant's Refrigeration Plant Revitalization project, enhanced the energy-efficient geothermal heating and cooling system at the Senate Underground Garage and completed a retro-commissioning effort at the U.S. Capitol. These efforts resulted in significant annual energy savings, water conservation and a substantial reduction in environmental impact. The Energy and Sustainability Management Report in **Section Four: Other Information** provides specific reduction figures for FY 2023 and prior fiscal years.

## DID YOU KNOW?

The AOC is committed to reducing the amount of greenhouse gas emissions through its energy conservation and sustainability efforts. In FY 2023, the agency's greenhouse gas emissions were 52 percent below the FY 2006 baseline, representing a reduction of approximately 153,000 metric tons of carbon dioxide emitted.

## Capitol Highlights



## PRESERVING HISTORY AND CELEBRATING DIVERSITY IN NATIONAL STATUARY HALL

The AOC Curator Division plays a vital role in preserving and managing the artwork in the U.S. Capitol, including the National Statuary Hall Collection. Authorized by Congress in 1864, the collection consists of two statues from each state that honor persons notable in their respective state's history for display in the U.S. Capitol. In 2000, for the first time, states were allowed to replace a statue previously donated to the collection. Since then, the AOC has supported the replacement of 12 statues.

The process of replacing a statue begins when a state's governor formally requests approval from the Joint Committee on the Library. The AOC works with the Joint Committee on the Library and the state to evaluate new statue proposals. To assist states, the AOC publishes design requirement guidelines that govern subject, material, pedestal, inscriptions, size, weight, patina and coating. Once a proposal is approved, the AOC and the state establish an agreement to guide the replacement process. To facilitate the installation of the new statue, AOC masons and curatorial staff direct riggers who remove the existing statue and install the new statue and its pedestal in the U.S. Capitol. AOC photographers document the process, capturing the significance of the event for historical records. When the new statue is unveiled, it becomes part of the National Statuary Hall Collection.

In FY 2023, one statue was replaced in the collection. The state of Nebraska selected a statue of the writer Willa Cather to replace the statue of Julius Sterling Morton. The Cather statue was created by Littleton Alston, the first African American artist to be represented in the collection. The installation marks a significant milestone in expanding representation and diversity within the collection. [➔](#)

The National Statuary Hall Collection currently includes 99 statues contributed by 50 states (Virginia currently has one statue in the collection). The AOC's care and preservation of these cultural assets ensures they remain in excellent condition, preserving their historical and artistic significance. At the close of FY 2023, all statues in the collection were assessed to be in excellent condition, a testament to the AOC's commitment and stewardship. A complete listing of the statues in the National Statuary Hall Collection is included in **Section Four: Other Information**.



Communities of Practice promote collaboration among the trades groups that comprise the AOC workforce, including those responsible for the maintenance and care of the elevators in the facilities across the Capitol campus.

**Enterprise Risk Management:** Adopted a modified ERM assessment schedule, alternating between full risk assessments conducted on even-numbered fiscal years and targeted risk assessments conducted on odd-numbered fiscal years. In FY 2023, the targeted risk assessment identified two new risks: recruitment and retention, and critical infrastructure failure, bringing the total number of enterprise risks managed by the AOC to 11. In addition, a new element, velocity, was introduced to the assessment, representing the predicted time frame (in months) for the impact to be felt if the risk were to materialize.

**Integrated Agency and Jurisdiction Planning:** Continued to focus attention on integrating jurisdiction-level planning with the enterprise mission, vision and strategy. In FY 2023, the AOC completed Phase 1 of the Capitol Complex Master Plan (CCMP). The Capitol Power Plant jurisdiction collaborated with the Office of the Chief Engineer to incorporate the Utility Master Plan into the CCMP. The Capitol Power Plant also initiated development of a five-year operations plan that provides a strategic road map for efficient resource allocation, infrastructure improvements and a positive work environment. The Capitol Grounds and Arboretum jurisdiction began development of a five-year operations plan that is in alignment with the Bridge Strategic Plan. The CVC developed a new strategic plan using input from jurisdiction for the development of goals and strategies.

**Campus Recycling:** Expanded and improved recycling programs inside facilities and on construction sites. Efforts included improving waste and recycling outcomes, increasing recycling rates, standardizing bin usage, promoting waste separation awareness, enhancing collection efficiency and reducing excess bins in workspaces. The recycling program in Senate office buildings reduced single-use plastics and advanced waste management as part of ongoing maintenance and process improvement. Empowered employees on the USBG's Green Team established a uniform recycling program that is being adopted by other jurisdictions.

**Building Automation:** Continued expansion and enhanced reliability of the building automation system network (BASnet) that is used to monitor and adjust utilities. The expansion included the Senate Underground Garage and the Library of Congress' Special Services Facility Center. System reliability efforts included five new BASnet servers with failover capabilities, a new server at the USBG Production Facility and daily backups to an off-site facility.

## Forward-Looking Information

The Integrated Risk Management Division (IRMD), led by the Risk Management Officer, oversees the ERM program. ERM is a crucial component of the agency's governance process, offering a comprehensive view of organizational challenges, while improving decision-making and prioritization and management of mission-critical risks.

The IRMD coordinates with agency leaders to perform an annual risk assessment that identifies and prioritizes the risks that are most critical to further evaluate, manage and monitor. In FY 2023, the IRMD adopted a modified assessment schedule, alternating between full risk assessments (even-numbered fiscal years) and targeted risk assessments (odd-numbered fiscal years). The full risk assessments gather information from agency leaders, management and staff on known risks and potential impacts. The targeted risk assessments, implemented for the first time this year, focus on gathering input from senior leaders to identify new or emerging risks not already included in the enterprise risk profile. This fiscal year's targeted assessment identified two new risks: recruitment and retention, and critical infrastructure failure, bringing the total number of enterprise-level risks to 11.

Each risk assessment helps identify and prioritize the most important risks facing the agency based on their likelihood of occurrence and potential impact on fulfilling mission-critical tasks. Each enterprise-level risk is prioritized and scored by multiplying the likelihood of occurrence, impact if realized and the velocity of the impact. Velocity was introduced in FY 2023 to represent the predicted time frame for an impact to be felt if the risk materialized. Likelihood and impact are measured on a five-point rating, where five denotes higher probability or impact; velocity is rated on a scale of 1.05 to 1.40 where 1.05 represents very slowly and 1.40 represents very rapidly. Once scored, risks are grouped into three tiers based on their potential impact on the agency's ability to achieve its mission.

In addition to the 11 enterprise-level risks, the OIG identified seven management challenges, two of which align with the enterprise-level risks. **Figure 8** provides a consolidated overview of the risks and challenges. The AOC leadership has reviewed the OIG's recommendations and will take appropriate actions to mitigate the impact of the seven challenges. The OIG's statement of management challenges is included in **Section Four: Other Information**.

**Figure 8. Summary of Enterprise-Level Risks and OIG Management Challenges**

DESCRIPTION	ENTERPRISE-LEVEL RISKS	OIG MANAGEMENT CHALLENGES
Recruitment and Retention* (OIG description: Recruitment and Retention, Succession Planning and Employee Misconduct and Noncompliance)	✓	✓
Physical Security	✓	
Cybersecurity	✓	✓
IT Infrastructure	✓	
Critical Infrastructure Failure*	✓	
Deferred Maintenance and Capital Renewal	✓	
Workplace Health and Safety (OIG description: Balancing Safety, Security and Preservation)	✓	✓
Data Quality and Governance	✓	
Expectation (External Communications)	✓	
Life Cycle Project Management	✓	
Manager-Employee Engagement Expectations (Internal Communications)	✓	
Accessibilty, Auditability and Records Retention		✓
Whistleblower Protections		✓
Working Capital Fund		✓
Waste and Accountability		✓

\*New or emerging risk based on the FY 2023 risk assessment.

## Tier 1 Risks

These risks pose the most significant threat to the agency and its ability to fulfill its mission. They are top priorities demanding immediate leadership attention. Response plans for Tier 1 risks are prioritized within the budget cycle, with resources allocated for effective implementation of risk responses. There were three Tier 1 risks in FY 2023.



### Recruitment and Retention

*Risk Statement:* 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 its ability to advance the agency mission, vision and values.

#### RISK RATING

Likelihood	4
Impact	4
Velocity	1.2 (Slowly)
Risk Score	19

*Explanation:* Recruitment and retention are the agency's highest rated enterprise-level risk. The current climate of labor force shortages and a widening skills gap intensifies competition for skilled workers, necessitating new and expanded recruitment strategies. Addressing risks related to retention require providing an inclusive and equitable workplace and ensuring all employees have opportunities to advance in their careers. Failure to address retention risks can result in higher turnover, increased workload for existing staff and a loss of crucial institutional knowledge and expertise. This risk was identified as a new risk in the FY 2023 targeted risk assessment.

*Risk Responses:* Response actions for this risk are currently under development and implementation as part of the Human Capital Strategic Plan. The plan establishes a wide range of goals, objectives and initiatives related to recruitment, hiring, development, advancement and retention. In FY 2023, efforts to address this risk included expanding recruitment outreach and partnerships, increasing access to new career paths, training and professional development opportunities for employees, and providing enhanced opportunities for knowledge exchange across the agency. The Human Capital Management Report in **Section Four: Other Information** presents a detailed description of initiatives and accomplishments currently underway to address this risk.



### Physical Security

*Risk Statement:* 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.

#### RISK RATING

Likelihood	3
Impact	4
Velocity	1.4 (Very Rapidly)
Risk Score	17

*Explanation:* Ensuring a safe and secure environment requires securing physical infrastructure, coordinating construction security, managing personnel suitability and collaborating with external security partners, while minimizing the impact of security protocols on individuals who work at or visit the Capitol campus.

*Risk Responses:* During FY 2023, the AOC continued to develop a physical security governance doctrine to provide guidance to executive level decision-makers. Once developed and implemented, the doctrine will help determine the coordination of key management roles and responsibilities from a security perspective. The AOC will continue to refine the physical security awareness training to educate the agency on physical security policy and governance. This includes the development of standardized, branded and professionally produced multimedia training materials. The agency hired a production company to assist in updating the security training.



## Cybersecurity

*Risk Statement:* The risk of network intrusion or data exfiltration by malicious internal and external threats.

### RISK RATING

Likelihood	3
Impact	4
Velocity	1.35 (Rapidly)
Risk Score	16

*Explanation:* Given the critical role IT systems play in ensuring the continuity of operations, a breach in these systems could rapidly cause significant and far-reaching repercussions. A cybersecurity breach has the capacity to disrupt critical services and functions and compromise data confidentiality, integrity and availability, thereby leading to delays and inefficiencies in fulfilling mission-critical tasks, and posing a tangible threat to the safety and security of individuals working on or visiting the Capitol campus.

*Risk Responses:* To mitigate this risk, the AOC is expanding the assessment and authorization process and migrating the existing authority-to-operate to a new system of record. The AOC will also complete and integrate existing assessments (both cloud and on-premises) into the new system of record.

To support cybersecurity reporting, a solution was implemented to generate executive-level reports, with plans to launch an executive dashboard in the first quarter of FY 2024. The AOC is also refining its vulnerability management program and process for identifying, assessing, remediating and reporting cyber weaknesses to make necessary updates and improvements to existing policies and procedures. A gap analysis of present capabilities and current and future business requirements will be conducted and best practices for vulnerability management will be implemented, including the development of technology road maps to address any findings from the gap analysis. Future response actions include the implementation of supply chain threat protection and zero trust architecture. Both response actions are based on best practice guidance outlined and implemented by other federal agencies.

## Tier 2 Risks

These risks may have a moderately disruptive effect on the agency and its ability to achieve its mission. These risks are near-term priorities and require a response plan. Resources to address Tier 2 risks may be considered in the upcoming budget cycles. There were six Tier 2 risks in FY 2023.



### IT Infrastructure

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

#### RISK RATING

Likelihood **3**

Impact **3**

Velocity **1.35** (Rapidly)

Risk Score **12**

*Explanation:* This risk is influenced by the location, age and viability of the agency's data centers, along with the need to maintain consistent network and services availability across the Capitol campus. Although the likelihood of this risk was deemed to be moderate, the impact would be significant if the IT infrastructure, services and functions were to fail, including the disruption of communications, operations and services, compromised data security, integrity or confidentiality, and hampered capacity to fulfill mission-critical tasks. Addressing this risk is essential, necessitating infrastructure modernization investments, robust contingency planning, and proactive measures to enhance network and data resilience and security.

*Risk Responses:* The AOC established a Capital Equipment Replacement Program to formalize investment in equipment replacement, remove infrastructure unsupported by vendors and forecast future IT needs. A new cloud-based strategy articulates future use of private, public and hybrid architecture and "as-a-service" models to support business activities within a secure and resilient environment. The AOC has assessed the current data center and identified resource reductions in preparation for migration to a cloud-based infrastructure. The effort includes a formal migration plan with future funding requirements. Remaining response plan

actions involve the completion of a technology road map to ensure IT infrastructure is scaled to meet future business requirements, an impact assessment of the potential benefits and risks associated with the responsible adoption of artificial intelligence to secure and manage IT infrastructure, and upgrading the fiber optic infrastructure in collaboration with other legislative branch agencies. These measures collectively aim to bolster the IT infrastructure, enhancing its reliability, scalability and resilience to effectively address current and future technology requirements.



### Critical Infrastructure Failure

*Risk Statement:* The risk of critical infrastructure (i.e., vital building systems, facilities, roads, bridges, pipelines, power grids) failure due to aging facilities, extreme weather, accidents or cyberattacks would significantly impede the AOC's mission fulfillment and operations.

#### RISK RATING

Likelihood **2**

Impact **4**

Velocity **1.35** (Rapidly)

Risk Score **11**

*Explanation:* The consequences of critical infrastructure failure can disrupt the agency's daily operations and pose substantial risks to both facilities and their occupants. These ramifications could include mandatory evacuations of facilities, closures, life safety concerns, health hazards and environmental repercussions. Compounding the issue is the advanced age of many of the facilities, which increases the potential for critical failure and raises additional concerns about their capacity to meet modern operational requirements. The identification of this risk in the FY 2023 targeted risk assessment underscores the importance of proactive measures to mitigate and plan for the potential consequences of critical infrastructure failure.

*Risk Responses:* Response actions for this risk are currently under development and evaluation. The agency will prioritize identifying those AOC-owned versus non-AOC-owned critical infrastructure elements and determine the best course of action to manage the critical infrastructure failure risk.





## Deferred Maintenance and Capital Renewal

*Risk Statement:* 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.

### RISK RATING

Likelihood	3
Impact	3
Velocity	1.2 (Slowly)
Risk Score	11

*Explanation:* Preserving the aging buildings and facilities on the Capitol campus requires proactive facilities and equipment systems maintenance to prevent failures. Insufficient funding and the neglect of necessary maintenance and repair projects can lead to major facility damage, service disruptions and costly additional repairs. As of September 30, 2023, the estimated deferred maintenance and capital renewal backlog for the Capitol campus was \$2.6 billion, with 59 percent of major buildings under the AOC's care rated as in "poor" or "fair" condition. Approximately \$951 million would be required to improve these facilities to "good" condition.

*Risk Responses:* The identification and prioritization of the deferred maintenance and capital renewal backlog is critical to managing this risk. A dashboard is under development to better categorize all backlog elements. This fiscal year, the AOC conducted an internal review of the growing costs of deferred maintenance and capital renewal from a budget perspective with observations and strategic recommendations on addressing backlog reduction. As a result of that review, the AOC will align budget requests with deferred maintenance and capital renewal priorities across all offices, jurisdictions and appropriations. Concurrently, the Office the Chief of Operations awarded a contract for consultants to identify data-driven needs, process-driven operational improvements and standardized project planning requirements to best reduce the deferred maintenance and capital renewal backlog. The contract will align with the EAM Phase 3 activities and develop processes, policies and standards.



## Workplace Health and Safety

*Risk Statement:* The risk that the AOC fails to provide a physically and emotionally safe work environment.

### RISK RATING

Likelihood	3
Impact	3
Velocity	1.2 (Slowly)
Risk Score	11

*Explanation:* The AOC is responsible for ensuring a safe and healthy environment for those who work at or visit the Capitol campus. Neglecting safety measures and failing to integrate fire and life safety planning, building code compliance, health and safety protocols, accessibility, environmental compliance and emergency preparedness into daily operations endangers the well-being of workers and visitors, and increases the potential for legal and financial liability.

*Risk Responses:* Response actions for this risk are currently under development and evaluation.



## Data Quality and Governance

*Risk Statement:* The risk that decision-quality data may not be readily available to inform priority initiatives, and there is no established data governance structure, which compromises data security.

### RISK RATING

Likelihood	3
Impact	3
Velocity	1.2 (Slowly)
Risk Score	11

*Explanation:* This risk encompasses two key aspects: ensuring the reliability and availability of data as a valuable agency asset for accomplishing strategic goals and establishing consistent and appropriate data structures to support effective and efficient data management. By enhancing data quality and governance, the AOC can leverage data to facilitate higher-quality decision-making and improve program performance and outcomes.

*Risk Responses:* In response to this risk, the Chief Data Officer (CDO) and Deputy CDO roles were evaluated and aligned to the Office of the Chief Financial Officer. This alignment led to the establishment of the Data and Business Intelligence Division (DBID) to enhance data utilization, develop data governance, provide data asset cataloging and search software, as well as provide training and support to users on creating reports and dashboards.

The DBID created a data governance charter, established a formal structure for approval boards responsible for data management, formed a data stewardship framework for the Data Technical Council members (one level of the data governance structure) and developed an enterprise data strategy and corresponding implementation plan. The DBID also initiated procurement activities for a comprehensive data catalog and data governance system. This includes the formation of a data steward group that will lead the effort to identify where AOC data resides.



## Expectation (External Communications)

*Risk Statement:* 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 AOC capacity to fulfill requests.

### RISK RATING

Likelihood	3
Impact	3
Velocity	1.2 (Slowly)
Risk Score	11

*Explanation:* The agency receives a high volume of service requests from congressional stakeholders and tenants in AOC-managed facilities. Balancing the demands effectively and efficiently, while maintaining timeliness and quality, proves challenging due to resource constraints and competing priorities. Inadequate performance standards, delivery timelines and clear communication regarding capacity and capability to fulfill service requests may result in unmet expectations and a negative perception of performance among stakeholders.

*Risk Responses:* Response actions for this risk are currently under development and evaluation.

## Tier 3 Risks

These risks may cause minimum disruption to the agency's mission or are effectively controlled. These risks are not immediate priorities. Nonetheless, the AOC monitors these risks and responds to them as necessary.



### Life Cycle Project Management

*Risk Statement:* Failure to implement effective project management processes may lead to increased costs, delays, significant infrastructure disruptions, safety concerns and reduced quality.

#### RISK RATING

Likelihood **3**

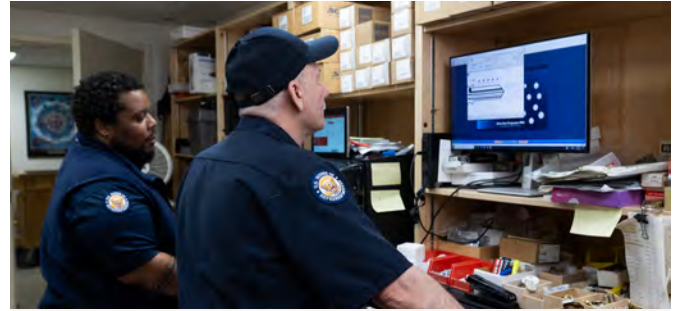
Impact **3**

Velocity **1.05** (Very Slowly)

Risk Score **9**

*Explanation:* The AOC simultaneously manages and executes multiple high-visibility, large-scale and long-term projects to meet the infrastructure needs of the Capitol campus, along with smaller projects. Effective project management processes are required to deliver these projects cost effectively, on time, safely and with high quality and minimal disruptions. These processes help to balance schedules, costs and risks over numerous project phases, while minimizing tenant disruptions and sustaining the necessary staff to support design and construction activity.

*Risk Responses:* Policies and procedures help project managers create, run and deliver a successful project. The AOC has updated existing policies, procedures and manuals to include project management, architecture and engineering, design–build and risk management. The AOC continues to expand the project assessment program initiated by the Committee on House Administration. The Office of the Chief Engineer conducts monthly reviews of project metrics and identifies out-of-tolerance projects that assist in refining a more deliberate assessment program focused on known risks (e.g., reimbursable costs, the change management process, vendor management, etc.). The refined program will assess current risks and mitigation gaps.



### Manager-Employee Engagement Expectations (Internal Communications)

*Risk Statement:* The lack of intentional, routine and timely communications from management impacts employee engagement and alignment around AOC goals and priorities.

#### RISK RATING

Likelihood **3**

Impact **2**

Velocity **1.2** (Slowly)

Risk Score **7**

*Explanation:* Employee focus groups identified management communication as a significant concern. While employee communications have always been critical, the increase in workplace flexibilities and the recent personnel turnover in senior leadership has highlighted the importance of intentional, routine and timely communications.

*Risk Responses:* Response actions for this risk are currently under development and evaluation.

## Climate-Related Financial Risk

The May 2021 *Executive Order on Climate-Related Financial Risk* encourages federal agencies to summarize efforts taken or planned to assess, measure and mitigate risks related to climate change that could affect the entity's financial performance, position or condition. While exempt from the executive order, as part of a prior strategic planning effort, the AOC commissioned a report to evaluate the potential impacts that extreme weather conditions may pose to the agency's mission and infrastructure. The report, completed in FY 2022, provided a high-level analysis of likely extreme weather impacts to the Washington, D.C. region and recommended strategies the agency could employ to minimize or remediate the risks posed to the Capitol campus.

The report focused on the most critical facilities under the AOC's care and narrowed the analysis to four likely areas of impact: sea level rise and severe rainstorms, ice and snowstorms, extreme temperatures, and hurricanes and windstorms. The evaluation included 27 facilities. It revealed consistent areas of vulnerability and recommended strategies for mitigating potential damage. The key themes in the report included: facilities are susceptible to water infiltration and exterior envelope damage from multiple extreme weather impacts and systems and specialized collections and spaces are insufficiently supported by standby power. Additionally, many of the emergency power systems are vulnerable to extreme weather.

As part of this report, the AOC developed a summary scorecard for each facility that shows the weather risks, possible courses of action and a model to access the approximate cost for each course of action. The report also identified simple and immediate remediation efforts for the risks, including regular visual inspections and assessments, frequent updates to preventive maintenance plans, improved standard operating procedures and updated project identification and program development processes. The AOC is developing projects that address issues outlined in the report.

In FY 2023, the AOC neared completion of the Capitol Power Plant Master Plan that outlines the needed utility infrastructure upgrades necessary to allow the facilities to operate during weather extremes. The agency also completed a resiliency assessment and is developing a water resiliency study using the National Renewable Energy Laboratory. These climate assessments will be used to inform the CCMP.



The Capitol Power Plant provides steam and cooled water to heat and cool the buildings across the Capitol campus.

## Financial Highlights

This section provides an overview of the AOC's financial statements that appear within **Section 3: Financial Information**. The principal financial statements are independently audited by KPMG and consist of the Balance Sheet, Statement of Net Cost, Statement of Changes in Net Position and Combined Statement of Budgetary Resources for the fiscal year ended September 30, 2023. **Table 7** summarizes key data from the financial statements. The financial highlights from FY 2023 include:

- Assets exceeded liabilities by \$4.0 billion, an increase in net position of \$553 million (16 percent) over FY 2022. This change primarily resulted from the increase in the fund balance with Treasury (FBWT).
- General Property, Plant and Equipment (PP&E) (net of accumulated depreciation), the largest asset, totaled more than \$2.6 billion, a \$25 million (1 percent) increase over FY 2022, due primarily to the capitalization of costs from various projects on the Capitol campus.
- The net cost of operations amounted to \$828 million, a \$122 million (17 percent) increase from the prior year. This primarily resulted from an increase in the costs associated with environmental and disposal liabilities and additional costs associated with various projects on the Capitol campus.

**Table 7. Summary Financial Statement Data** (Dollars in Thousands)

BALANCE SHEET SUMMARY	FY 2023	FY 2022	% CHANGE
Fund Balance with Treasury	\$ 1,612,659	\$ 1,284,061	26%
Investments	21,576	21,060	2%
General Property, Plant and Equipment, Net	2,675,467	2,649,759	1%
Advances and Prepayments	285,570	4,799	>100%
All Other Assets	2,283	1,727	32%
<b>Total Assets</b>	<b>\$ 4,597,555</b>	<b>\$ 3,961,406</b>	<b>16%</b>
Accounts Payable	\$ 85,840	\$ 79,098	9%
Advances from Others and Deferred Revenue	39,423	25,707	53%
Federal Debt and Interest Payable	16,892	31,864	(47%)
Environmental and Disposal Liabilities	271,197	183,422	48%
Federal Employee Benefits and Related Accruals	60,265	65,370	(8%)
All Other Liabilities	89,764	94,335	(5%)
<b>Total Liabilities</b>	<b>\$ 563,381</b>	<b>\$ 479,796</b>	<b>17%</b>
Unexpended Appropriations	1,633,124	1,038,109	57%
Cumulative Results of Operations	2,401,050	2,443,501	(2%)
<b>Total Net Position</b>	<b>\$ 4,034,174</b>	<b>\$ 3,481,610</b>	<b>16%</b>
<b>Total Liabilities and Net Position</b>	<b>\$ 4,597,555</b>	<b>\$ 3,961,406</b>	<b>16%</b>

### STATEMENT OF NET COST SUMMARY

Gross Cost	\$ 890,434	\$ 788,789	13%
Less: Earned Revenue	(62,837)	(83,677)	(25%)
<b>Net Cost of Operations</b>	<b>\$ 827,597</b>	<b>\$ 705,112</b>	<b>17%</b>

### STATEMENT OF BUDGETARY RESOURCES SUMMARY

Unobligated Balance Brought Forward	\$ 501,857	\$ 849,209	(41%)
Appropriations*	\$1,344,302	788,347	71%
Spending Authority from Offsetting Collections	63,691	68,492	(7%)
Borrowing Authority	2,283	3,507	(35%)
<b>Total Budgetary Resources</b>	<b>\$ 1,912,403</b>	<b>\$ 1,709,555</b>	<b>12%</b>

\* Appropriations of \$1,344.3 million in FY 2023, as reported on the Statement of Budgetary Resources, include direct appropriations of \$1,319.0 million, \$29.2 million in Judiciary appropriations (administered by the AOC for the care of the Supreme Court of the United States and its grounds), and \$54 thousand authority from the special fund receipts, less a House Office Building Fund transfer of \$4.0 million. In FY 2022, the AOC received \$788.3 million in total appropriations, composed of direct appropriations of \$782.9 million, \$14.4 million in Judiciary appropriations, and \$17 thousand authority from the special fund receipts, less a House Office Building Fund transfer of \$9.0 million.

### INDEPENDENT FINANCIAL STATEMENTS AUDIT

The AOC received an unmodified (clean) financial statements audit opinion for FY 2023 — the 19th 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 identified no material weaknesses or significant deficiencies. **Figure 9** shows the number of material weaknesses and significant deficiencies for each fiscal year that the AOC has submitted its four principal financial statements for an audit.

### GUIDE TO THE FINANCIAL STATEMENTS

Federal government efforts to improve financial transparency and accountability led to the passage of mandatory uniform accounting and reporting standards for executive branch agencies. As a legislative branch agency, the AOC generally references the executive branch requirements as a best practice. As such, the AOC prepared its consolidated financial statements from accounting records in conformity with generally accepted accounting principles (GAAP). For federal entities, GAAP are the standards prescribed by the Federal Accounting Standards Advisory Board (FASAB).

This section provides a brief description of each financial statement, their significant balances, major fluctuations and their relevance to the agency's operations. To facilitate analysis, the financial highlights are summarized 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
- COVID-19 Impact

### 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 (Assets), amounts owed (Liabilities) and remaining amounts (Net Position) at the end of the fiscal year.

Assets: As of September 30, 2023, the AOC reported total assets of \$4.6 billion. This represents an increase of \$636 million (16 percent) over the FY 2022 total assets of \$3.9 billion. This change is primarily due to the significant increase in appropriations received in FY 2023 compared to FY 2022, which is mainly reflected in the \$329 million increase in FBWT and a \$281 million increase in advances and prepayments. **Figure 10** summarizes the total assets by major component as of September 30, 2023.

General PP&E and FBWT, the two largest asset classes, account for 93 percent of the agency's total assets. General PP&E, net of accumulated depreciation, was \$2.7 billion at fiscal year-end (58 percent of total assets), a \$26 million increase from the FY 2022 balance. The increase in PP&E from the prior year is primarily due to the completion and capitalization of construction projects, net of depreciation expense, most significantly, Phase 3 of the Cannon Renewal Project.

**Figure 11** summarizes the PP&E balances by asset class at the end of the fiscal year. As of September 30, 2023, the largest asset class of the PP&E balance is buildings improvements (\$1.7 billion, 62 percent of total PP&E). This category is followed by buildings (\$565 million,

**Figure 9. Audit Material Weaknesses and Significant Deficiencies**

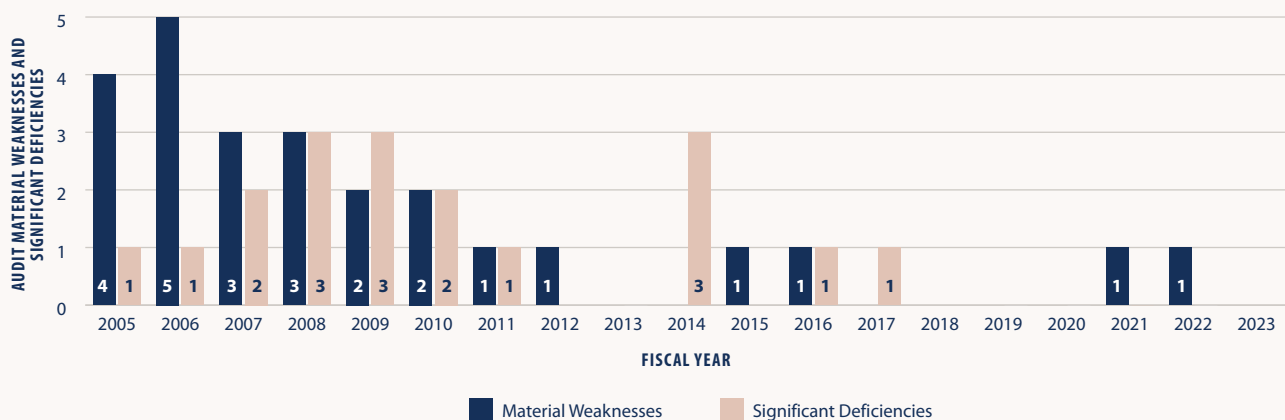
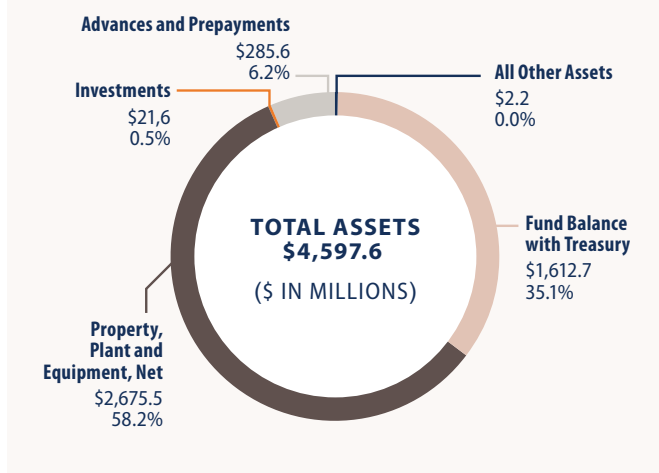


Figure 10. Summary of Total Assets



21 percent) and construction work-in-progress (CWIP) (\$233 million, 9 percent).

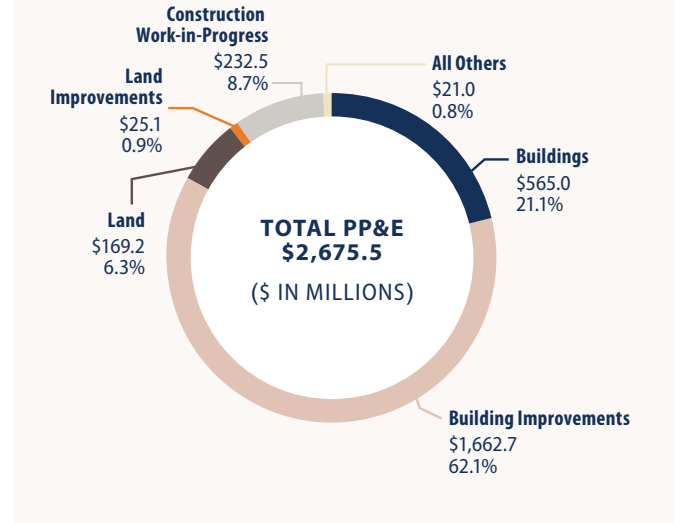
The FBWT, at \$1.6 billion (35 percent of total assets), represents the next largest asset category. Its \$329 million increase from the prior fiscal year was primarily due to the significant overall increase of appropriations received in FY 2023. Appropriated construction project funding increased by \$483 million. This funding immediately increases the FBWT balance, while the related disbursements reduce the FBWT over the term of the projects. This causes the FBWT balance to initially spike and then gradually decline as the construction program amounts are disbursed.

Advances and Prepayments (\$286 million, 6 percent of total assets) was the third largest asset category. This category increased by \$280 million over the FY 2022 amount due to advances paid for various reimbursable construction projects (net of advance liquidations), primarily attributed to the Capitol Complex security improvement project (\$283 million).

The remainder of the assets are comprised of investments, accounts receivable, retail inventory held for sale in the CVC Gift Shops and other assets. Investments are composed of two primary instruments: the Capitol Visitor Center Revolving Fund held with Treasury (\$10 million) and an escrow balance held with the public related to the Thurgood Marshall Judiciary Building (\$11 million).<sup>4</sup> Total investments equaled \$22 million, representing a net increase of \$516 thousand

4 The AOC's investments include funds held by a trustee outside of the U.S. Department of Treasury for financing the construction of the Thurgood Marshall 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 11. Net PP&amp;E by Asset Class



from FY 2022. This increase is primarily due to an increase in interest earned, resulting from a higher market yield percentage in FY 2023.

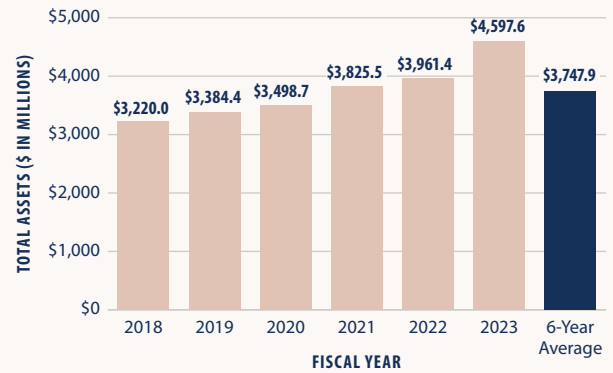
The annual trend in total assets between FY 2018 through FY 2023 is presented in **Figure 12**. Total assets increased by \$1.4 billion, or 43 percent, over this period. This increase is principally the result of a \$514 million (24 percent) increase in general PP&E, net of accumulated depreciation, and a \$593 million (58 percent) increase in the FBWT. The PP&E increase was a result of the growth of capital improvements, including the Cannon Renewal (Phases 0 through 4), the cogeneration plant and multiple stone restoration and preservation projects. The FBWT increased due to the \$321.9 million FY 2022 emergency security supplemental appropriation, and the substantial increase in construction project funding in FY 2023. The AOC uses multiyear and no-year appropriations to fund many of the long-term construction projects on the Capitol campus.

**Heritage Assets and Stewardship Land:** The AOC maintains an important collection of heritage assets (including artworks, 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 FASAB standards, the Balance Sheet does not include a value for heritage assets and stewardship land. These assets are expected to be preserved indefinitely and they are generally treated as an expense on the Statement of Net Cost and carried at no value on the Balance Sheet.<sup>5</sup> However, an exception applies for

5 Federal entities are required to provide a description of major heritage asset categories and physical unit information at the end of the fiscal year — including their condition, the number of units added or withdrawn during the year and a description of the methods of acquisition or withdrawal. See Financial Statement Note 9: Stewardship PP&E and Required Supplementary Information in **Section 3: Financial Information**.

**Table 8. Multiuse Heritage Assets at the AOC**

FACILITY	AOC JURISDICTION
U.S. Capitol Building	Capitol Building
East Refrigeration Plant	Capitol Power Plant and Utility Services
Main Boiler Building	Capitol Power Plant and Utility Services
Old Generator Building	Capitol Power Plant and Utility Services
Cannon House Office Building	House Office Buildings
East and West House Underground Garages	House Office Buildings
Ford House Office Building	House Office Buildings
Longworth House Office Building	House Office Buildings
Rayburn House Office Building	House Office Buildings
James Madison Memorial Building	Library Buildings and Grounds
John Adams Building	Library Buildings and Grounds
Thomas Jefferson Building	Library Buildings and Grounds
Daniel Webster Page Residence	Senate Office Buildings
Dirksen Senate Office Building	Senate Office Buildings
Hart Senate Office Building	Senate Office Buildings
Russell Senate Office Building	Senate Office Buildings
Senate Underground Garage	Senate Office Buildings
Supreme Court of the United States	Supreme Court Building and Grounds
Thurgood Marshall Federal Judiciary Building	Supreme Court Building and Grounds
Administration Building	U.S. Botanic Garden
Conservatory	U.S. Botanic Garden

**Figure 12. Trend in Total Assets**

multiuse heritage assets — namely, heritage assets that are primarily used for general government operations. The multiuse heritage assets identified in **Table 8** are included on the Balance Sheet net of accumulated depreciation.

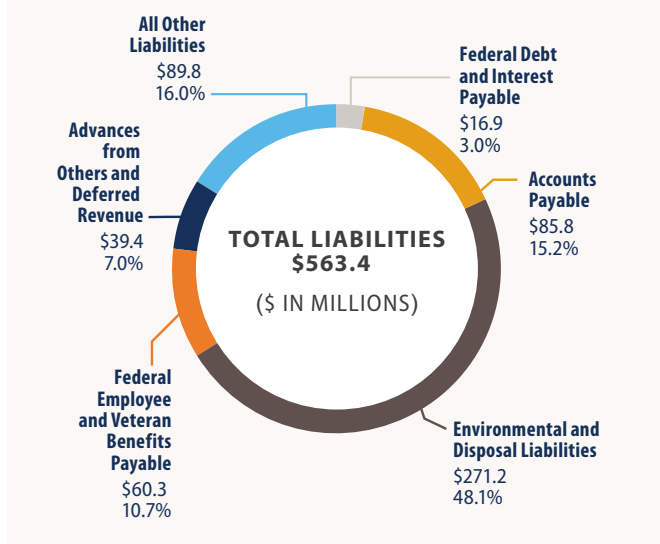
**Liabilities:** At the end of FY 2023, total liabilities amounted to \$563 million, a \$84 million (17 percent) increase from FY 2022. The increase was due to an \$88 million (48 percent) increase in environmental and disposal liabilities and a \$14 million (53 percent) increase in advances from others and deferred revenue, offset by a \$15 million (47 percent) decrease in federal debt and interest payable.

The increase in environmental and disposal liabilities was due to the rising inflation from the residual effect of the COVID-19 pandemic, which continued to impact labor, materials and supply chain costs. These factors contributed to a significant increase in the rates used to project the FY 2023 liability, in addition to the inclusion of the related labor taxes and mandatory insurances. The increase in advances from others was due to advances received for various reimbursable construction projects (net of advance liquidations) primarily associated with the Visitors Experience Program at the Jefferson Building. The decrease in federal debt and interest payable was attributed to the two semi-annual bond payments made for the Marshall Building. These bond payments are expected to continue until the debt is paid off in FY 2024.

**Figure 13** provides the total liabilities by component as of September 30, 2023. The largest component of total liabilities was environmental and disposal liabilities (\$271 million, 48 percent of the total liabilities), primarily related to accrued asbestos cleanup costs. This was followed by intragovernmental and public accounts payable (\$86 million, 15 percent) and then by liabilities for federal employee benefits (\$60 million, 11 percent). Additional major liabilities included advances from others and deferred revenue (\$39 million, 7 percent) and federal debt and interest payable (\$17 million, 3 percent) related to the 30-year Serial Zero Coupon Certificates of Participation to finance the Marshall Building's construction. All other liabilities (\$90 million, 16 percent) includes the long-term debt related to the cogeneration



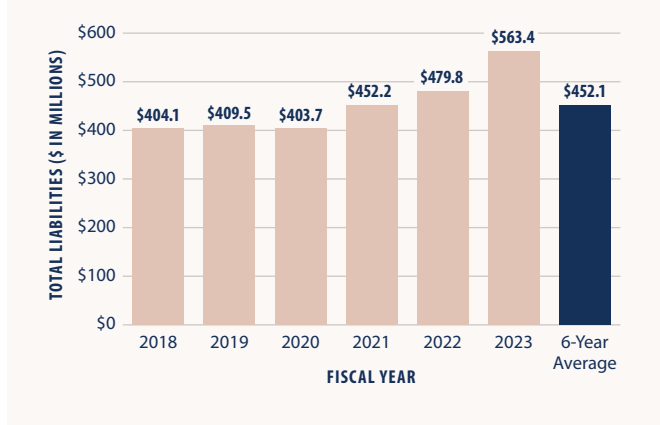
**Figure 13. Summary of Total Liabilities**



plant (\$43 million), accrued payroll and leave (\$18 million), contract holdbacks (\$17 million) and other liabilities.

The annual trend in the total liabilities between FY 2018 through FY 2023 is presented in **Figure 14**. Since FY 2018, the AOC's total liabilities have increased by \$159 million (39 percent). This change was primarily driven by increases of \$193 million in environmental and disposal liabilities and \$80 million in accounts payable. The increases were offset by decreases of \$63 million in federal debt and interest payable, and \$28 million in federal employee and veteran benefits payable.

**Figure 14. Trend in Total Liabilities**



**OPERATIONAL RESULTS: STATEMENT OF NET COST**

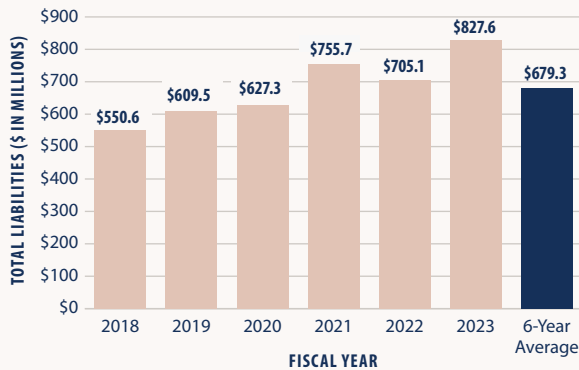
The Statement of Net Cost presents the total net cost of operations by responsibility segment. The responsibility segments were determined based on the FASAB concepts and standards applicable to the federal government. The 11 responsibility segments, and the organizational units included within, are identified in **Table 9**.

Net cost of operations includes total program costs, minus all earned revenues attributed to and permitted to be offset against those costs. The net cost of operations in FY 2023 totaled \$828 million, an increase of \$122 million (17 percent) from FY 2022. This change was

**Table 9. Responsibility Segments**

RESPONSIBILITY SEGMENT	ORGANIZATIONAL UNIT
<b>Capital Construction and Operations</b>	Architect of the Capitol, Deputy Architect of the Capitol, Chief Engineer, Chief Financial Officer, Chief Administrative Officer, Chief of Operations (front office only), Equal Employment Opportunity Officials, General Counsel, Inspector General, Legislative and Public Affairs, Safety and Code Compliance
<b>Capitol Building</b>	Chief of Operations: Capitol Building jurisdiction
<b>Capitol Grounds and Arboretum</b>	Chief of Operations: Capitol Grounds and Arboretum jurisdiction
<b>Capitol Police Buildings, Grounds and Security</b>	Chief Security Officer
<b>Capitol Power Plant</b>	Chief of Operations: Capitol Power Plant jurisdiction
<b>House Office Buildings</b>	Chief of Operations: House Office Buildings jurisdiction
<b>Library Buildings and Grounds</b>	Chief of Operations: Library Buildings and Grounds jurisdiction
<b>Senate Office Buildings</b>	Chief of Operations: Senate Office Buildings jurisdiction
<b>Supreme Court Building and Grounds</b>	Chief of Operations: Supreme Court Building and Grounds jurisdiction
<b>U.S. Botanic Garden</b>	Chief of Operations: U.S. Botanic Garden jurisdiction
<b>U.S. Capitol Visitor Center</b>	Chief of Operations: U.S. Capitol Visitor Center jurisdiction

**Figure 15. Trend in Net Cost of Operations**



largely a result of an increase in the costs associated with the change in environmental and disposal liabilities. The trend in the net cost of operations is displayed in **Figure 15**.

A comparison of the AOC's gross cost by responsibility segment for FY 2023 and FY 2022 is displayed in **Figure 16**. Significant increases, year over year, included:

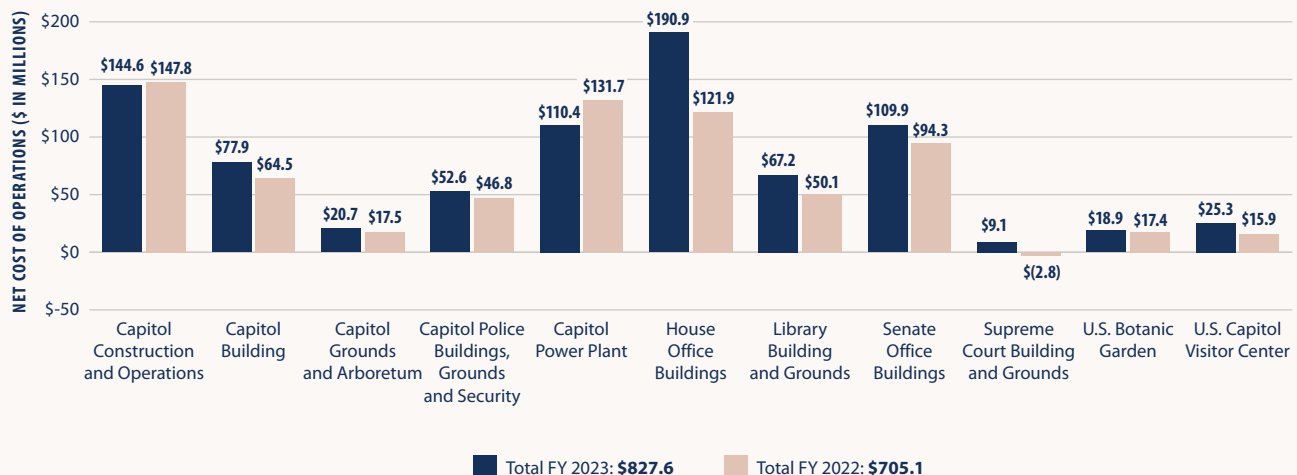
- House Office Buildings: Net costs increased by \$69 million (57 percent) primarily due to an increase in the costs associated with the change in environmental and disposal liabilities and the costs related to the 118th Congressional Transition.
- Library Buildings and Grounds: Net costs increased by \$17 million (34 percent) primarily due to the costs associated with the change in environmental and disposal liabilities. This increase was offset by a decrease in costs for the Energy Savings Performance Contract.

- Senate Office Buildings: Net costs increased by \$16 million (16 percent) primarily due to an increase in the costs associated with the change in environmental and disposal liabilities and higher costs for plaster repairs and hazmat removal.
- Capitol Building: Net costs increased by \$13 million (21 percent) primarily due to an increase in the costs associated with the change in environmental and disposal liabilities.

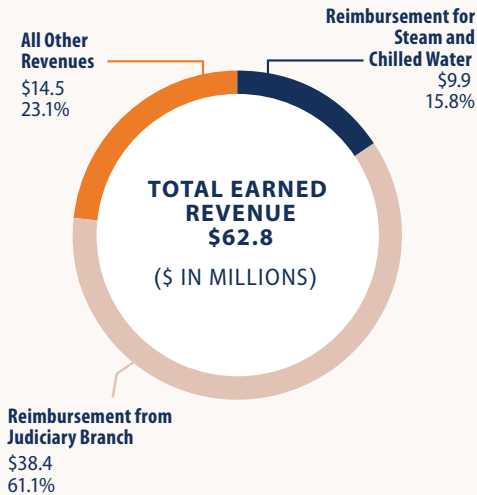
The net cost of operations for the Capitol Power Plant decreased by \$22 million (16 percent). This is primarily attributable to the decrease in the accounts payable accrual resulting from the reduction of current year disbursements as work progressed or was completed on various construction projects. Additionally, there were lower costs incurred for various projects, including those associated with the ESPC.

**Earned Revenues by Source:** Total earned revenues decreased from \$84 million in FY 2022 to \$63 million in FY 2023, a \$21 million (25 percent) change. As depicted in **Figure 17**, the primary FY 2023 source of revenue was intragovernmental reimbursements from the federal judiciary branch for facility operations and construction projects (\$38 million, 61 percent of total earned revenues). Reimbursements paid to the Capitol Power Plant for the provision of steam and chilled water generated \$10 million (16 percent). Other principal revenue sources were from rent, recycling proceeds, online gift shop sales, and miscellaneous revenues earned at multiple responsibility segments (\$15 million, 23 percent) and shown as "All Other Revenues."

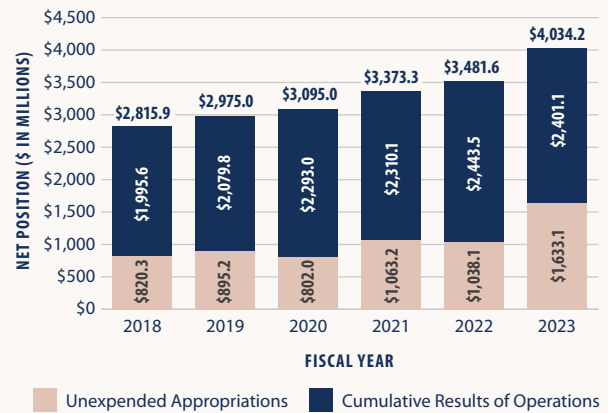
**Figure 16. Summary of Net Cost of Operations by AOC Responsibility Segment**



**Figure 17. Earned Revenues by Source**



**Figure 18. Trend in Net Position by Category**



**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 to support the net cost of operations. Net position is the sum of two components: cumulative results of operations and unexpended appropriations. Each component is displayed to facilitate a more detailed understanding of the changes to the net position.

Net position on September 30, 2023, shown on both the Balance Sheet and the Statement of Changes in Net Position, was \$4.0 billion, a \$553 million increase from FY 2022. This change was due to an increase of \$595 million (57 percent) in unexpended appropriations offset by a \$42 million (2 percent) decrease in cumulative results of operations. As depicted in **Figure 18**, net position increased by \$1.2 billion (43 percent) over the past six fiscal years, primarily due to multiyear and no-year appropriations received over this period to address deferred maintenance needs across the Capitol campus, along with capital projects to renew or improve aging infrastructure and Capitol campus security.

**COMBINED STATEMENT OF BUDGETARY RESOURCES**

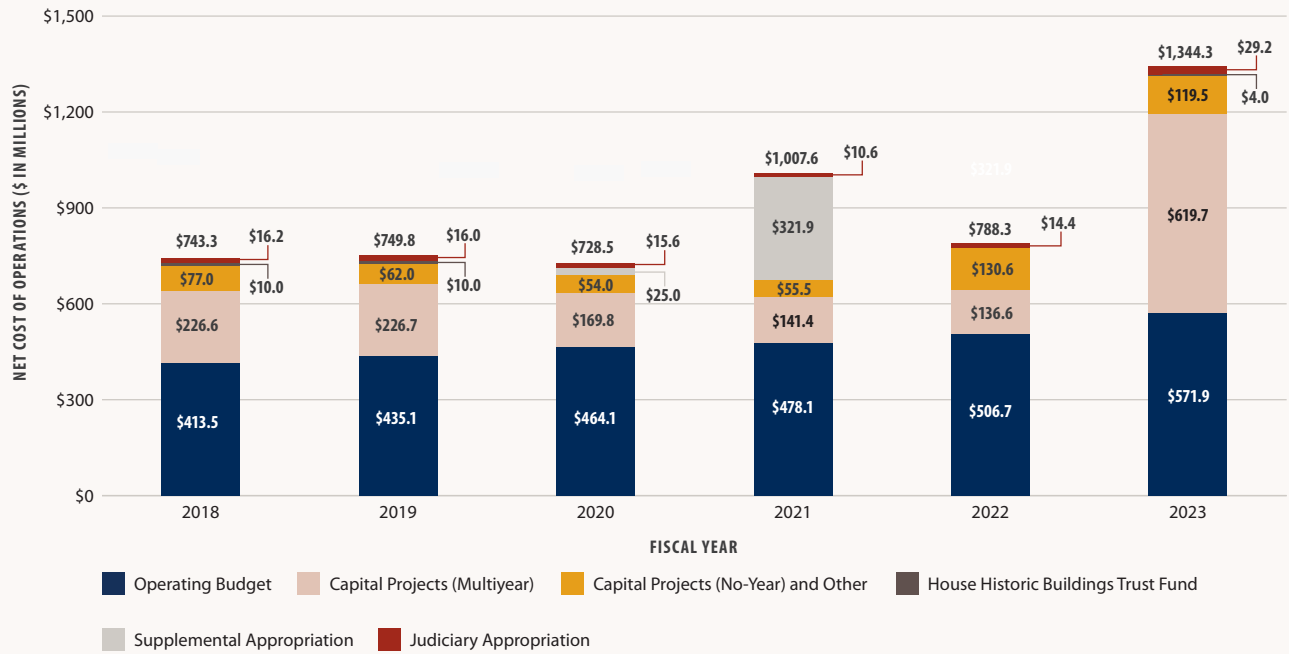
The Combined Statement of Budgetary Resources details how the AOC obtained its budgetary resources and the status of these resources at the end of the fiscal year. The AOC receives general funds appropriated for its use by Congress and administered by the Treasury. Congress enacts separate appropriations for the operating jurisdictions, plus a Capital Construction and Operations appropriation for the intra-agency support. The AOC also has stewardship responsibility for trust, special and revolving funds (e.g., Flag Office Revolving Fund), which are administered in accordance with applicable laws and regulations. Details related to trust, special and revolving funds can be found in Note 1G: Trust and Special Funds to the financial statements..

Fiscal Year 2023 total appropriations amounted to more than \$1.3 billion, a \$556 million increase (71 percent) from FY 2022 levels. These resources consisted of three components. The operating budget of \$576 million (44 percent of the appropriated resources) funds payroll, utilities, facilities maintenance, centralized activities, information services, power plant operations, grounds care, safety operations, as well as architecture, engineering, visitor and curatorial services. The multiyear capital projects budget of \$620 million (47 percent) supports construction, upgrades, improvements and preservation projects. No-year funding of \$119 million (9 percent) provided additional funding for the renewal of the Cannon House Office Building, the Senate Restaurants Renovation Program, the Senate Committee Hearing Room Upgrades Program, and Phase 1 of the Hart Senate Office Building Air Handling Unit Refurbishments and Replacements. Included in the no-year funding, \$4 million was derived by the transfer from the House Office Buildings fund.<sup>6</sup> In addition, the AOC received \$29 million from the Judiciary appropriation for the care of the Supreme Court of the United States and its grounds.<sup>7</sup>

**Figure 19** displays the AOC’s total appropriations for FY 2023 and the five prior fiscal years. The FY 2023 \$601 million (81 percent) net increase in budgetary resources since FY 2018 was due to a \$393 million increase in multiyear capital project funding, a \$158 million increase in operating funds, a \$43 million increase in no-year capital project funding and a \$13 million increase in funding for the care of the Supreme Court of the United States and its grounds. These budgetary increases were offset by a \$4 million reduction in funds for the House Historic Buildings Trust Fund.

6 The House Office Buildings is a general fund and is used for the maintenance, care and operation of the House office buildings.  
 7 The AOC is responsible for the care of the Supreme Court of the United States and its grounds, although the corresponding budgetary resources are included in the annual judiciary branch appropriations.

**Figure 19. Trend in Total Appropriations**



**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.

**COVID-19 IMPACT**

The AOC was not appropriated additional funding related to the COVID-19 pandemic in FY 2023 but did continue to disburse funding received in FY 2021 for COVID-19 relief. In FY 2021, the AOC received \$21.9 million in funds under the *Emergency Security Supplemental Appropriations Act*, with \$19.4 million of the funding carried over and spent in FY 2022. Additional details regarding the COVID-19 funding are provided in Note 24, COVID-19 Activity, of the notes to the financial statements.

## Financial Management Systems Framework

The AOC utilizes the Legislative Branch Financial Management System (LBFMS) as its core financial management system. The LBFMS is a shared-service system hosted by the Library of Congress that conforms to the requirements of the *Federal Financial Management Improvement Act of 1996* (FFMIA). **Infographic.** **Legislative Branch Financial Management System Users** displays the participating agencies and the systems included in this shared environment.

The LBFMS 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 financial and reporting systems include:

- **Central Contractor Registration Connector (CCRC)** is a Momentum® application that downloads the latest vendor information from the U.S. General Services Administration (GSA) System for Award Management (SAM) and updates the LBFMS vendor records.
- **Citibank®** credit card interface transmits credit card transaction data to the LBFMS via a batch file. The AOC uses the GSA SmartPay 3 shared services structure and contract.
- **CVC Point of Sale System** is a stand-alone, back-office retail inventory management system used to record daily sales and inventory transactions from the CVC Gift Shops.
- **CWTSatoTravel E2 Solutions Travel System (E2 Solutions)** provides end-to-end travel management services via a secure web portal and interfaces with the LBFMS. The E2 Solutions system is part of the GSA E-Gov Travel Service, a federal, web-based, shared travel management service.
- **Data Marts** assists in data management, including staging data during off-peak times and simplifying data structure for use by multiple systems.
- **e-Builder Project Management Information System (PMIS)** tracks the status of construction projects. The AOC data marts provide financial information for the projects managed in e-Builder PMIS.
- **Inventory Control System (ICS)** is COTS software (IBM Maximo®) used to track materials, supplies and accountable property inventories. The ICS provides life cycle and asset management functionality. Real-time interfaces integrate the ICS with the LBFMS obligations, receipt of transactions and inventory drawdowns.
- **Invoice Processing Platform (IPP)** is a secure, web-based electronic invoicing system provided by the Treasury to simplify management of vendor invoices. The IPP interfaces with the LBFMS.

### Infographic. Legislative Branch Financial Management System Users



ARCHITECT OF THE CAPITOL



CONGRESSIONAL BUDGET OFFICE



GOVERNMENT ACCOUNTABILITY OFFICE



LIBRARY OF CONGRESS



THE MEDICARE PAYMENT ADVISORY COMMISSION



OFFICE OF CONGRESSIONAL WORKPLACE RIGHTS



CONGRESSIONAL OFFICE FOR INTERNATIONAL LEADERSHIP



U.S. CAPITOL POLICE

#### SYSTEMS INCLUDED:

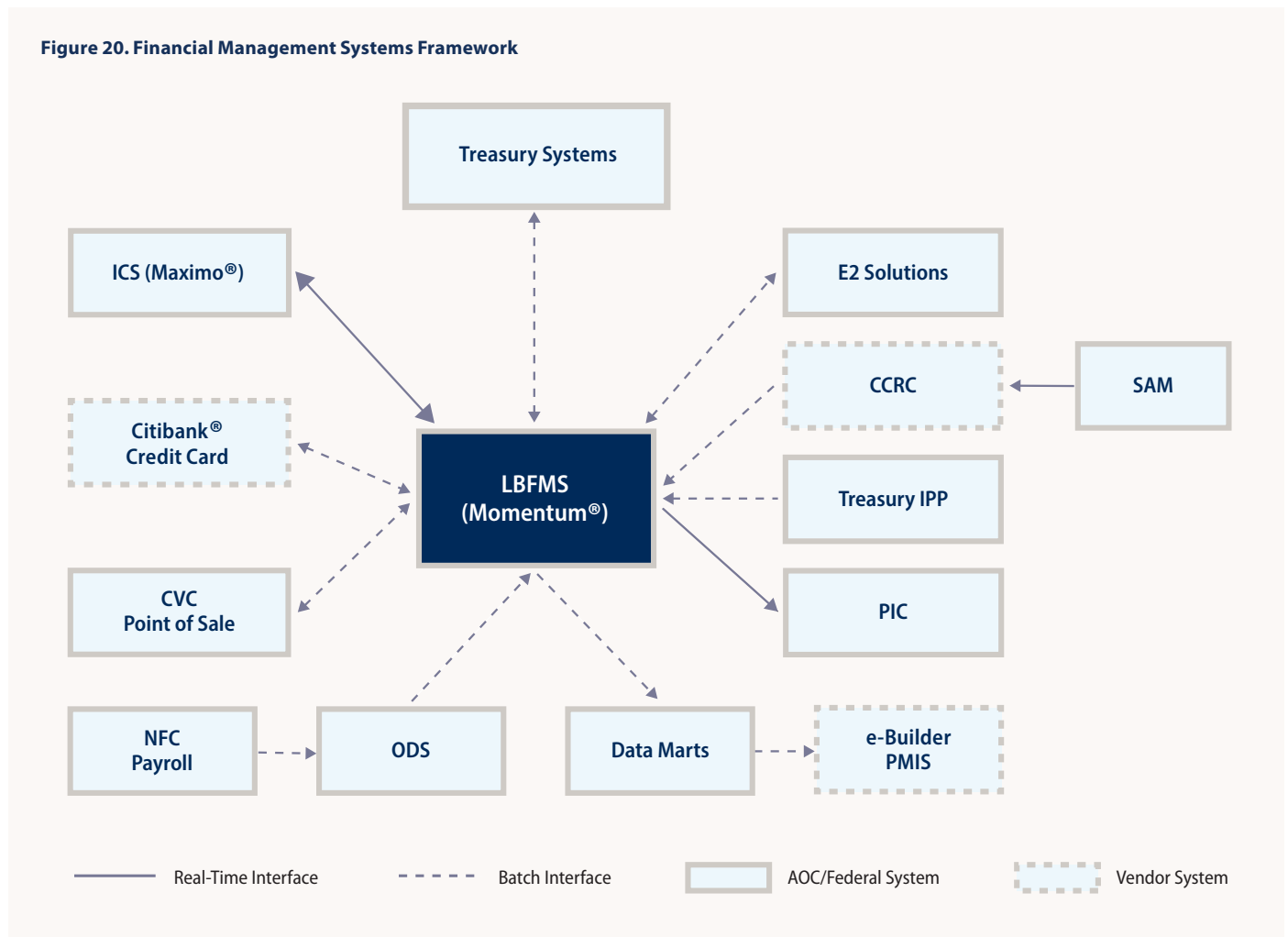
MOMENTUM® — CORE FINANCIAL MANAGEMENT SYSTEM

MAXIMO® — INVENTORY CONTROL SYSTEM

SATO E2 SOLUTIONS TRAVEL SYSTEM - TRAVEL MANAGEMENT SERVICES SYSTEM

- National Finance Center (NFC)** provides payroll and personnel services as part of a cross-servicing agreement with the U.S. Department of Agriculture. The NFC data is submitted to the LBFMS via a payroll application.
- Operational Data Store (ODS)** is the payroll and personnel database, which is also used as a warehouse for detailed employee payroll information. The ODS receives a batch file of NFC payroll data, and a payroll application creates a batch file of transactions for export to the LBFMS.
- Project Information Center (PIC)** is a proprietary project management system. The LBFMS provides budget and obligation data to PIC. The AOC is replacing the PIC system with e-Builder.
- Reporting and Analytics** business intelligence tools used by the AOC include Microsoft SQL Server Reporting Services and Tableau. For visual clarity, these tools are not shown in the financial management systems framework (**Figure 20**).
- System for Award Management (SAM)** is an official website managed by the GSA providing vendor and other entity registration information for businesses contracting with the federal government. The CCRC provides key interface management to support SAM.gov and the LBFMS operations.
- U.S. Department of Treasury Systems** allow the AOC to collect, disburse, reconcile and report on funds. These Treasury Bureau of the Fiscal Service systems include: the Central Accounting Reporting System (CARS) for monthly financial reconciliation; Collections Information Repository (CIR) that provides detailed information on collections from the Treasury's Pay.gov website; FedInvest for investment in Government Account Series securities; G-Invoicing to manage intragovernmental buy/sell transactions; Governmentwide Treasury Account Symbol Adjusted Trial Balance System (GTAS) for quarterly trial balance reporting; Intra-Governmental Payment and Collection (IPAC) supporting intra-agency transactions; Over-the-Counter Channel Application (OTCnet) to manage and report payment transactions and deposits; Payment Automation Manager (PAM) for payments to employees and vendors; and Secure Payment System to securely create, certify and submit payments to Treasury's Fiscal Service.

**Figure 20. Financial Management Systems Framework**





Stonework conditions surveys help the AOC assess future stonework preservation needs.

## Financial Management Systems Improvement Strategy

The 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 business processes, leading to greater efficiencies and cost stabilization. Efforts to upgrade existing systems and capabilities continued in FY 2023 with implementation of new functionality that better supports financial management, data analytics and data-driven decisions.

In FY 2023, the AOC began using the Department of Treasury's G-Invoicing solution to manage the processing and approval of intragovernmental buy/sell transactions. Throughout the fiscal year, the agency used a hybrid approach to effectively manage buy/sell activity — utilizing G-Invoicing with trading partners when available and using a manual approach for agreements with trading partners that were not compliant. The AOC worked with other LBFMS users to prepare a seamless interface with G-Invoicing. The AOC's proactive efforts and collaborative approach led to successfully integrating LBFMS and G-Invoicing in September 2023.

The AOC also achieved significant success in leveraging robotic process automation (RPA). The Financial Systems Office (FSO) developed four successful automated software applications (bots) that focus on reconciliations to streamline accounting data entry and

month and quarter-end processing. These efforts have improved system reconciliations to test 100 percent of transactions, allowing financial analysts to focus on more critical tasks. The next phase of RPA implementation includes RPA governance, unattended bots and the development of innovative bots to further enhance operational efficiency and productivity.

In FY 2023, the FSO conducted an internal Business Process Reengineering effort that identified process "Re-Locating" to the most efficient and effective groups. The result of these changes improved productivity, cycle times, quality of data and user satisfaction. The FSO configured budget reprogramming documents to empower business financial analysts to manage funding in the LBFMS. This new functionality allows budget financial analysts to move funding within their budget to meet program goals, thereby transitioning the budget branch from data entry roles to oversight and allowing staff to focus on higher-demand projects.

An analysis of an increase in LBFMS document system errors over the past several fiscal years identified problem definitions as the root cause. Remediation efforts configured the problem definitions to better serve current business practices and resulted in a decrease in required overrides from 168,511 in calendar year 2021 to 310 in the first nine months of calendar year 2023. The FSO also transformed the financial system help desk into a centralized knowledge center for all financial system support inquiries. The help desk team was empowered with the authority and training to resolve simple issues. The FSO staff produced a library of financial system process tutorial videos and standard operating procedures to help end users.

## Analysis of Systems, Control and Legal Compliance

### FEDERAL MANAGERS' FINANCIAL INTEGRITY ACT OF 1982

Agency leadership is responsible for establishing and maintaining effective internal controls 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 controls 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. OMB Circular A-123, Management's Responsibility for Enterprise Risk Management (ERM) and Internal Control, implements the FMFIA. 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 controls 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 using internal controls to maintain the integrity of their activities.

The Chief Financial Officer manages the internal control program. The Risk Management Officer manages the program's internal controls components that follow the principles of OMB Circular A-123, Appendix A, Management of Reporting and Data Integrity Risk and the GAO Green Book. The components include the control environment, risk assessment, control activities, information, communication and monitoring.

### 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 guidance, the AOC uses a maturity model approach to implement OMB Circular A-123, Appendix A, and integrates risk management activities throughout the agency. The AOC will continue to explore logical integration points between ERM activities and internal control processes to preserve organizational value and enhance decision-making.

Further implementation of the ERM program will build upon the strategic review process guided by the *GPRA Modernization Act of 2010*. Planned activities include the linkage of ERM to the agency's strategic goals, objectives and outcomes, which will improve mission delivery. Successful implementation will require a transparent culture that encourages open communication about potential risks. The ERM program improves processes and performance and formalizes the work already undertaken.

### FINANCIAL SYSTEMS

The FMFIA 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. Standard General Ledger (USSGL) at the transaction level. An agency achieves substantial compliance when its financial management systems routinely provide reliable and timely financial information for managing day-to-day operations and produce reliable financial statements. To measure conformance, the agency uses internal controls assessments based on implementation guidance from the OMB, results of reports from the OIG and 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 controls assessments. The AOC substantially complied with the FMFIA in FY 2023.

### OVERALL ASSESSMENT

Based on the procedures performed, the AOC does not consider any identified deficiencies to be material weaknesses in internal controls. The AOC also does not consider any identified weaknesses to 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 and The Inspector General's Statement of Management Opportunities and Performance Challenges is provided in **Section Four: Other Information**.



## Acting Architect's Statement of Assurance



**Architect of the Capitol**  
U.S. Capitol, Room SB-16  
Washington, DC 20515  
202.228.1793  
[www.aoc.gov](http://www.aoc.gov)

### ARCHITECT OF THE CAPITOL'S STATEMENT OF ASSURANCE

As a legislative branch agency, the Architect of the Capitol (AOC) is not subject to the Federal Managers' Financial Integrity Act (FMFIA). However, the AOC considers internal control a critical element of the processes and systems used to manage operations and, therefore, is committed to evaluating the FMFIA principles applied as a best practice for the effectiveness of the internal control environment.

The AOC assessed risk and internal control per Office of Management and Budget Circular No. A-123, Management's Responsibility for Enterprise Risk Management and Internal Control. Based on the assessment results, the AOC can reasonably assure that, following Section 2 of the FMFIA, its internal control over operations, reporting, and compliance were operating effectively as of September 30, 2023. The assessment, however, identified control deficiencies in the operating effectiveness for reviewing litigation cases and potential contingent liabilities and a control gap in succession and contingency plans for critical roles at the organization.

In addition, the AOC can provide reasonable assurance that its financial management system conforms to Section 4 of the FMFIA.

Sincerely,

Chere Rexroat, RA  
Acting Architect of the Capitol  
November 15, 2023

Doc. No, 231027-04-02



The south Olmsted Terrace wall encircles the U.S. Capitol where stonework projects continued in FY 2023.

## Summary of Financial Statement Audit Material Weaknesses and Nonconformances

The AOC's FY 2023 financial statement audit identified no material weaknesses and no noncompliances with applicable laws and regulations. The audit did, however identify two nonconformances in internal control over program operations. Material weaknesses and reportable conditions are determined by AOC management. Using a variety of information sources, AOC managers and staff assess the effectiveness of internal control for program operations and identify opportunities for improvement. These information sources include 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 a reportable condition that the agency head determines to be significant enough to be reported outside the agency. The AOC's FY 2023 financial statement audit did not identify any material weaknesses.

### NONCONFORMANCES SUMMARY

A reportable condition is 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. The AOC's FY 2023 financial statement audit identified two control deficiencies. The control deficiencies relate to a control gap in succession and contingency plans for the key roles at the agency, and operating effectiveness for the review of litigation cases and potential contingent liabilities.

## Other Financial Compliances

### **ANTIDEFICIENCY ACT**

The *Antideficiency Act*, as amended, prohibits federal agencies from obligating or expending federal funds in advance or more than a congressional appropriation, and from accepting voluntary services. The AOC had no *Antideficiency Act* violations for FY 2023. However, the GAO issued a finding in FY 2023 that the AOC had violated the *Antideficiency Act* in FY 2021 in relation to the purchase of a motor vehicle.

### **DEBT COLLECTION IMPROVEMENT ACT OF 1996**

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, be referred to 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 this requirement. The AOC referred employee debt to Treasury's Debt Management Services for collection in FY 2023.

### **DIGITAL ACCOUNTABILITY AND TRANSPARENCY ACT OF 2014**

The *Digital Accountability and Transparency Act of 2014* (DATA Act) sets 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 does not participate in the report submissions.

### **FEDERAL INFORMATION SECURITY MODERNIZATION ACT OF 2002**

The *Federal Information Security Management Act of 2002* (FISMA) requires each executive branch agency to develop, document and implement an agencywide program to provide security for the information and information systems that support the agency's operations and assets. The AOC, as a legislative branch agency, is not required to comply with FISMA.

The AOC selectively adopts cybersecurity best practices, including elements of FISMA, National Institute of Standards and Technology (NIST) Special Publications and the GAO Federal Information System Controls Audit Manual to create and maintain its risk-based information security program.

The risk management and monitoring strategy is based on current NIST framework and guidelines. The AOC, with support from an independent third party, authorizes and reauthorizes information

systems on a three-year cycle, testing approximately one-third of all systems annually. This effort evaluates the information security controls for compliance with the agency policies.

In FY 2023, the AOC improved its information systems security posture through additional updates to its computer security awareness training, role-based training, regular testing of security controls and enforcement of procedures for detecting, reporting and responding to security incidents. The AOC regularly reviewed, tested and monitored the IT contingency and incident response plans. IT staff, on-premises monitoring tools and external enterprise security services comprise the system monitoring and incident response capability. The AOC increased the operational technology systems posture by including enhanced industrial security controls in its security standards.

The AOC's information systems and information system security programs are evaluated each year through independent assessments and multiple audits. These assessments and audits improve the information system configurations, documentation and processes while mitigating identified security risks and weaknesses.

In FY 2023, the OIG contracted with an external assessor to conduct an independent evaluation of the information security program and practices using selected FISMA metrics for FY 2021 and FY 2022. The assessor used a maturity model developed by Council of the Inspectors General on Integrity and Efficiency, Department of Homeland Security, OMB, NIST and other stakeholders, to evaluate the maturity level of each selected metric. The OIG completed its evaluation, and the AOC submitted its management response to the findings and recommendations. The AOC developed a comprehensive plan to address OIG findings and recommendations.

### **PROMPT PAYMENT ACT**

The *Prompt Payment Act* requires certain federal agencies to pay their bills on time, pay interest penalties for late payments and take discounts only when payments are made by the discount date and the discount is economically justified. Although the AOC is exempt from the *Prompt Payment Act*, agency policy is to approve and pay invoices within 30 days. The AOC uses the Treasury's IPP to reinforce compliance with prompt payment business processes through invoice aging reports, configurable workflow escalation strategies and email alerts.

### **OTHER LEGISLATION**

**Section Four: Other Information** provides a summary of additional financial management legislation and their applicability to the AOC.

# The Year in Photos

From the day-to-day activities of the AOC to major projects and special events, our photographers document the agency's mission. These photos depict FY 2023 at the AOC.

- 1 *A restored Brumidi ceiling fresco in the Senate Reception Room in the U.S. Capitol*
- 2 *Capitol Exterior Preservation — Stone and Metal project at the West Front*
- 3 *AOC employee power washes the stone walkways at the Capitol East Plaza*
- 4 *Completed stone restoration work on the West Front of the U.S. Capitol*
- 5 *Paint and plaster repairs in the second floor Senate Corridor of the U.S. Capitol*
- 6 *Conservation efforts on murals in the House Wing of the U.S. Capitol*
- 7 *AOC employees release beneficial green lacewing insects on the U.S. Capitol Grounds*
- 8 *An AOC employee repairs the central stairs of the upper West Terrace of the U.S. Capitol*
- 9 *A detailed view of an Olmsted architectural feature along the East Plaza of the U.S. Capitol*







## SECTION TWO

# Performance Information

## Overview

The Performance Information section provides a detailed account of the agency's efforts to achieve the goals and objectives defined in the Bridge Strategic Plan and a description of progress made against annual performance goals and KPIs. The section also provides additional insight on the agency's strategic planning approach and performance data verification process.

## Introduction

As part of the organizational transformation and the development of a long-term vision for the agency, the AOC adopted a Balanced Scorecard approach to strategic planning. The Bridge Strategic Plan, which maintains the agency's four strategic goals from the prior strategic plan, serves as an important transition document during the development of a long-term vision and strategic plan for the Capitol campus.

The first two strategic goals, Maintain Awe-Inspiring Facilities and Provide Extraordinary Services, are externally focused. The first goal guides facilities maintenance, operations, preservation and renewal; the second goal focuses on providing exceptional client and visitor services. Foster an Innovative and Empowered Workforce and Operate as One Team, Dedicated to One Mission, the third and fourth strategic goals, are internally focused. They concentrate respectively on promoting employee growth, development and engagement, and creating a workplace that fosters innovation, collaboration and responsible stewardship. Each of the four strategic goals are described in detail below. Where applicable, operational KPIs indicate progress toward the strategic goal.

The organizational transformation began in FY 2021. AOC leadership identified six initiatives that are critical to the agency's long-term success: AOC University, Building Official, Cultural Behaviors Transformation, Enterprise Asset Management, Human Capital Strategy, and Capitol Complex Master Plan and Strategic Plan. These initiatives serve as the agency's six strategic objectives in the Bridge Strategic Plan. Each strategic objective aligns with multiple strategic goals, as shown in **Figure 21**.

The Bridge Strategic Plan also establishes annual performance goals for each strategic goal and objective. These performance goals provide specific near-term targets to help the agency progress towards its strategic goals and objectives. Where appropriate, performance goals include KPIs and performance targets, which are expressed in objective, and measurable forms. In some cases, alternative-form performance goals, e.g., milestones, are used to measure progress toward a particular strategic goal or objective. Some performance goals were adjusted or updated in FY 2023 based on new information or guidance. As the strategic planning process matures and a new Strategic Plan is published, the AOC will revisit and refine the strategic objectives, performance goals and KPIs.

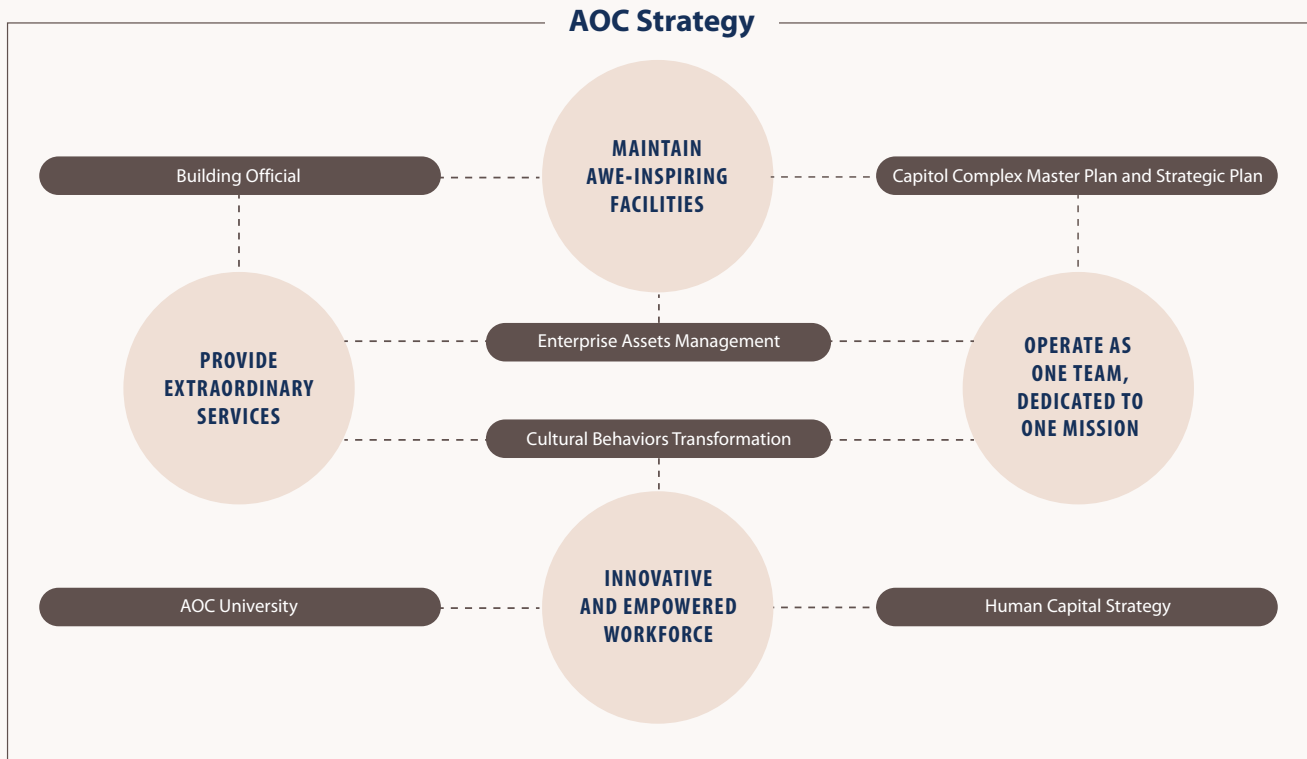
As a legislative branch agency, the AOC does not have mandated performance reporting requirements, though it uses this report to publish its performance results for transparency and accountability. The agency is not required to submit its performance results to the OMB and this section of the PAR is not linked to the executive branch's performance and accountability website, [www.performance.gov](http://www.performance.gov). Similarly, the AOC does not contribute to the OMB's Cross-Agency Priority (CAP) goals.

## The Balanced Scorecard

The Balanced Scorecard allows the AOC to communicate goals, align day-to-day work with strategy, prioritize projects, products and services, and measure and monitor progress towards strategic targets. It connects the projects and programs, the KPIs used to track success, the strategic objectives and the agency's mission, vision and strategy. The Balanced Scorecard Institute has defined Nine Steps to Success™ for a balanced scorecard strategy framework: Assessment, Strategy, Strategic Objectives, Strategy Mapping, Performance Measures, Strategic Initiatives, Performance Analysis, Alignment and Evaluation. The Bridge Strategic Plan was developed under the assessment step. In FY 2023, development of high-level business strategies continued, based on the assessment results. This work coincides with validation of strategic objectives that will positively impact organizational processes and operations. The agency is also developing strategic performance measures and will prioritize critical projects and initiatives to meet strategic goals in FY 2024.

Previous page: The buildings throughout the Capitol campus contain architectural features that must be maintained and repaired, such as this banister railing on the stairs in the Capitol Rotunda.

Figure 21. Strategic Goals and Objectives



## Data Validation and Verification

The AOC is committed to ensuring the completeness, reliability, usefulness and quality of the performance data included in the PAR and has mechanisms in place to validate and verify the accuracy of reported information. These efforts entail regular assessments that address standards and processes, data entry, transfer, integrity, limitations and governance. The assessments occur frequently in the development stages of dashboards and management reports to mitigate errors before deployment and to confirm the usefulness of data in decision-making. Subject matter experts and agency executives conduct data-driven meetings to evaluate performance.

The AOC's data validation and verification process 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
- Use of automated and manual data checking procedures
- Analysis of data and identification of discrepancies for resolution
- Implementation of controls such as restricting permissible values, flagging outliers for review and visualizing results

- Review by data owners, data users and subject matter experts
- Deployment of enterprise tools for standardized reporting
- Review and discussion of performance results with senior leadership
- Improvement of data integrity by ensuring internal reports and dashboards use the same data sources and support calculations

The strategic goals in the Bridge Strategic Plan inform the development of KPIs. Documentation for each KPI includes a description of the KPI's relevance, data source and owners, underlying calculations, data validation steps, definitions of relevant terms and a summary of data limitations and risks that might impair reporting accuracy. This information improves the validity, accuracy and depth of the data used to measure performance. Performance dashboards enable performance assessment, ensure data quality and automate analytics. To improve the reliability of its performance data, the AOC certifies data sources, performs quality checks of indicator outputs and uses the dashboard software to flag input errors and execute test calculations.

In FY 2023, as part of the agency transformation, the AOC hired a Chief Data Officer who leads a new division, the Data and Business Intelligence Division. This organization is another significant step to improve the agency's data validation and verification processes.





The Statue of Freedom sits on top of the U.S. Capitol Dome overlooking the Capitol campus.

## Strategic Goal 1

### Maintain Awe-Inspiring Facilities

This strategic goal focuses on the core responsibilities to operate, manage and preserve the iconic buildings, grounds and heritage assets of the Capitol campus. The agency supports congressional and Supreme Court operations through the provision of effective facilities, building and grounds management and maintenance, project delivery and renewal, preservation and a range of other related services. This goal also promotes sustainability practices for the Capitol campus — including the Capitol Power Plant — that reduce energy usage and save millions in taxpayer dollars. In addition, this goal prioritizes deferred maintenance and capital renewal projects. Three strategic objectives support this strategic goal: Building Official, Enterprise Asset Management, and Capitol Complex Master Plan and Strategic Plan.

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

Insight  OPERATIONAL KPI

## Reduce Cumulative Energy Intensity Use

### OVERVIEW

This operational KPI measures the cumulative reduction of energy use on the Capitol campus. Through FY 2015, cumulative energy reductions exceeded 30 percent, as mandated under the *Energy Independence and Security Act of 2007*. This capped 10 years of energy reductions, saving over \$94 million. Starting in FY 2016, the AOC targeted an additional 2 percent reduction per year through FY 2025. The 32 percent target for FY 2016 increased to 46 percent for FY 2023 and will reach 50 percent in FY 2025.

### PERFORMANCE RESULTS


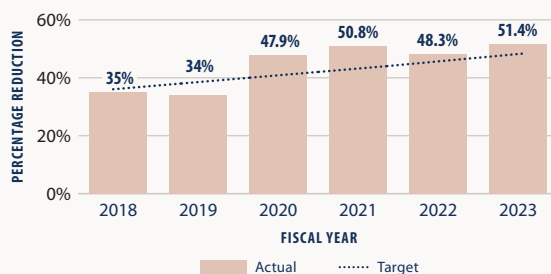
This fiscal year, the AOC exceeded its targeted performance, achieving a cumulative reduction of 51.4 percent. Completed energy savings performance contract (ESPC) projects provided energy and water savings for the Capitol campus. Further savings resulted from retro-commissioning mechanical systems and improving building system monitoring. The implementation of large-scale Capitol campus infrastructure renewal projects, such as the Cannon Renewal, will help the agency further build on energy savings. In FY 2023, the Library ESPC energy savings exceeded expectations and the Capitol Power Plant cogeneration system improved production and the plant improved efficiency — leading to lower utility consumption and enabling reductions above the 46 percent goal. **Target Met** 

Figure 22. Reduce Cumulative Energy Intensity



#### Definition

British thermal units (BTU) divided by buildings' gross square feet

#### Source

Utility Bills, Actuals through September 30, 2023, and estimates for missing invoices

#### Target

Reduce cumulative annual energy intensity use by 46 percent

 TARGET MET

Insight  OPERATIONAL KPI

## Facility Condition Index

### OVERVIEW

This operational KPI measures the agency's ability to maintain its facility inventory and is based on the Facility Condition Index (FCI), a benchmark used to objectively assess a facility's current and projected condition. The FCI categorizes facilities either as poor, fair, good or very good and is calculated as the estimated cost of all identified deferred maintenance divided by a building's current replacement value. A ratio of less than 0.02 is considered very good, between 0.02 to 0.05 is good, between 0.05 to 0.10 is fair and more than 0.10 is poor. The performance target is for the percent of major buildings in poor or fair condition to be less than or equal to the previous year. For the purposes of this indicator, 27 facilities are considered major buildings. There has been no change in the methodology for computing deferred maintenance and current replacement value from prior years. Due to the advanced age of many of the facilities, maintaining them in at least good condition is a priority.

### PERFORMANCE RESULTS

In FY 2023, 59 percent of major buildings were either in poor or fair condition (16 of the 27 major buildings). To ensure that the information used to measure building conditions was up-to-date, the AOC completed five FCAs to modify the FCI computations and identify ongoing facility issues. An FCA dashboard provides up-to-date facility data and allows the agency to monitor its portfolio of major buildings and optimize the public's investment in these facilities. Since the percentage of buildings in poor or fair condition increased in FY 2023, the agency did not meet its performance target for this success metric.


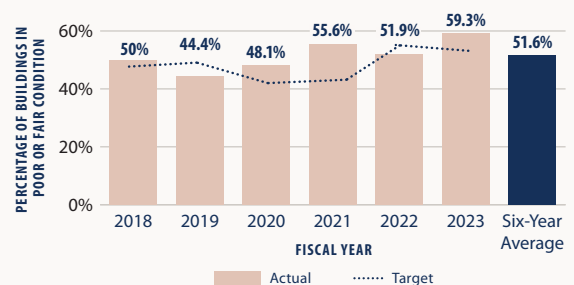
**Target Not Met** 

Figure 23. Facility Condition Index



#### Definition

Percentage of buildings in poor or fair condition

#### Source

Facility Condition Assessments, FY 2023

#### Target

Percent of buildings in poor or fair condition is less than the previous year

**X TARGET NOT MET**

## Capitol Highlights



### COMPLETION OF RUSSELL EXTERIOR ENVELOPE PROJECT

The Russell Building is the oldest of the three Senate office buildings. The building's Caucus Room has hosted numerous Senate hearings and investigations of national significance, including the sinking of the Titanic (1912), the Teapot Dome scandal (1922–24), the attack on Pearl Harbor (1941), the Kefauver Committee (1950–51), Army–McCarthy hearings (1954), Fulbright hearings related to the Vietnam War (1966), Watergate (1974) and the Iran–Contra Investigation (1987). In 2009, Senate Resolution 264 designated the room as the Kennedy Caucus Room in honor of President John F. Kennedy, Attorney General Robert F. Kennedy and Senator Edward M. Kennedy.

In FY 2023, the AOC successfully completed the Russell Exterior Envelope Project, a multiyear restoration project to preserve and repair the exterior envelope of the century-old Russell Building. With a budget of \$77.6 million, the scope and scale of the restoration effort was significant. The three-sequence project encompassed five phases of work, with each phase targeting different areas of the building. This phased approach minimized disruptions to the building's occupants and reduced the impact of the construction and restoration effort on the Senate's day-to-day activities.

The project entailed repairing and restoring the Russell Building's masonry façade; repairing and refinishing doors, exterior metals and light fixtures; restoring the original windows; and completing structural repairs to the building's balcony flooring, balustrades and roof chimney. The effort also involved hazardous materials abatement, installation of bird-deterrent systems, mitigation of life safety hazards and improvements to the building's energy efficiency. The project restored and preserved 584 modillions, 1,044 balusters and 625 original windows, some of which are more than 100 years old.

Completion of the Russell Exterior Envelope Project is a testament to the AOC's dedication to preserving the nation's architectural heritage. Through a combination of advanced restoration methods, historical preservation and sustainable upgrades, the Russell Building is now better equipped to withstand the elements and serve the needs of the Senate.



An AOC employee prepares the Capitol Christmas Tree, which is erected on the West Lawn of the U.S. Capitol each year.

## Strategic Goal 2

### Provide Extraordinary Services

This strategic goal promotes an organizational culture that focuses on consistently recognizing and meeting customer needs by being responsive and courteous and taking ownership of actions.

**Table 10** defines the types of customer service that are associated with this goal. Three strategic objectives support this strategic goal: Building Official, Enterprise Asset Management and Cultural Behaviors Transformation.

**Goal Definition:** 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.

**Table 10. Customer Service Types**

CUSTOMER SERVICE TYPE	DESCRIPTION
<b>Client/Tenant Services</b>	Client services include normal and special request services provided to building tenants. A service call, written request or technician work order typically initiates normal client services (e.g., painting services). Client services also include special event support and the biennial election year office moves.
<b>Visitor Services</b>	Visitor services include providing a welcoming, informative, inspiring and safe experience on the Capitol campus. The AOC provides public tours, training, exhibitions, lectures and online programs to enhance the visitor experience. Visitor services also include restaurant and gift shop operations.
<b>Internal Services</b>	Internal services focus on AOC employees and include life safety enhancements, accessibility, workplace safety and security and Capitol campus amenities.

Insight  OPERATIONAL KPI

## Customer Satisfaction With Projects

### OVERVIEW

This KPI measures customer satisfaction with design services and construction management. Following the completion of a design or construction project, the project coordinator receives a customer satisfaction survey. Completed surveys provide the data for this KPI. The performance target is that clients rate 90 percent of projects as satisfactorily completed.

### PERFORMANCE RESULTS


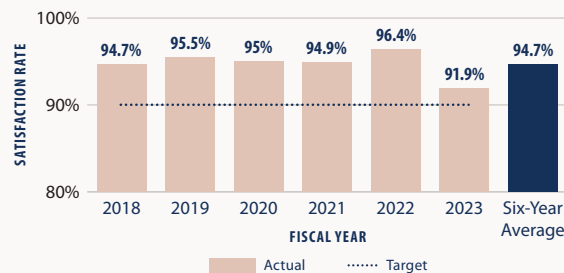
In FY 2023, the AOC received 51 project survey responses, representing 18 Construction Division projects, 16 design and study projects by contractors, eight in-house designs, seven construction projects by contractors and two charter projects. The projects included Independence Avenue foyer handrails for the Rayburn House Office Building, design for the Old Supreme Court Chamber Restoration and corrective stormwater management measures at Fort Meade, Maryland. The projects also included U.S. Capitol sprinkler upgrades, relocating Rock Creek Park stone, Russell Building attic door replacement and Jefferson Building generator replacement. This fiscal year, there was a 91.9 percent satisfaction rating for design and construction projects. **Target Met** 

Figure 24. Customer Satisfaction With Projects



#### Definition

Number of projects rated as satisfactorily completed divided by total evaluated

#### Source

FY 2023 Customer Satisfaction Survey

#### Target

90 percent of projects are rated by clients as satisfactorily completed

 TARGET MET



An AOC employee works on the repairs at the Summerhouse Fountain.

Insight  OPERATIONAL KPI

# Tenant Survey

## OVERVIEW

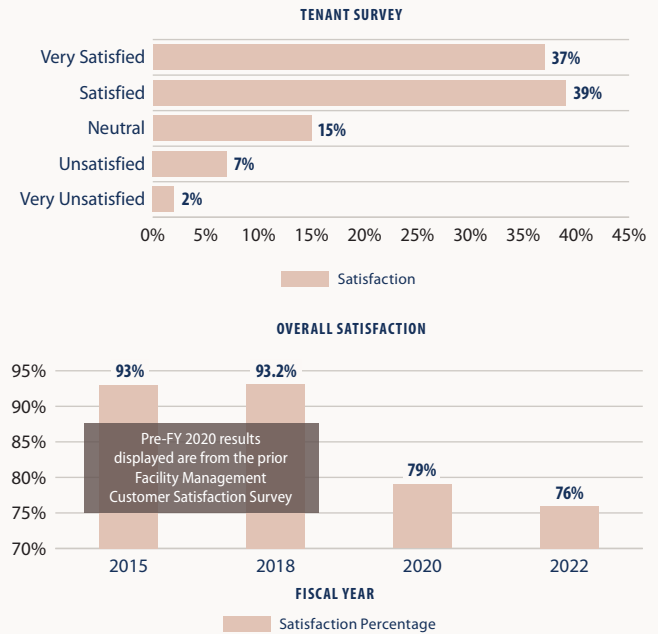
This KPI is based on a biennial client survey that measures satisfaction, timeliness, quality, communication and collaboration for client- or tenant-provided services. The survey leverages standardized questions that align with industry standards and best practices for capturing client satisfaction, and addresses categories such as HVAC, cleanliness, lighting, elevators and grounds maintenance. The results of the biennial survey are not available until the following fiscal year. The results from the FY 2020 survey were reported in FY 2021 and the results from the FY 2022 survey were reported in FY 2023.

## PERFORMANCE RESULTS

The FY 2022 survey indicated a 76 percent satisfaction rating with the highest satisfaction in the following areas: Grounds Maintained and Inviting (90 percent of tenants) and Professional and Courteous Staff (87 percent). It also indicated that the primary drivers for satisfaction were Committed to Quality (78 percent), Easy to Work With (71 percent) and Working Together (72 percent). The findings provide an opportunity for the agency to build stronger relationships with one in four tenants and identified better client communications (e.g., information sharing and service updates) and improved HVAC services as areas for improvement.

**Target Not Met** 

**Figure 25. Tenant Survey**



**Definition**

Number of survey responses showing satisfied or very satisfied with tenant services provided divided by total survey responses received

**Source**

Tenant Survey results received as of October 2022

**Target**

90 percent or more of respondents reported at least satisfied with services received

**X TARGET NOT MET**

## Capitol Highlights



## THE AOC MOVES IN THE 118TH CONGRESS

Every two years, following the November general elections, the AOC meticulously coordinates Member and committee moves and space reassignments in the U.S. Capitol and the Senate and House office buildings. The effort begins in November in the House office buildings and in early January in the Senate office buildings. All related work must be completed before the new Congress is sworn-in during early January for House Members and by late spring for the Senate.

The process starts with suite assignments. In the House and Senate office buildings, Members choose suites based on lottery selection in the House and seniority in the Senate. Using online tools, Members and their staff explore available suites, search for preferred attributes, take virtual tours, schedule walk-throughs and make official selections. In the Capitol Building, suites are assigned by the majority party leadership. Once a suite is assigned, the AOC collaborates with the Member to plan the office layout and design elements. AOC safety specialists perform detailed site surveys and incorporate important safety features into the plan. Detailed construction drawings are then prepared and provided to AOC teams responsible for suite renovations.

During the suite renovations, AOC trade shops undertake various tasks, including building partition walls, crafting custom millwork, repairing plaster, repainting spaces, installing energy-efficient lighting and new carpeting, and hanging blinds and custom draperies. The renovation effort also addresses potential deferred maintenance work, abates any asbestos and lead hazards, completes critical infrastructure upgrades, enhances accessibility, and incorporates fire and life safety upgrades to ensure compliance with building codes.

The House moves are carefully planned and coordinated to allow Members to occupy their new suite and resume work the same day. Leading up to a move, offices are packed and prepared. The day of the move, furniture, packed supplies and equipment are relocated to the new space. As suites are vacated, they undergo an expedited renovation to meet the incoming Member's design requirements.

In FY 2023, the AOC completed the moves for the 118th Congress, including relocation of eight congressional leadership suites and the completion of four committee suite moves within the U.S. Capitol. The agency also completed 25 Senate office moves, using the opportunity to address deferred equipment maintenance and implement system infrastructure upgrades. In the House, the AOC completed 75 departing Member move-outs, 75 new Member set-ups, 169 returning Member moves, 128 storeroom moves and 23 committee moves.

The biennial congressional moves demonstrate the AOC's commitment to providing exceptional client services under tight deadlines and ensuring a seamless turnover for each new term of Congress.

An AOC employee prepares a suite in the Hart Senate Office Building as part of the 118th Congressional moves.



The AOC has various programs to help train staff, including efforts to promote knowledge transfer and cross-training.

### Strategic Goal 3

## Foster an Innovative and Empowered Workforce

This strategic goal embraces the spirit of continuous and focused employee learning, growth and development to sustain the agency's mission. It develops and promotes efforts that provide employees with the tools, training and environment to build new skill sets, advance in their careers and excel in their respective duties. In addition, the goal fosters efforts to create a work environment that cultivates leadership, diversity and inclusion, rewards excellence and creativity and assists in attracting, developing, engaging and retaining exceptional employees. Three strategic objectives support this strategic goal: AOC University, Human Capital Strategy and Cultural Behaviors Transformation.

**Goal Definition:** 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.




Insight  OPERATIONAL KPI

# External Safety Inspection Findings

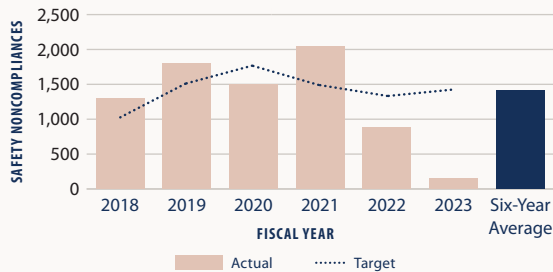
## OVERVIEW

This operational KPI measures the number of safety inspection findings identified by the Office of Congressional Workplace Rights (OCWR). Congress established the OCWR to enforce and administer workplace rights, accessibility, safety and health for congressional workers and visitors to the Capitol campus. During each biennial congressional cycle, the OCWR assesses the AOC’s spaces for safety hazards that require corrective action.

## PERFORMANCE RESULTS

The OCWR identified 145 instances of safety noncompliance in FY 2023. This was fewer than the rolling six-year average (1,247 findings) and met the performance target for this KPI. However, the FY 2023 number is based on only 4 out of 16 scheduled inspections. The additional 12 inspections have been conducted and the AOC is awaiting the reports. **Target Met** 

**Figure 26. External Safety Inspection Findings**



**Definition**

OCWR Findings

**Source**

OCWR Summary Report

**Target**

Less than the average of previous six years of findings

 **TARGET MET**

## Capitol Highlights



## STAFF RECOGNIZED FOR MORE THAN 35 YEARS OF SERVICE

### DONALD HARRIS

#### Office of the General Counsel

Donald "Don" Harris, a seasoned attorney with 40 years of federal service, has been an invaluable asset to the AOC for more than a decade. As Associate General Counsel, Don has expertly handled equal employment opportunity, human capital, labor management relations law, and occupational safety and health matters for the Employment Law Division. His enduring tenure with the federal government exemplifies a legacy of dedication, commitment and excellence.

### DONALD WARD

#### House Office Buildings

Donald has worked on Capitol Hill for more than 50 years. In 1972, Donald began his work as a House page, becoming the first Black page from Virginia. In 1976, Donald began working in the Front Office for the House Superintendent, also the first time a person of color worked in that office. In his current role as Building Services Coordinator for the House Office Buildings jurisdiction, he has become a stalwart, serving 47 years to support Members of Congress and their staff.

### MICHAEL JOHNSON

#### Senate Office Buildings

Michael "Mike" Johnson, a third-shift custodial worker at the Hart Senate Office Building, has devoted 40 years to delivering exceptional service to senators and staff. His deep knowledge of Senate buildings, commitment to excellence, respect among peers, and willingness to assume extra duties and overtime showcase his dedication to impeccable standards and to maintaining the awe-inspiring Hart Building facilities.



AOC University staff are responsible for providing mission-critical training and education and supporting the workforce in their professional development, growth and advancement.

#### Strategic Goal 4

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

Delivering organizational excellence is a shared agency responsibility. The AOC works collectively to preserve and maintain the Capitol campus buildings, facilities and grounds by providing innovative, safe and professional services. This strategic goal promotes a culture of learning, collaboration and teamwork to further enhance the agency's overall effectiveness, efficiency and responsible stewardship.

Establishing a mission-oriented culture is built on a shared vision, alignment of priorities and resources, high-quality customer experiences, reliable workforce planning and modern technology systems. This goal encourages a unified and shared commitment to the mission while promoting information and knowledge sharing among team members to increase innovation and maximize resources.

**Goal Definition:** 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, values and vision.

Although the AOC does not contribute to the OMB's CAP goals, the agency monitors its progress to identify the governmentwide priorities and challenges that impact the agency. In particular, the goals related to leveraging data as a strategic asset, developing a workforce for the 21st century and improving the customer experience are relevant to the AOC and its future. This strategic goal promotes communication and collaboration within and among the agency's jurisdictions and administrative offices to create a more efficient and effective organization. Three strategic objectives support this strategic goal: Cultural Behaviors Transformation, Enterprise Asset Management and Capitol Complex Master Plan and Strategic Plan.

# Operate as One Team, Dedicated to One Mission

The AOC cultivates an environment that values growth, cooperation, inclusivity and accountability. In FY 2023, employees were nominated by the heads of their respective jurisdictions or offices to be recognized for embodying the mission to serve, preserve and inspire.



Clockwise, left to right to center: Cliff Wallace, Eddy Joseph, Scott Yung, Phil Davis, Kevin Golden, Geoffrey Lane, Ernita Collins, Deatra Trinidad, Savon Smith

## **LAUREN BORCHARD** *Curator Division*

Since joining the Curator's Office as a writer-editor, Lauren has made a notable impact. Her contributions encompass expanding the Curator's library of fact sheets, actively participating in the CVC's Rotunda 360 project and providing crucial support in acquiring new statues for the National Statuary Hall Collection.

## **ERNITA COLLINS** *Human Capital Management Division*

As Chief of the Employee Benefits and Services Branch, Ernita consistently demonstrates exceptional leadership, collaboration, innovation and courtesy. In FY 2023, Ernita led important initiatives, including comprehensive benefits training for managers, transitioning the agency to an automated transit benefits system, coordinating the telework application process, drafting the wellness policy and leading numerous wellness events.

**LAURA CONDELUCI, RAY MIMS AND MAURA NELSON *U.S. Botanic Garden***

Laura, a public affairs specialist, Ray, a partnerships and conservations specialist, and Maura, an accessibility coordinator, exemplified teamwork in spearheading the USBG museum reaccreditation process. Together, they prepared a comprehensive written application and efficiently planned and managed the American Alliance of Museums accreditation review committee's visit.

**PHIL DAVIS *Capitol Grounds and Arboretum***

Phil consistently brings creativity and innovation to his work as a gardener. His out-of-the-box thinking and astute problem-solving abilities have resulted in effective solutions to various workplace challenges, enhancing the efficiency and performance of horticultural maintenance services.

**KEITH DEGAY *Capitol Power Plant***

Keith is the Distribution High Voltage Team Leader, entrusted with the crucial task of guaranteeing uninterrupted and secure electrical power supply to all AOC buildings 24/7. Through his dedication and extensive experience, Keith has consistently delivered exceptional service throughout his career.

**BRADY FLEMING *Senate Office Buildings***

Brady, an electrician leader, delivers exceptional customer service, leveraging his comprehensive knowledge of electrical systems to upgrade lighting in Senate offices and resolve electrical challenges. His dedication, expertise and ability to lead by example make him an invaluable asset to the AOC.

**ROBERT GATEWOOD *Capitol Power Plant***

As the Electronics Branch Leader, Robert consistently demonstrates the AOC core values of RISE through his knowledge, professionalism, dedication and exceptional customer service.

**KEVIN GOLDEN *Capitol Building***

Kevin, a skilled sheet metal mechanic, leads a team responsible for repairing and replacing the U.S. Capitol's copper roofing. This challenging project demands meticulous skill, extensive preparation and careful planning.

**EDDY JOSEPH *Office of Safety and Code Compliance***

Eddy manages the AOC's hazardous waste program. The critical work he performs includes overseeing hazardous waste pickup, emergency spill response and environmental cleanup. Eddy exemplifies the AOC mission by working diligently behind the scenes to protect people, spaces and the environment.

**GEOFFREY LANE *Library Buildings and Grounds***

Geoffrey, a skilled electrical worker, actively seeks opportunities to expand his knowledge and expertise. His outstanding performance in an electrical apprenticeship program and consistent demonstration of knowledge, professionalism and adherence to safety requirements embody the qualities of a model employee.

**SAVON SMITH *House Office Buildings***

Savon, an assistant building services supervisor, was instrumental in the transition for the 118th Congress, supporting the successful relocation of 244 Member offices. Her leadership during this critical period ensured a smooth and seamless transition for the new Congress.

**DEATRA TRINIDAD *Supreme Court Building and Grounds***

Deatra, a deputy facility manager, excels as a technical performer in facility and construction management, while also demonstrating exceptional interpersonal skills. She consistently empowers and motivates her colleagues and is recognized as an influential leader.

**CLIFF WALLACE *Office of the Chief Engineer***

Cliff, the Energy Management Control Systems (EMCS) Leader, is responsible for enhancing and maintaining the agency's extensive building automation system network. Under Cliff's leadership, the EMCS team consistently contributes to the agency's energy conservation and client satisfaction.

**SCOTT YUNG *U.S. Capitol Visitor Center***

Scott's exceptional contributions as a Visitor Guide led to his well-deserved recognition as the CVC's Employee of the Year for FY 2023. Through his engaging tours and interactions with Capitol visitors, Scott consistently upholds the highest standard of excellence for the CVC.

## Strategic Objectives

### AOC UNIVERSITY

This strategic objective establishes AOC University as a permanent organization focused on the provision of mission-critical training and education, and supporting employees in their professional development, growth and advancement. AOC University ensures employees have the right skills to be successful in their jobs. Once fully implemented, AOC University will offer enterprisewide learning and development opportunities and provide opportunities for employees to strengthen their skills and capabilities and advance in their careers. AOC University directly supports the strategic goal to Foster an Innovative and Empowered Workforce.



Five performance goals were associated with this strategic objective in FY 2023:

1. Implement an updated training policy. **Goal Met** ✓
2. Finalize a knowledge management strategy. **Goal Not Met** ✗
3. Formalize at least two new partnerships with institutions or organizations to fill key training needs. **Goal Met** ✓
4. Create career pathways for two to four priority positions. **Goal Met** ✓
5. Launch the inaugural class for the apprenticeship program. **Goal Not Met** ✗

The AOC met three of the five performance goals established for this strategic objective during FY 2023. The agency issued a policy memorandum updating the AOC training policy as an interim step in a more comprehensive update effort. The AOC also formalized two partnerships to assist in training needs by offering online learning opportunities. AOC Learn Percipio provides on-demand training material for topics such as technology applications, data analytics and digital automation. TPC provides training material on technical skills related to operations maintenance and safety such as custodial operations and building grounds and facility maintenance. The agency also created two career pathways for custodial and administrative job series in FY 2023, both priority positions. Due to a change in priority, the Aspiring Leaders Program was developed in place of the apprenticeship program. The Aspiring Leaders Program offers development opportunities to high-performing,

nonsupervisory employees. Twenty-two employees formed the inaugural class in FY 2023.

The AOC did not finalize a knowledge management strategy during FY 2023. This effort requires resources that are currently unavailable to AOC University in its current staffing posture. The agency will continue to prioritize work under this strategic objective and will finalize the knowledge management strategy when resources are available.

The FY 2023 Agency Strategic Performance Plan defined one strategic KPI to measure progress for this strategic objective. The KPI is an alternate form KPI and was established as an initial step in providing quantitative data to measure performance for this strategic objective. See **Table 11**. The strategic KPI: Percent of Courses With Participant Satisfaction Evaluations provides insight into the effectiveness of the agency's efforts to collect qualitative data about the training curriculum. This fiscal year, the agency conducted course evaluations for 11 percent of the courses offered (38 of 327 courses). This percentage serves as a baseline for future years, with the target to increase the number of courses that include evaluations.

**Table 11. Strategic KPI Associated With the AOC University Strategic Objective**

STRATEGIC KPI	FY 2023 TARGET	FY 2023 RESULTS	STATUS
Percent of Courses With Participant Satisfaction Evaluations	Establish Baseline	Baseline Established	Target Met

### BUILDING OFFICIAL

This strategic objective establishes the Building Official program as the centralized authority responsible for ensuring compliance with nationally recognized building codes, safety, industrial hygiene, fire and environmental regulations, and industry standards in all construction and infrastructure work at AOC-managed facilities, buildings and grounds. The Building Official serves as the main point of contact, providing guidance and oversight for addressing code requirements, preventing the risk of system failure and improving overall life safety across the Capitol campus. The Building Official's primary responsibilities include implementing a uniform permitting process, maintaining a centralized data management system to track code compliance activities and providing independent verification of compliance with code requirements and standards. The Building Official is the final approving authority for building permits, certificates of completion and certificates of occupancy. This uniform approach enhances efficiency, ensures cost-effectiveness, reduces the need for rework, mitigates potential hazards and reduces risks to building occupants as well as the historic fabric and architecture across the Capitol campus.

Four performance goals were associated with this strategic objective in FY 2023:

1. Pilot certificates of completion. **Goal Met** ✓
2. Pilot issuing stakeholder inspection certificates. **Goal Not Met** ✗
3. Begin routine issuance of building permits. **Goal Not Met** ✗
4. Begin routine issuance of certificates of completion/occupancy. **Goal Not Met** ✗

The AOC made significant progress toward implementing the Building Official program in FY 2023. In addition to the 13 pilot projects that were identified in FY 2022, the agency identified 12 new pilot projects in FY 2023 to continue testing and refining procedures and processes. Of the new pilot projects, the AOC completed the design review process for 10 and started the design reviews for one other at fiscal year-end. Other FY 2023 efforts associated with this strategic objective include the establishment of working groups to review and edit design standards that streamline and define authority for code oversight and create standard operating procedures to reduce procedural inefficiencies and risks.

The pilot projects to issue stakeholder inspection certificates and routine issuance of building permits were not completed this fiscal year due to staffing challenges. However, the program hired three permanent employees and one detail position this fiscal year. The remaining positions were in various stages of the hiring process.

Four strategic KPIs measured progress against this strategic objective in FY 2023. See **Table 12**. Three KPIs measure accountability for the program and establish stakeholder expectations related to process flow and turnaround timelines. The fourth KPI demonstrates the AOC's commitment to effective communication, transparency and continuous process improvement.

**Table 12. Strategic KPIs Associated with the Building Official Strategic Objective**

STRATEGIC KPI	FY 2023 TARGET	FY 2023 RESULTS	STATUS
Complete construction projects plan reviews within 14 working days	50%	83%	Target Met
Complete requested inspections on agreed upon date (at least three days from formal request)	Complete Inspections	Inspections Completed	Target Met
Provide inspection reports within three working days of performance of inspection	Provide Reports	Reports Provided	Target Met
Publish annual report on quality, timeliness and lessons learned	Publish Report	Report Published	Target Met

## CULTURAL BEHAVIORS TRANSFORMATION

This strategic objective is designed to strengthen the AOC's core values, empower employee groups throughout the organization to practice those values to improve workplace climate and culture, drive employee satisfaction and engagement, and support a positive workplace. Implementation of this objective will help develop a culture that minimizes employee conflicts and disputes, reduces harassment and discrimination, enhances efficient operations and catapults the AOC into a "best place to work," while providing an excellent customer experience. This objective aims to foster positive experiences by enabling employee engagement groups to drive the transformation process. Through learning and education, employees will master techniques for cultivating a healthy workplace culture and will consistently exhibit these principles through their actions, contributing to a respectful and valued work environment.

Three performance goals were associated with this strategic objective in FY 2023:

1. Provide facilitated sessions and workshops for at least 15 groups. **Goal Met** ✓
2. Develop metrics to measure the Cultural Behaviors Transformation. **Goal Not Met** ✗
3. Partner with the HCMD on leadership development and enhancement. **Goal Met** ✓

In FY 2023, the AOC facilitated 47 employee groups and eight senior leadership team groups. Additionally, the AOC developed and facilitated an agencywide culture assessment and analyzed results in conjunction with Federal Employee Viewpoint Survey (FEVS) scores to assist in the development of agency strategic goals.

There were no KPIs associated with this strategic objective in FY 2023.

## ENTERPRISE ASSET MANAGEMENT

This strategic objective is focused on implementation of a centralized EAM strategy. When fully implemented, EAM will optimize performance by eliminating redundancy, enhancing productivity and safety, improving reliability and reducing operating costs. EAM will provide important data and insight to inform decisions about operating, maintaining and renewing buildings, infrastructure and other assets. In addition, EAM will enable centralized asset monitoring, forecast resource requirements, translate risks into asset management plans and effectively prioritize condition-based facility maintenance. Importantly, EAM will support data-based decisions and identification of priorities to manage the \$2.6 billion deferred maintenance and capital renewal backlog.

The strategic objective supports responsible stewardship. It also positions the agency to identify and implement best practices under the International Standards Organization (ISO) 55001 standard of asset management.

Four performance goals were associated with this strategic objective in FY 2023:

1. Finalize requirements development for EAM software tools through software pilot process. **Goal Met** ✓
2. Jurisdictions within the scope of the asset management system will publish their Asset Management Plan (AMP). **Goal Met** ✓
3. Obtain ISO certification for one eligible AOC system. **Goal Not Met** ✗
4. Develop a cost baseline (FY 2022 costs) to measure cost savings of EAM program. **Goal Met** ✓

In FY 2023, the AOC made significant progress toward all four performance goals. The EAM Steering Committee (EAMSC) was formally established to guide and oversee the asset management system, the Strategic Asset Management Plan (SAMP) and the agency’s progress toward ISO certification. In FY 2023, both a charter and policy to guide EAMSC governance were completed. The agency identified EAM software requirements, completed a software pilot process and made recommendations to the EAMSC regarding EAM software selection. In addition, jurisdictions within the scope of the asset management system completed and published their AMPs in FY 2023. This includes completion and publishing the AMP for the John Adams Building (Library Buildings and Grounds). Triggers have been established to track AMP development based on implementation of the selected EAM software and completion of FCAs underway across the Capitol campus.

The AOC completed stage one of the ISO 55001 audit for the Adams Building. The building is forecast to complete the ISO 55001 certification process by the end of calendar year 2023. To measure and compare cost savings of the EAM program over time, the agency compiled cost baseline data for those jurisdictions that have completed their AMP, including the Adams Building.

In addition to these achievements, the agency accomplished other important milestones in FY 2023, including viability testing of the Multi-Objective Decision Analysis (MODA) for project prioritization. This is intended to improve the current project prioritization process. Fiscal Year 2024 objectives include developing a draft policy related to MODA and tracking the deferred maintenance and capital renewal backlog. The AOC also developed the scope and contract to develop a prototype system to identify and track the deferred maintenance and capital renewal backlog and expand the scope of the asset management system. The agency has also begun piloting software tools to manage FCA data and support capital planning.

In FY 2023, the AOC completed assessments using the new Uniformat Level 5 FCA standards for the U.S. Capitol, Adams Building, Dirksen and Russell Senate Office Buildings, CVC, Packard Campus for Audio-Visual Conservation, Fort Meade Collection Storage Facilities and Warehouses, Cannon Underground Garage, Longworth Underground Garage and the Longworth and O’Neill House Office Buildings. Additional Uniformat Level 5 FCAs assessed in FY 2023 included the Ford House Office Building, Capital Power Plant facilities, Library of

Congress Special Services Facilities Center, Senate Employees’ Child Care Center and the 107 D Street Facility.

Four strategic KPIs were measured for this strategic objective in FY 2023. See **Table 13**.

**Table 13. Strategic KPIs Associated With the EAM Strategic Objective**

STRATEGIC KPI	FY 2023 TARGET	FY 2023 RESULTS	STATUS
Jurisdictions within scope of the current Asset Management System publish AMPs and meet requirements prescribed in the SAMP	100%	100%	Target Met
Complete ISO certification process and achieve ISO certification for one system	Complete Certification	Stage 1 audit completed, certification forecasted for end of calendar year 2023	Target Not Met
Develop cost baseline report (FY 2022 costs)	Develop Report	Report Developed	Target Met
Complete MODA pilot report findings, recommendations and draft policy document	Complete Report and Draft Policy	Report Completed and Policy Drafted	Target Met

**HUMAN CAPITAL STRATEGY**

This strategic objective is focused on optimizing the human capital capabilities for more effective realization of the mission, vision and strategic goals. Workforce trends impact the agency’s ability to recruit, develop and retain highly skilled staff. The federal government’s pay scales are noncompetitive compared to private sector options, and safety concerns related to the Capitol campus have intensified. A decline in trade school enrollments has diminished the available pool of candidates with the specialized skills needed for critical agency roles, including trade, artisan and crafts positions. The AOC also has an aging workforce, posing additional risks related to the loss of invaluable legacy knowledge that is essential for maintaining the Capitol campus.

This strategic objective addresses these challenges through proactive human capital planning, targeted recruitment outreach, expanded employee training and development opportunities, increased focus on talent retention strategies and the introduction of employee well-being programs. In FY 2023, the Human Capital Strategy continued to address skill gaps and ensure that the AOC attracts, hires, develops, retains, engages, promotes and rewards its employees through



progressive strategies that support and advance the agency's mission and goals.

Seven performance goals were associated with this strategic objective in FY 2023:

1. Begin to build career paths with required/recommended training. **Goal Met** ✓
2. Expand the use and scope of the Architect's Mobility Program to provide internship and apprenticeship opportunities for internal and external candidates. **Goal Not Met** ✗
3. Establish Communities of Practice to support workforce and succession planning and identify internal advancement opportunities. **Goal Met** ✓
4. Provide opportunities for employees to develop skills beyond their current positions. **Goal Met** ✓
5. Implement and automate an enhanced performance management program. **Goal Met** ✓
6. Establish a supervisory Community of Practice to provide coaching and mentoring opportunities. **Goal Met** ✓
7. Increase wellness offerings that address the whole person. **Goal Met** ✓

In FY 2023, the AOC made significant progress towards six of the seven goals. Career paths were identified, developed and finalized for the custodial and administrative job series. The job-related resource documents outline potential pathways to advancement for employees in these occupational series and provide detailed information on the competencies employees are expected to demonstrate at the early, mid and senior career levels of the professions. The agency also provided training and development activities to strengthen knowledge, skills and abilities in those competency areas, along with information about specific related internal and external opportunities that employees could discuss with supervisors.

Additionally, the agency created new career ladder positions and detail opportunities for employees to build skills and fill critical workforce needs. To strengthen and diversify applicant pools, the AOC created new partnerships with educational institutions to recruit candidates for early career positions and internships. This included increasing outreach, hosting two in-person information sessions and participating in seven career fairs. These efforts paid off with 82 summer interns participating in the FY 2023 summer program. The agency also developed new partnerships with 20 professional industry and diversity-based organizations to increase awareness of the agency mission and promote career opportunities.

The AOC also expanded opportunities for employees to exchange knowledge and participate in professional development, education and training. During FY 2023, the agency developed and implemented the conceptual framework and infrastructure for Communities of Practice to bring together distributed trades and professions across the agency to share expertise, build knowledge and solve problems. In FY 2023, 11 new Communities of Practice were established,

including a supervisory Community of Practice that provides coaching and mentoring opportunities, providing insights and support for strengthening the agency's workforce and succession planning efforts. The Communities of Practice include both trade and professional occupations and provide employees with the opportunity to share their knowledge, collaborate on improvements and exchange ideas on workforce recruitment, development and retention efforts. Revision of the training policy eliminated job-related training requirements and effectively enabled employees to participate in training programs beyond their current positions.

The AOC also significantly expanded professional development opportunities and access to ensure all employees have pathways to build skills and advance in their careers. During FY 2023, this included job rotation programs, agencywide details and targeted training to address agency skills gaps.

During FY 2023, the AOC implemented a new performance management program and automated system. The new system facilitates a streamlined and enhanced performance management program, provides more meaningful evaluations and better aligns employee performance with the AOC's mission, vision and core values. Throughout the year, the AOC conducted extensive training and support for employees and supervisors on the new program and automated system, created and communicated user guides and provided in-person and one-on-one employee and supervisor support in navigating the new system.

The AOC also continued to prioritize employee wellness through the development and implementation of a comprehensive wellness program that addresses the whole person. This included delivery of 220 general wellness events encompassing various dimensions of health, such as financial literacy workshops, fitness challenges, mental health seminars, social well-being activities and occupational health sessions. In addition, the agency conducted eight dedicated wellness weeks, a series of nine wellness events aimed at maintaining employee well-being over the holidays, and a five-week summer wellness initiative. The AOC also developed a comprehensive wellness policy to ensure the continuity of wellness initiatives.

Nine strategic KPIs measured progress against this strategic objective in FY 2023. Accomplishments for these KPIs are presented in **Table 14**.

**Table 14. Strategic KPIs Associated With the Human Capital Strategy Strategic Objective**

STRATEGIC KPI	FY 2023 TARGET	FY 2023 RESULTS	STATUS
Time to Fill – Direct Hire Positions	≤50 days	45.6 days	Target Met
Time to Fill – Competitive Positions	≤110 days	102.6 days	Target Met
Internal Promotion Rate	≥8%	8.30%	Target Met
Voluntary Turnover Rate	≤13%	7.23%	Target Met
Average Cost Per Hire – Competitive Positions	≤\$5,302	\$5,685	Target Not Met
Employee Engagement	Establish Baseline	72.8% Baseline	Target Met
Training Availability Satisfaction	Establish Baseline	72% Baseline	Target Met
Architect’s Mobility Program Positions	15	2	Target Not Met
Career Ladder and Detail Positions	25	29	Target Met

## CAPITOL COMPLEX MASTER PLAN AND STRATEGIC PLAN

This strategic objective is focused on creating an integrated and unified approach to physical and strategic planning. Currently, the agency’s composition promotes jurisdictional operations as disparate entities, resulting in missed synergies, diminished opportunities for innovation and a reactive approach to doing business. Establishing an enterprisewide, and integrated approach to physical and strategic planning will establish a shared future vision for the Capitol campus and align goals, priorities, decisions and resources around achieving that vision.

The CCMP will provide a 20-year look ahead for the Capitol campus and project development. The Strategic Plan, currently under development, will establish enterprise-level guidance and direction through implementation of the Balanced Scorecard. Based on that alignment, the Strategic Plan will establish goals, priorities and resource allocation, with a five-year outlook.

Four performance goals were associated with this strategic objective in the FY 2023:

1. Complete CCMP Phase 1. **Goal Met** ✓
2. Initiate CCMP Phase 2. **Goal Met** ✓
3. Publish a five-year Strategic Plan with updated KPIs and metrics. **Goal Not Met** ✗
4. Publish the FY 2023 Performance Plan. **Goal Not Met** ✗

The AOC met two of the four FY 2023 performance goals. The agency completed Phase 1 of the CCMP, which included extensive background and historical research, established the framework for the CCMP’s development, and identified initial high-level strategies. This effort engaged numerous agency stakeholders to document the Capitol campus’ history and evolution spanning a period of more than 200 years, and identified strengths, challenges, needs and future development opportunities. This active stakeholder involvement helped integrate valuable input and insights into the process and cultivated stakeholder engagement and commitment to implement the finalized plan.

Phases 2A and 2B of the CCMP were initiated in FY 2023 and will be completed in FY 2024. This second phase will identify future development recommendations for buildings under the House and Senate, Capitol Power Plant and U.S. Capitol Police jurisdictions, and provide a Capitol campuswide framework to guide future growth, resource efficiency and asset life extension for all assets under the AOC’s care and supervision. This includes roads, utilities, public spaces, landscape features and outdoor cultural resources.

The AOC Bridge Strategic Plan covers the period from FY 2022 through FY 2025. During FY 2023, the AOC initiated efforts to develop the next five-year Strategic Plan. The AOC did not publish a Performance Plan in FY 2023, however, the agency tracked metrics included in the Bridge Strategic Plan. Several metrics were updated to support the agency’s transformation. The agency’s strategic focus in FY 2023 was implementation of a Balanced Scorecard approach to strategic planning.

There were no KPIs identified for this strategic objective for FY 2023.

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## SECTION THREE

# Financial Information

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## Overview

The Financial Information section includes the independent auditors' reports, audited financial statements and notes and required supplementary information.

## Introducing the Principal Financial Statements

The AOC prepared its principal financial statements to report its financial position and results of operations. The statements and notes are prepared from the AOC's books and records in accord with U.S. generally accepted accounting principles (GAAP) for the federal government and the OMB Circular A-136, Financial Reporting Requirements. The statements are in addition to financial reports prepared in accordance with U.S. Department of the Treasury directives to monitor and control the status and use of budgetary resources, which the AOC prepares 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. Each statement is prepared on a comparative basis.

The **Balance Sheet** identifies the assets, liabilities and net position. Net position represents the net investment of the U.S. government in the AOC's assets, less liabilities.

The **Statement of Net Cost** provides the gross costs incurred by responsibility segment (AOC jurisdiction), net of any exchange or earned revenue from activities. The AOC prepares the net cost of operations using the proprietary basis of accounting and, unlike budgetary accounting, includes the cost of services provided by other entities, accruals and noncash expenses such as depreciations and amortization.

The **Statement of Changes in Net Position** provides the beginning net position (unexpended appropriations and cumulative results of operations), the transactions that affected net position during the period and the ending net position.

The **Combined Statement of Budgetary Resources** presents information on the budgetary basis of accounting, including the availability of budgetary resources and their status at year-end.

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Previous page: The AOC completed paint and plaster repairs in the second floor Senate Corridor at the U.S. Capitol this fiscal year.

## Inspector General Transmittal




Office of Inspector General  
 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 21, 2023

TO: Chere Rexroat, RA  
 Acting Architect of the Capitol

FROM: Christopher P. Failla, CIG, CFE  
 Inspector General 

SUBJECT: Audit of Architect of the Capitol's (AOC) Fiscal Year 2023 Financial Statements (Audit Report OIG-AUD-2024-01)

We contracted with the independent public accounting firm KPMG LLP (KPMG) to audit the financial statements of the AOC as of and for the fiscal year that ended September 30, 2023, 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. 24-01, *Audit Requirements for Federal Financial Statements*; the U.S. Government Accountability Office's (GAO) *Federal Information System Controls Audit Manual (FISCAM)*; and the GAO/Council of the Inspectors General on Integrity and Efficiency *Financial Audit Manual*.

In its audit of the AOC, KPMG reported:

- the financial statements are presented fairly, in all material respects, in accordance with U.S. Generally Accepted Accounting Principles;
- no material weaknesses<sup>1</sup> in internal control over financial reporting;
- no reportable noncompliance issues with provisions of laws tested or other matters; and
- no information technology deficiencies that rose to the level of a significant deficiency or material weakness based on audit work performed in accordance with FISCAM.

KPMG is responsible for the attached auditor's report dated November 15, 2023, 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.

<sup>1</sup> 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.

## Inspector General Transmittal *(continued)*

If you have any questions or wish to discuss this report, please contact Sharmaine Carter at 202.538.1830 or [Sharmaine.Carter@aoc.gov](mailto:Sharmaine.Carter@aoc.gov).

### Distribution List:

Hajira Shariff, AOC Liaison to the OIG  
Joseph Campbell, Acting Chief Financial Officer  
Brian Kohler, Director, Business Services  
Joseph DiPietro, Chief of Operations  
Angela Freeman, Acting General Counsel  
Thomas Costello, Acting Deputy Chief Engineer  
Valerie Hasberry, Chief Security Officer  
Robert Bell, Chief Information Officer  
James Kaufmann, Director, Capitol Grounds & Arboretum  
Michael Lewis, Supervisory Engineer, Library Buildings and Grounds  
Stephanie Jones, Supervisory Engineer, Senate Office Buildings  
Mark Reed, Superintendent, U.S. Capitol Building  
Barron Dill, Supervisory General Engineer, House Office Buildings  
Danezza Quintero, Deputy Director, Office of Safety and Code Compliance  
Trav Thiesse, Assistant Facilities Manager, Supreme Court Buildings and Grounds  
Susan Pell, Executive Director, U.S. Botanic Garden  
Fay Ott, Acting Chief Executive Officer for Visitor Services  
Christopher Potter, Director, Utilities and Power Plant Operations

# Independent Auditors' Report



KPMG LLP  
Suite 12000  
1801 K Street, NW  
Washington, DC 20006

## Independent Auditors' Report

Inspector General of the Architect of the Capitol  
Architect of the Capitol:

### Report on the Audit of the Financial Statements

#### *Opinion*

We have audited the financial statements of the Architect of the Capitol (AOC), which comprise the balance sheets as of September 30, 2023 and 2022, and the related statements of net costs, changes in net position, and combined statements of budgetary resources for the years then ended, and the related notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the AOC as of September 30, 2023 and 2022, and its net costs, changes in net position, and budgetary resources for the years then ended in accordance with U.S. generally accepted accounting principles.

#### *Basis for Opinion*

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS), 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. 24-01, *Audit Requirements for Federal Financial Statements*. Our responsibilities under those standards and OMB Bulletin No. 24-01 are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the AOC and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### *Other Matter - Interactive Data*

Management has elected to reference to information on websites or other forms of interactive data outside the *Performance and Accountability Report* to provide additional information for the users of its financial statements. Such information is not a required part of the financial statements or supplementary information required by the Federal Accounting Standards Advisory Board. The information on these websites or the other interactive data has not been subjected to any of our auditing procedures, and accordingly we do not express an opinion or provide any assurance on it.

#### *Responsibilities of Management for the Financial Statements*

Management is responsible for the preparation and fair presentation of the financial statements in accordance with U.S. generally accepted accounting principles, and for 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.

#### *Auditors' Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not

KPMG LLP, a Delaware limited liability partnership and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee.



## Independent Auditors' Report *(continued)*



a guarantee that an audit conducted in accordance with GAAS, *Government Auditing Standards*, and OMB Bulletin No. 24-01 will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS, *Government Auditing Standards*, and OMB Bulletin No. 24-01, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit 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 AOC's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

### *Required Supplementary Information*

U.S. generally accepted accounting principles require that the information in the Management's Discussion and Analysis and Required Supplementary Information sections be presented to supplement the basic financial statements. Such information is the responsibility of management and, although not a part of the basic financial statements, is required by the Federal Accounting Standards Advisory Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with GAAS, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audits of the basic 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*

Management is responsible for the other information included in the *Performance and Accountability Report*. The other information comprises the Table of Contents, Introduction, The Year in Photos, Section Two: Performance Information, Section Three: Financial Information Overview, Introducing the Principal Financial Statements, Inspector General Transmittal, Architect of the Capitol's Response to the Inspector General, Section Four: Other Information, Appendices, the Websites and Media Platforms, Capitol Highlights, and Infographics but does not include the financial statements and our auditors' report thereon. Our opinion on the financial statements does not cover the other information, and we do not express an opinion or any form of assurance thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and consider whether a material inconsistency exists between the other information and the financial statements, or the other information otherwise appears to be materially misstated. If, based on the work performed, we

## Independent Auditors' Report *(continued)*



conclude that an uncorrected material misstatement of the other information exists, we are required to describe it in our report.

### Report on Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements as of and for the year ended September 30, 2023, we considered the AOC's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion 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 did not test all internal controls relevant to operating objectives as broadly defined by the *Federal Managers' Financial Integrity Act of 1982*.

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 a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the AOC's financial statements will not be prevented, or detected and corrected, on a timely basis. A significant deficiency is a deficiency, or a 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 or significant deficiencies may exist that were not identified.

### Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether the AOC's financial statements as of and for the year ended September 30, 2023 are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, and contracts, noncompliance with which could have a direct and material effect on the financial statements. 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* or OMB Bulletin No. 24-01.

We also performed tests of the AOC's compliance with certain provisions referred to in Section 803(a) of the Federal Financial Management Improvement Act of 1996 (FFMIA). Providing an opinion on compliance with FFMIA was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances in which the AOC's financial management systems did not substantially comply with the (1) Federal financial management systems requirements, (2) applicable Federal accounting standards, and (3) the United States Government Standard General Ledger at the transaction level.

### Purpose of the Reporting Required by *Government Auditing Standards*

The purpose of the communication described in the Report on Internal Control Over Financial Reporting and the Report on Compliance and Other Matters sections is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the AOC's internal control or compliance. Accordingly, this communication is not suitable for any other purpose.

Washington, D.C.  
November 15, 2023

## 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](http://www.aoc.gov)

November 15, 2023

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 Auditors' Report concerning the audit of our financial statements for the Fiscal Years ending September 30, 2023 and 2022. We appreciate the partnership to support an efficient and effective audit. The Architect of the Capitol (AOC) works diligently to establish strong financial management practices to address compliance requirements, manage financial processes, and meet fiscal responsibilities. We are pleased that this year's audit resulted in an unmodified opinion – marking the 19th consecutive year the AOC received a "clean" opinion.

In addition, the auditor's report identified zero material weaknesses, no significant deficiencies and two control deficiencies. While pleased with the results, we recognize that there is always more that can be done to strengthen fiscal stewardship.

We remain committed to financial management excellence and look forward to the coming year.

Sincerely,

Chere Rexroat, RA  
Acting Architect of the Capitol

Doc. No. 231113-04-01

# Financial Statements

## Architect of the Capitol

### BALANCE SHEET

As of September 30, 2023 and 2022 (\$ in Thousands)

	2023	2022
<b>ASSETS (Note 2)</b>		
<b>Intragovernmental</b>		
Fund Balance with Treasury (Note 3)	\$ 1,612,659	\$ 1,284,061
Investments (Note 5)	10,318	10,262
Accounts Receivable, Net (Note 6)	598	646
Advances and Prepayments (Note 10)	285,566	4,799
Total Intragovernmental	<u>\$ 1,909,141</u>	<u>\$ 1,299,768</u>
<b>Other than Intragovernmental</b>		
Cash and Other Monetary Assets (Note 4)	\$ 53	\$ 37
Accounts Receivable, Net (Note 6)	650	275
Inventory and Related Property, Net (Note 7)	982	767
General Property, Plant and Equipment, Net (Note 8)	2,675,467	2,649,759
Advances and Prepayments (Note 10)	4	2
Investments (Note 5)	11,258	10,798
Total Other than Intragovernmental	<u>\$ 2,688,414</u>	<u>\$ 2,661,638</u>
<b>TOTAL ASSETS</b>	<u><b>\$ 4,597,555</b></u>	<u><b>\$ 3,961,406</b></u>
Stewardship PP&E (Note 9)		
<b>LIABILITIES: (Note 11)</b>		
<b>Intragovernmental</b>		
Accounts Payable	\$ 2,326	\$ 3,033
Advances From Others and Deferred Revenue (Note 10)	39,423	25,707
Other Liabilities (Note 14)	7,327	7,517
Total Intragovernmental	<u>\$ 49,076</u>	<u>\$ 36,257</u>
<b>Other than Intragovernmental</b>		
Accounts Payable	\$ 83,514	\$ 76,065
Federal Debt and Interest Payable (Note 12)	16,892	31,864
Federal Employee and Veteran Benefits Payable	60,265	65,370
Environmental and Disposal Liabilities (Note 13)	271,197	183,422
Other Liabilities (Note 14)	82,437	86,818
Total Other than Intragovernmental	<u>\$ 514,305</u>	<u>\$ 443,539</u>
<b>TOTAL LIABILITIES</b>	<u><b>\$ 563,381</b></u>	<u><b>\$ 479,796</b></u>
Commitments and Contingencies (Note 16)		
<b>NET POSITION</b>		
Total Unexpended Appropriation (Consolidated)	\$ 1,633,124	\$ 1,038,109
Total Cumulative Results of Operations (Consolidated)	2,401,050	2,443,501
<b>TOTAL NET POSITION</b>	<u><b>\$ 4,034,174</b></u>	<u><b>\$ 3,481,610</b></u>
<b>TOTAL LIABILITIES AND NET POSITION</b>	<u><b>\$ 4,597,555</b></u>	<u><b>\$ 3,961,406</b></u>

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

**Architect of the Capitol****STATEMENT OF NET COST**

For the Years Ended September 30, 2023 and 2022 (\$ in Thousands)

<b>PROGRAM COSTS</b>	<b>2023</b>	<b>2022</b>
<b>Capital Construction and Operations</b>		
Gross Costs	\$ 145,408	\$ 148,484
Less: Earned Revenue	(828)	(718)
Net Program Costs	144,580	147,766
<b>Capitol Building</b>		
Gross Costs	78,318	64,899
Less: Earned Revenue	(385)	(396)
Net Program Costs	77,933	64,503
<b>Capitol Grounds and Arboretum</b>		
Gross Costs	20,824	17,503
Less: Earned Revenue	(85)	(17)
Net Program Costs	20,739	17,486
<b>Capitol Police Buildings, Grounds and Security</b>		
Gross Costs	54,254	48,593
Less: Earned Revenue	(1,642)	(1,781)
Net Program Costs	52,612	46,812
<b>Capitol Power Plant</b>		
Gross Costs	120,365	141,265
Less: Earned Revenue	(9,943)	(9,567)
Net Program Costs	110,422	131,698
<b>House Office Buildings</b>		
Gross Costs	191,609	129,303
Less: Earned Revenue	(750)	(7,415)
Net Program Costs	190,859	121,888
<b>Library Buildings and Grounds</b>		
Gross Costs	70,789	55,427
Less: Earned Revenue	(3,565)	(5,274)
Net Program Costs	67,224	50,153
<b>Senate Office Buildings</b>		
Gross Costs	109,989	98,114
Less: Earned Revenue	(90)	(3,789)
Net Program Costs	109,899	94,325
<b>Supreme Court Building and Grounds</b>		
Gross Costs	47,484	50,170
Less: Earned Revenue	(38,361)	(52,988)
Net Program Costs (Revenues)	9,123	(2,818)
<b>U.S. Botanic Garden</b>		
Gross Costs	18,922	17,431
Less: Earned Revenue	(2)	—
Net Program Costs	18,920	17,431
<b>U.S. Capitol Visitor Center</b>		
Gross Costs	32,472	17,600
Less: Earned Revenue	(7,186)	(1,732)
Net Program Costs	25,286	15,868
<b>NET COST OF OPERATIONS (Note 23)</b>	<b>\$ 827,597</b>	<b>\$ 705,112</b>

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

**Architect of the Capitol****STATEMENT OF CHANGES IN NET POSITION**

For the Years Ended September 30, 2023 and 2022 (\$ in Thousands)

	2023	2022
<b>UNEXPENDED APPROPRIATIONS</b>		
<b>Beginning Balance</b>	<b>\$ 1,038,109</b>	<b>\$ 1,063,173</b>
Appropriations Received (Note 19)	\$ 1,344,248	\$ 788,330
Other Adjustments	(3,939)	(3,025)
Appropriations Used	(745,294)	(810,369)
<b>Net Change in Unexpended Appropriations</b>	<b>\$ 595,015</b>	<b>\$ (25,064)</b>
<b>Total Unexpended Appropriations, Ending</b>	<b>\$ 1,633,124</b>	<b>\$ 1,038,109</b>
<b>CUMULATIVE RESULTS OF OPERATIONS</b>		
<b>Beginning Balance</b>	<b>\$ 2,443,501</b>	<b>\$ 2,310,104</b>
Appropriations Used	\$ 745,294	\$ 810,369
Non-Exchange Revenue	468	50
Transfers In/(Out) Without Reimbursement	12	1,135
Imputed Financing (Note 17)	39,372	26,955
Net Cost of Operations	(827,597)	(705,112)
<b>Net Change in Cumulative Results of Operations</b>	<b>\$ (42,451)</b>	<b>\$ 133,397</b>
<b>Cumulative Results of Operations, Ending</b>	<b>\$ 2,401,050</b>	<b>\$ 2,443,501</b>
<b>NET POSITION</b>	<b>\$ 4,034,174</b>	<b>\$ 3,481,610</b>

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

**Architect of the Capitol****COMBINED STATEMENT OF BUDGETARY RESOURCES**

For the Years Ended September 30, 2023 and 2022 (\$ in Thousands)

	2023	2022
<b>BUDGETARY RESOURCES</b>		
Unobligated Balance from Prior Year Budget Authority, Net (Discretionary and Mandatory) (Note 20)	\$ 501,857	\$ 849,209
Appropriations (Discretionary and Mandatory) (Note 19)	1,344,302	788,347
Borrowing Authority (Discretionary and Mandatory)	2,283	3,507
Spending Authority from Offsetting Collections (Discretionary and Mandatory)	63,961	68,492
<b>Total Budgetary Resources</b>	<b>\$ 1,912,403</b>	<b>\$ 1,709,555</b>
<b>STATUS OF BUDGETARY RESOURCES</b>		
New Obligations and Upward Adjustments (Total)	\$ 948,650	\$ 1,242,031
Unobligated Balance, End of Year		
Exempt from Apportionment, Unexpired Accounts	930,192	435,852
Unexpired Unobligated Balance, End of Year	930,192	435,852
Expired Unobligated Balance, End of Year (Note 3)	33,561	31,672
Unobligated Balance, End of Year (Total)	963,753	467,524
<b>Total Budgetary Resources</b>	<b>\$ 1,912,403</b>	<b>\$ 1,709,555</b>
<b>OUTLAYS, NET</b>		
Outlays, Net (Total) (Discretionary and Mandatory)	996,756	738,065
<b>Agency Outlays, Net (Discretionary and Mandatory) (Note 23)</b>	<b>\$ 996,756</b>	<b>\$ 738,065</b>

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

## ARCHITECT OF THE CAPITOL

**Notes to the Financial Statements**

For the Periods Ended September 30, 2023, and 2022

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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 (Thurgood Marshall Building), Union Station, and the Folger Shakespeare Library, and steam-only to the Government Publishing Office (GPO) and the Postal Square building, and;
- Providing educational programs and guide services to visitors at the CVC and USBG

Some of the assets and liabilities reported by the AOC may be eliminated from governmentwide reports because they are offset by assets and liabilities of another U.S. government entity. These financial statements should be read with the realization that they are for a component of the U.S. government, a sovereign entity.

### B. Basis of Accounting and Presentation

As a legislative branch agency, the AOC is not required to follow the accounting standards promulgated by the Federal Accounting Standards Advisory Board (FASAB). Also, 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, the AOC refers to these regulations as a general guide for best practices and incorporates them into its financial management practices, as appropriate. Also, the AOC has adopted U.S. Generally Accepted Accounting Principles (GAAP) for financial reporting in a manner consistent with other federal agencies. Therefore, the AOC’s financial statements have been prepared in conformity with GAAP as promulgated by FASAB. The American Institute of Certified Public Accountants (AICPA) recognizes FASAB standards as GAAP for federal reporting entities.

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 available budget authority and other fund resources upon the establishment of a properly documented legal obligation. The recognition of budgetary accounting transactions is essential for compliance with legal controls over the use of federal funds and for compliance with appropriations law.

### C. Fund Balance with Treasury

The AOC maintains most available fund balances with 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 the AOC’s records are reconciled with those accounts on a regular basis. In addition to the FBWT, the AOC also has other cash deposits and investments that are held in accounts outside of Treasury, as described in Notes 4 and 5, respectively

FBWT is an asset of the AOC and a liability of the General Fund of the Government. The amount represents commitments by the Government to provide resources for particular programs, but does not represent net assets to the Government as a whole.

When the AOC (like other reporting entities) seeks to use FBWT to liquidate budgetary obligations, Treasury will finance the disbursements in the same way it finances all other disbursements, using some combination of budget authority, collections and other inflows, and borrowing from the public (if there is a budget deficit).

### D. Accounts Receivable

The AOC’s receivables may include, but are not limited to amounts due for steam and chilled water provided to other entities, food service commissions from operations at the CVC and Senate restaurants, flag-flying fees and employees’ payroll-related debt. If applicable, accounts receivable from federal (intragovernmental) and nonfederal sources may be reduced to net realizable value by the Allowance for Doubtful Accounts, which is based on management’s review of outstanding receivables (see Note 6).

The AOC is legislatively authorized to retain a predetermined amount of steam and chilled water reimbursements to cover current year obligations. Any receivable (and subsequent collection) over the predetermined amount (congressional cap) is a non-entity asset that is credited to Treasury’s Miscellaneous Receipts account.

### E. Investments

All investments are reported at their acquisition (par) value, net of amortized premiums and discounts, as it is the AOC’s intent to hold long term 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 an investment is the market value at the end of the current reporting period.

### **Intragovernmental (Investments Held with Treasury)**

The *Capitol Visitor Center Act of 2008* (2 U.S.C. § 2201 et seq.) allows for proceeds from the sale of the CVC Gift Shops' inventory, restaurant commissions and miscellaneous collections from the CVC Gift Shops to be invested in government securities through the Bureau of the Fiscal Service's webbased application, FedInvest. By law, interest income is credited to the fund.

### **Other than Intragovernmental (Investments Held Outside Treasury)**

The AOC has funds invested by a trustee outside of Treasury as a result of financing the construction of the Thurgood Marshall Building in 1989 (see Note 1N). Congress did not appropriate funds for the construction of the building but, instead, authorized the use of private financing to cover its cost. Proceeds from the private financing 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 the AOC's direction, the funds are invested and disbursed. The balance in 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. Advances to Others and Prepayments**

Advances to others and Prepayments consist of amounts advanced by the AOC to other federal trading partners for services to be provided under interagency agreements and employee travel advances (non-federal), if applicable (see Note 10).

### **G. 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 Congressional Joint Committee on the Library 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 Public Law (P.L.) 113-76. The balance in this fund consists of permit fees collected by the United States Capitol Police (USCP) to cover cleanup and other costs incurred by the AOC as a result of commercial activity that is conducted in the area known as Union Square. Funds in this account are available for maintenance, improvements, and other Union Square projects 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 the 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 the 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, the AOC transferred control of the Senate restaurants to a private vendor, while retaining 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 the 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 Thurgood Marshall Building. 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 Thurgood Marshall Building.

The CVC Revolving Fund is used to administer funds from the sale of the Gift Shops' inventory, the deposit of miscellaneous receipts from the CVC Gift Shops, 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 the AOC (excluding the Senate, which pursuant to 2 U.S.C. § 2026 (b) (2), deposits such funds in the Senate Health and Fitness Facility Revolving Fund). Available funds in this account 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. The balance in 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 No. 27, Identifying and Reporting Funds, defines funds from dedicated collections as financed by specifically identified revenues, provided to the government by nonfederal 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.

### H. Recognition of Financing Sources

#### Appropriations

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, multi-year, and no-year appropriations. This includes funding provided in the *Coronavirus Aid, Relief, and Economic Security Act* (CARES Act), under the Capital Construction and Operations (CCO) account as well as other emergency supplemental appropriations.

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

APPROPRIATION TITLE	ACTIVE FUNDS	INACTIVE FUNDS
<b>Capitol Building</b>	Capitol Building	Alterations and Improvements to Provide Facilities for the Physically Handicapped
	Flag Office Revolving Fund	
<b>Capitol Grounds and Arboretum</b>	Capitol Grounds and Arboretum	West Central Front
	Capitol Trust Account (Union Square)	
<b>Capitol Police Buildings, Grounds and Security</b>	Capitol Police Buildings, Grounds and Security	
<b>Capital Construction and Operations</b>	Capital Construction and Operations	Congressional Cemetery
	Recyclable Materials Revolving Fund	
<b>House Office Buildings</b>	House Office Buildings	
	House Office Buildings Fund	
	House of Representatives Gymnasium Revolving Fund	
	House Historic Buildings Revitalization Trust Fund	
<b>Library Buildings and Grounds</b>	Library Buildings and Grounds	
<b>Senate Office Buildings</b>	Senate Office Buildings	
	Senate Health and Fitness Facility Revolving Fund	
	Senate Restaurant Revolving Fund	
<b>Capitol Power Plant</b>	Capitol Power Plant	
<b>U.S. Botanic Garden</b>	Botanic Garden	National Garden
<b>U.S. Capitol Visitor Center</b>	U.S. Capitol Visitor Center	
	U.S. Capitol Visitor Center Revolving Fund	
<b>Supreme Court Building and Grounds</b>	Supreme Court	
	Judiciary Office Building Development and Operations Fund	

As a component of the governmentwide reporting entity, the AOC is subject to the federal budget process, which involves appropriations that are provided annually and appropriations that are provided on a permanent basis. The financial transactions that are supported by budgetary resources, which include appropriations, are generally the same transactions reflected in the agency and the governmentwide financial reports. These budgetary resources reflect past congressional actions that enable the AOC to incur budgetary obligations in a given year. Budgetary obligations are legal obligations for goods, services, or amounts to be paid based on statutory provisions (e.g., employee benefits).

### Imputed Financing (and related Imputed Costs)

Consistent with SFFAS No. 4, the AOC incorporates the full cost of goods and services received from other federal entities in its financial statements. Certain costs of the providing entity may not be fully reimbursed by the 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 (SNC). The imputed costs are offset by imputed financing sources and are reported on the face of the Statement of Changes in Net Position (SCNP). Such imputed costs and financing sources include employee benefits; legal case settlement payments (if applicable); and projects performed by another federal agency on AOC's behalf (see Note 1.O. and Note 17). However, unreimbursed costs of goods and services other than those identified above are not included in our financial statements.

### I. 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. The AOC currently uses this method, which 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 or with offsetting collections. Therefore, the related usage of those materials and supplies is intended for those specific jurisdictions making the purchases.

### J. 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).

### K. Public-Private Partnerships

In FY 2016, the 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 provides heat and electricity for use by the 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 11, 14 and 16).

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 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.

### L. General Property, Plant and Equipment, Net

The AOC records property at cost, in accordance with SFFAS 6, Accounting for Property, Plant, and Equipment. Real property and equipment are depreciated over their estimated useful lives, which range from three to forty 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 the AOC's possession and there is nothing held by others (see Note 8).

The following table presents the 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

### M. Stewardship Property, Plant & Equipment

Stewardship land and heritage assets have physical properties that resemble those of General Property, Plant & Equipment (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 at the appropriate level of aggregation and physical units of measure determined to be meaningful for each major category, per SFFAS No. 29, 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. During FY 2023, the AOC revised the aggregation and physical units of measure for its Living Botanical Assets collection from accessions/deaccessions to taxa, which it determined to be a more meaningful method of aggregation (see Note 9). A taxon (pl. taxa) is a taxonomic division that accounts for unique and discrete plant diversity (e.g., species, sub-species, cultivar).

## N. Liabilities

Liabilities represent the amounts owed to others for goods or services received, claims against the agency, and other probable future outflows of resources as a result of past transactions or current conditions (e.g., debt or environmental cleanup liabilities). Some liabilities are funded while others are classified as “unfunded” because no liability may be paid without an enacted appropriation. For example, accrued unfunded annual leave and workers’ compensation remain unfunded until future appropriations are enacted to cover these costs. The Balance Sheet includes, but is not limited to the following types of liabilities:

### Accounts Payable

Accounts Payable are amounts (including accruals) owed by the 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 and Deferred Revenue

Advances From Others and Deferred Revenue consists of amounts advanced to the AOC by other federal trading partners for services or projects to be provided under interagency and/or reimbursable agreements. These amounts are liquidated as services are rendered and/or work is completed on associated projects (see Note 10).

### Federal Debt and Interest Payable

In 1989, the AOC entered into a Development Management Agreement with Boston Properties for the design, development, and construction of the Thurgood Marshall Building. 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). The AOC recognizes a liability for the 30-year Coupon Certificates of Participation issued to finance the Thurgood Marshall Building construction. The liability is reduced by semiannual

payments of principal and interest. These payments are secured by the rent collected from the Administrative Office of the U.S. Courts. Interest payable is accrued for the coupon certificates as well as the financed portion of the cogeneration facility (see Note 12).

### Contract Holdbacks (included in Other Liabilities)

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 (see Note 14).

### Contingencies, Environmental and Disposal 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 Notes 13 and 16).

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, the AOC recognizes a liability and related expense for friable and nonfriable 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 13).

## O. 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 funded by future years’ budgetary resources and is classified as unfunded; which is reflected in the Federal Employees and Veterans Benefits payable line of the Balance Sheet. Other types of leave are expensed when taken and no future liability is recognized for these amounts.

### Federal Employees’ Compensation Act (FECA) Benefits

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 (Unfunded FECA Liability, see Note 11). 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, medical and miscellaneous costs for approved compensation cases (Federal employee and veteran benefits payable, see Note 11).

## 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).

## P. Statement of Net Cost

The SNC is presented by responsibility segment (which are AOC jurisdictions), in accordance with SFFAS No. 4, Managerial Cost Accounting Standards and Concepts. The AOC believes the responsibility segment approach currently provides cost 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.

## Q. Budgetary Terms

The purpose of Federal budgetary accounting is to control, monitor, and report on funds made available to Federal agencies by law and help ensure compliance with the law.

The following budgetary terms are commonly used:

**Appropriation:** An appropriation is a provision of law (not necessarily in an appropriations act) authorizing the expenditure of funds for a given purpose. Usually, but not always, an appropriation provides budget authority.

**Budgetary Resources:** Budgetary resources are amounts available to incur obligations in a given year. Budgetary resources consist of new budget authority and unobligated balances of budget authority provided in previous years.

**Gross Outlays:** Gross Outlays are the sum of all payments made to liquidate obligations (other than the repayment of debt principals or other disbursements that are "means of financing" transactions). Outlays are the measure of Government spending.

**Net Outlay:** The net outlay is determined by subtracting all offsetting collections (unexpired and expired) from gross outlays so that the contribution of the budget account to the Federal Government's bottom line (the surplus or deficit) can be determined.

**Obligation:** An obligation is a binding agreement that will result in outlays, immediately or in the future. Budgetary resources must be available before obligations can be incurred legally.

**Offsetting Collections:** Offsetting collections are payments made to the Government that, by law, are credited directly to expenditure accounts and deducted from gross budget authority and outlays of the expenditure account, rather than added to receipts. Usually, offsetting collections are authorized to be spent for the purposes of the account without further action by Congress. The authority to spend offsetting collections is a form of budget authority.

## R. 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.

## S. 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 the AOC but are unavailable for use in its operations. Activities that may give rise to non-entity assets include:

- The Monocle Restaurant rent collections
- USBG palm tree rental proceeds
- Employees' receivables and associated repayments, which were established in funds that are now canceled
- Steam and chilled water collections over the annual congressional cap (see Note 1.D)
- Restitution payments due from individuals resulting from the January 6, 2021 Capitol insurrection

Upon receipt, these funds are not available for AOC to use and are transferred to Treasury. The AOC's non-entity assets as of September 30, 2023, and 2022, are as follows:

Dollars in Thousands

NON-ENTITY ASSETS	2023	2022
<b>Other than Intragovernmental</b>		
Accounts Receivable, Net (Note 6)	\$ 40	\$ 31
<b>Total Non-Entity Assets</b>	<b>\$ 40</b>	<b>\$ 31</b>
<b>Total Entity Assets</b>	<b>\$ 4,597,515</b>	<b>\$ 3,961,375</b>
<b>Total Assets</b>	<b>\$ 4,597,555</b>	<b>\$ 3,961,406</b>

Non-Entity Accounts Receivable increased due to the accumulation of Employee Payroll Receivables, which will be reduced when the debt is collected.

## NOTE 3

## Fund Balance with Treasury

FBWT is classified in the following categories:

### a) Unobligated Balance

Unobligated Balance Available includes unexpired budget authority. The amount disclosed in this note as Unobligated Balance Available may not reconcile to the amount reported as Unexpired unobligated balance on the Combined Statement of Budgetary Resources (SBR) due to anticipated collections (closed out at year end) and budgetary resources that are not part of the 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 through December 2022. These amounts are available for future obligations upon Congressional appropriation.

Unobligated Balance Unavailable represents expired budget authority that is no longer available to incur new obligations unless authorized

by Congress. An example of this is for FECA and unemployment payments, which are derived from expired balances.

### b) Obligated Balance Not Yet Disbursed

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

### c) Non-Budgetary FBWT

Non-Budgetary FBWT (if applicable) includes unavailable miscellaneous receipts and suspense accounts that have no associated budget authority. As of the current reporting period, all miscellaneous receipts have been remitted to Treasury and AOC's FBWT includes no unreconciled suspense accounts.

Dollars in Thousands

FUND BALANCE WITH TREASURY BY TYPE	2023	2022
<b>Unobligated Balance</b>		
Available	\$ 931,234	\$ 440,281
Unavailable	33,561	31,672
Obligated Balance not yet Disbursed	647,864	812,108
<b>Total</b>	<b>\$ 1,612,659</b>	<b>\$ 1,284,061</b>

The increase in Unobligated Balance Available is primarily due to a significant overall increase in appropriations received in FY 2023 compared to FY 2022. This increase in Unobligated Balance was offset as new obligations were incurred throughout the year. The decrease in Obligated Balance not yet Disbursed primarily reflects the payment of prior year obligations related to the Capitol Complex security improvement project, although this decrease was offset by new FY 2023 obligations primarily for the Fort Meade Collection Storage Module 7 and the Physical Security Assessment, as work began on those projects.

## NOTE 4

## Cash and Other Monetary Assets

Cash and Other Monetary Assets includes change-making funds held in a bank outside Treasury for the CVC Gift Shops' operations and undeposited sales from the Gift Shops (if applicable). There are no restrictions on cash. The increase in the FY 2023 Undeposited Collections from the CVC Gift Shops reflects increased sales volume and the return to pre-pandemic operations levels.

The cash balances as of September 30, 2023, and 2022, are as follows:

Dollars in Thousands

CASH & OTHER MONETARY ASSETS	2023	2022
Undeposited Collections	\$ 39	\$ 23
Cash Imprest Funds	14	14
<b>Total</b>	<b>\$ 53</b>	<b>\$ 37</b>

## NOTE 5

## Investments

Intragovernmental investments are comprised of proceeds from CVC Gift Shops sales and restaurant commission receipts. These amounts are invested with Treasury's Bureau of the Fiscal Service and are classified as intragovernmental. The type of certificates (one-day, six-month, and one-year, as applicable) disclosed may change from year to year, reflecting the maturity of previously held securities. Upon maturity, the proceeds from six-month and one-year securities remain in one-day certificates until they are utilized to cover necessary expenses or reinvested in longer term certificates.

Other than Intragovernmental Investments comprise the investment of the Thurgood Marshall Building Operating Reserve Fund with the Bank of New York Mellon. Level 1 reflects the unadjusted quoted prices in active markets for identical assets that the AOC can access at the measurement date.

At September 30, 2023, Dollars in Thousands

INVESTMENTS	SHARES/PAR	AMORTIZED PREMIUM/ (NET OF DISCOUNT)	INTEREST RECEIVABLE	INVESTMENTS, NET	UNREALIZED GAIN/(LOSS)	MARKET VALUE
<b>INTRAGOVERNMENTAL, NONMARKETABLE:</b>						
Capitol Visitor Center, 12 Months Certificate, 5.37% Annual Yield, Maturing 9/5/2024	\$ 3,162	\$ (153)	\$ -	\$ 3,009	\$ (1)	\$ 3,008
Capitol Visitor Center, 12 Months Certificate, 5.43% Annual Yield, Maturing 3/7/2024	5,137	(120)	-	5,017	-	5,017
Capitol Visitor Center, One Day 5.40% Annual Yield, Maturing 10/2/2023	2,291	-	1	2,292	(1)	2,291
<b>Total Intragovernmental</b>	<b>\$ 10,590</b>	<b>\$ (273)</b>	<b>\$ 1</b>	<b>\$ 10,318</b>	<b>\$ (2)</b>	<b>\$ 10,316</b>

At September 30, 2022, Dollars in Thousands

INVESTMENTS	SHARES/PAR	AMORTIZED PREMIUM/ (NET OF DISCOUNT)	INTEREST RECEIVABLE	INVESTMENTS, NET	UNREALIZED GAIN/(LOSS)	MARKET VALUE
<b>INTRAGOVERNMENTAL, NONMARKETABLE:</b>						
Capitol Visitor Center Revolving Fund						
One-Day Certificate, 2.72% Annual Yield Maturing 10/3/2022	\$ 2,730	\$ -	\$ -	\$ 2,730	\$ -	\$ 2,730
Six-Month Certificate, 2.87% Annual Yield Maturing 1/12/2023	5,071	(41)	-	5,030	(5)	5,025
12-Month Certificate, 4.03% Annual Yield Maturing 9/7/2023	2,598	(96)	-	2,502	2	2,504
<b>Total Intragovernmental</b>	<b>\$ 10,399</b>	<b>\$ (137)</b>	<b>\$ -</b>	<b>\$ 10,262</b>	<b>\$ (3)</b>	<b>\$ 10,259</b>



The increase in Fair Value Measurement, Other Than Intragovernmental Investments is due to an increase in interest earned, resulting from a higher market yield percentage in FY 2023 Q4 (5.22%) compared to FY 2022 Q4 (2.86%) from the BNY Mellon investment.

Dollars in Thousands

FAIR VALUE MEASUREMENT, OTHER THAN INTRAGOVERNMENTAL INVESTMENTS — LEVEL 1		
	2023	2022
The Bank of New York Mellon Operating Reserve Fund (DREYFUS)	\$ 11,258	\$ 10,798
<b>Total</b>	<b>\$ 11,258</b>	<b>\$ 10,798</b>

## NOTE 6

### Accounts Receivable, Net

The AOC's Accounts Receivable as of September 30, 2023, and 2022, are as follows:

Dollars in Thousands

ACCOUNTS RECEIVABLE	2023	2022
<b>Intragovernmental</b>		
Entity	\$ 598	\$ 646
<b>Total Intragovernmental</b>	<b>\$ 598</b>	<b>\$ 646</b>
<b>Other than Intragovernmental</b>		
Entity	\$ 610	\$ 244
Non-Entity	40	31
<b>Total Other than Intragovernmental</b>	<b>\$ 650</b>	<b>\$ 275</b>
<b>Total</b>	<b>\$ 1,248</b>	<b>\$ 921</b>

Based on analysis of historical collections and write-offs, all accounts are currently considered collectible and there is no allowance for doubtful accounts as of the current period.

The decrease in Intragovernmental Accounts Receivable is primarily attributed to a reduction in House and Senate flag orders.

The increase in the Entity Accounts Receivable Other than Intragovernmental is due to several factors: a) Untimely payment by steam and chilled water customers; b) restaurant commissions from the re-opening of the CVC Restaurant; and c) employee payroll receivables. Additionally, See Note 2, Non-Entity Assets for the explanation of the increase in Non-Entity Accounts Receivables.

## NOTE 7

### Inventory & Related Property, Net

Inventory consists of retail goods that were purchased for resale at the CVC's Gift Shops.

Inventory, as of September 30, 2023, and 2022, is as follows:

Dollars in Thousands

INVENTORY CATEGORY	2023	2022
Purchased Goods Held for Current Sale	\$ 982	\$ 767
<b>Total</b>	<b>\$ 982</b>	<b>\$ 767</b>

The increase in inventory is attributed to ongoing purchases to support the physical and online Gift Shops as sales volume has returned to pre-pandemic levels.

Inventory on hand may include damaged items which 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.

The AOC may record an allowance which is based on slow-moving, excess or obsolete and damaged inventory, if applicable. Based upon management's reviews and the most recent inventory count, all damaged inventory was disposed in accordance with normal operating practices. There is no damaged or restricted inventory to report as of September 30, 2023 and 2022.

## NOTE 8

## General Property, Plant and Equipment, Net

The AOC records property and equipment by distinct categories as shown in the following table (see Note 1.L for the AOC's capitalization thresholds and related useful lives). The following charts represent the AOC's real property and equipment values, by asset category, as of September 30, 2023, and 2022:

At September 30, 2023, Dollars in Thousands

CLASS OF PROPERTY AND EQUIPMENT	ACQUISITION VALUE	ACCUMULATED DEPRECIATION	NET BOOK VALUE	PERCENT
Buildings	\$ 1,479,589	\$ 914,602	\$ 564,987	21.1%
Buildings Improvements	3,171,771	1,509,028	1,662,743	62.2%
Capital Leases (Real Property)	40,143	38,868	1,275	0.1%
Leasehold Improvements	19,961	19,183	778	0.0%
Equipment	29,856	14,162	15,694	0.6%
Internal Use Software	6,515	6,515	-	0.0%
Land	169,231	-	169,231	6.3%
Land Improvements	157,623	132,542	25,081	0.9%
Other Structures	9,288	6,137	3,151	0.1%
Construction Work-in-Progres (CWIP)	232,527	-	232,527	8.7%
<b>Total</b>	<b>\$ 5,316,504</b>	<b>\$ 2,641,037</b>	<b>\$ 2,675,467</b>	<b>100%</b>

At September 30, 2022, Dollars in Thousands

CLASS OF PROPERTY AND EQUIPMENT	ACQUISITION VALUE	ACCUMULATED DEPRECIATION	NET BOOK VALUE	PERCENT
Buildings	\$ 1,440,184	\$ 890,443	\$ 549,741	20.8%
Buildings Improvements	2,908,362	1,384,674	1,523,688	57.6%
Capital Leases (Real Property)	40,143	38,257	1,886	0.1%
Leasehold Improvements	19,959	18,584	1,375	0.1%
Equipment	29,729	13,228	16,501	0.6%
Internal Use Software	6,515	6,515	-	0.0%
Land	169,231	-	169,231	6.3%
Land Improvements	157,613	125,966	31,647	1.2%
Other Structures	9,288	5,777	3,511	0.1%
Construction Work-in-Progres (CWIP)	352,179	-	352,179	13.2%
<b>Total</b>	<b>\$ 5,133,203</b>	<b>\$ 2,483,444</b>	<b>\$ 2,649,759</b>	<b>100%</b>

The increase in Building Improvements is primarily due to the recognition of additional fixed assets as work and/or phases are completed on various capital improvement projects, with the largest being Phase 3 of the Cannon Renewal project. Additionally, the change in CWIP is due to new activity net of re-classifications to other asset accounts for work completed. In FY 2023, the decrease is primarily due to the completion of Phase 3 of the Cannon Renewal Project, which was reclassified from CWIP to Building Improvements.

The FY 2023 and FY 2022 amounts shown in the chart below represent PP&E activity for each respective fiscal year.

Dollars in Thousands

CURRENT YEAR ACTIVITY NET PP&E	2023	2022
Balance at beginning of year	\$ 2,649,759	\$ 2,548,752
Capitalized Acquisitions	185,219	250,540
Disposals	(1,919)	(439)
*Depreciation expense	(157,592)	(149,094)
<b>Balance at end of year</b>	<b>\$ 2,675,467</b>	<b>\$ 2,649,759</b>

\*Depreciation expense represents current year change in accumulated depreciation.

The educational, artistic, architectural, and historical significance of many of the AOC's buildings meet the FASAB criteria for heritage assets. Since these buildings are currently used for day-to-day business, they are further classified as multi-use 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 before any changes are made.

## NOTE 9

### Stewardship PP&E

The AOC maintains and preserves stewardship PP&E related to its mission to serve Congress and the Supreme Court, preserve America's Capitol and inspire memorable experiences. Tracing its beginnings to the laying of the U.S. Capitol Building cornerstone in 1793, authority for the AOC's care and maintenance of the U.S. Capitol was established by legislation in 1876. The agency maintains multiple categories of heritage assets, including historic buildings and structures, stewardship lands and cultural landscapes, artwork, architectural features, reference and library materials, and living botanical assets. The AOC shares stewardship responsibility for certain heritage assets with the curators for the U.S. Senate and the House of Representatives. These assets are categorized as joint works of art and included in the AOC's inventory. In addition, while the AOC is responsible for the architectural fine art adorning the Supreme Court of the United States, 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 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 collection of reference and library materials are 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 stewardship PP&E including estimated land acreage is described more fully in the Required Supplementary Information (RSI). Deferred maintenance and repairs are separately disclosed as RSI.

### Historic Buildings and Structures

The AOC maintains multiple historic buildings and structures. These facilities 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 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, the Supreme Court of the United States and Thurgood Marshall Federal Judiciary Building. All facilities are predominantly used in general government operations, and many are considered multiuse heritage assets. Multiuse heritage assets are reported at cost, depreciated over their estimated useful life and presented as General Property, Plant and Equipment, Net on the Balance Sheet. Historic buildings and structures are added or withdrawn through congressional action.

### Stewardship Land and Cultural Landscapes

The AOC-administered stewardship land and cultural landscapes on the Capitol campus encompass lands of national and historical significance. In accordance with the AOC's authorizing legislation, the land is held predominantly for conservation and preservation purposes. The AOC's stewardship land includes the U.S. Capitol Grounds surrounding the U.S. Capitol Building. The U.S. Capitol Grounds are an accredited arboretum and listed in the Morton Register of Arboreta, a comprehensive list of arboreta and public gardens for the benefit of the public, science and conservation. The AOC-administered land also includes cultural landscapes such as the Senate Park, Senate office building sites and courtyards, House office building sites and courtyards, U.S. Botanic Garden, National Garden, Bartholdi Park, USBG Administration Building site, Union Square, Jefferson Building site, Adams Building site, Madison Building site, Supreme Court of the United States site and Marshall Building site, as well as the 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 and withdrawn due to the tree dying or disease.

An inventory of the memorial trees as of September 30, 2023, and 2022 follows:

DESCRIPTION	2022	ADDED	WITHDRAWN	OTHER ADJUSTMENTS	2023	CONDITION
				+ / (-)		
Memorial Trees	151	2	-	-	153	Poor to Excellent

### 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 by purchase, private or institutional donation, or collected from wild populations, and withdrawn due to plants dying or exhibiting disease, or a change in institutional need. Collectible heritage assets include:

**Artwork:** The AOC cares for artwork that is part of the Capitol campus. These include interior sculptures, fine art, decorative art, architectural fine art and architectural decorative art.

**Architectural Features:** The Capitol campus is graced with many unique architectural features. These include 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, paper records, small architectural models, photographs and conservation reports. The electronic archival records are heritage assets retained on electronic storage media including, but not limited to, architectural and engineering drawings and textual records.

**Living Botanical Assets:** The AOC accounts for the living botanical assets in the USBG 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, 2023, and 2022 follows:

DESCRIPTION	2022	ADDED	WITHDRAWN	OTHER ADJUSTMENTS	2023	CONDITION
Artwork	2,007	-	(1)*	-	2,006	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)	1,240	9	-	-	1,249	Good
Traditional Archival Records	580,435	15,418	-	-	595,853	Fair to Excellent
Electronic Archival Records (Megabytes [MB])	17,852.10	1,810.10	-	-	19,662.20	N/A
Living Botanical Assets (Taxa)	6,031	620	(692)	-	5,959	N/A

\*A maquette of Rosa Parks was previously included in two categories. This was corrected in FY 2023.

### NOTE 10

## Advances, Prepayments, and Deferred Revenue

Advances, Prepayments, and Deferred Revenue — Intragovernmental consist of the unliquidated balance on advances and prepayments to and from other federal agencies for work to be performed under interagency and reimbursable agreements. Advances to Others and Prepayments — Other than Intragovernmental consist of employee travel advances associated with approved training.

Advances to Others and Prepayments as of September 30, 2023 and 2022, are as follows:

Dollars in Thousands

ASSETS	2023	2022
<b>Intragovernmental</b>		
Advances to Others and Prepayments	\$ 285,566	\$ 4,799
<b>Total Intragovernmental</b>	<b>\$ 285,566</b>	<b>\$ 4,799</b>
<b>Other than Intragovernmental:</b>		
Advances to Others and Prepayments	\$4	\$2
<b>Total Other than Intragovernmental</b>	<b>\$4</b>	<b>\$2</b>
<b>Total</b>	<b>\$ 285,570</b>	<b>\$ 4,801</b>

Advances from Others as of September 30, 2023, and 2022, are as follows:

Dollars in Thousands

LIABILITIES	2023	2022
<b>Intragovernmental</b>		
Advances from Others	\$ 39,423	\$ 25,707
<b>Total Intragovernmental</b>	<b>\$ 39,423</b>	<b>\$ 25,707</b>
<b>Total</b>	<b>\$ 39,423</b>	<b>\$ 25,707</b>

The increase in Advances to Others and Prepayments, Intragovernmental is attributed to an advance payment (net of advance liquidations) to a trading partner for the Capitol Complex security improvement project.

The increase in Advances from Others is due to advances received (net of advance liquidations) from other federal agencies for reimbursable construction projects primarily associated with the Library of Congress.

## NOTE 11

## Liabilities Not Covered by Budgetary Resources

The Balance Sheet includes some liabilities not covered by current budgetary resources. Such liabilities require future Congressional action whereas liabilities covered by budgetary resources reflect prior congressional action. Regardless of when the congressional action occurs, when the liabilities are liquidated, Treasury will finance the liquidation in the same way that it finances all other disbursements, which is to borrow from the public if the Government has a budget deficit (and to use current receipts if the Government has a surplus). The AOC's liabilities that do not require the use of budgetary resources are undeposited CVC Gift Shops sales (if applicable) and miscellaneous receipts that are to be forwarded to Treasury.

Unfunded accrued annual leave represents the value of employees' earned leave that they are entitled to upon separation and that will be funded by future years' budgetary resources.

Workers' Compensation is reported as required by FECA. It includes long-term, actuarially calculated unfunded liability (Actuarial unfunded worker's compensation) and short term unfunded payable (Unfunded FECA Liability). The actuarial workers' compensation liability is calculated using a model provided by the DOL. 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. The current (short term) portion of the FECA liability represents an annual accrued liability for billed costs and is reflected in the Other Liabilities, Intragovernmental line of the balance sheet.

The amount reported as "Other Liabilities without related budgetary obligations" in the following table includes the financed portion of the cogeneration facility. 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 Notes 1, 14, and 16). The Capital lease liability reported in the following table includes the principal due in future years only.

The breakdown of the Liabilities not Covered by Budgetary Resources as of September 30, 2023, and 2022, are as follows:

Dollars in Thousands

LIABILITIES	2023	2022
<b>Intragovernmental</b>		
Unfunded FECA Liability (Note 14)	\$ 7,248	\$ 7,463
<b>Total Intragovernmental</b>	<b>\$ 7,248</b>	<b>\$ 7,463</b>
Federal Debt and Interest Payable (Note 12)	\$ 16,892	\$ 31,864
Federal employee and veteran benefits payable:		
Unfunded accrued annual leave	16,726	17,260
Actuarial unfunded Worker's Compensation	43,539	48,110
Environmental and disposal liabilities (Note 13)	271,198	183,422
Other:		
Capital lease liability (Note 15)	1,831	2,670
Contingent Liabilities (Note 16)	172	-
Other liabilities without related budgetary obligations	44,537	46,281
<b>Total liabilities not covered by budgetary resources</b>	<b>\$ 402,143</b>	<b>\$ 337,070</b>
<b>Total liabilities covered by budgetary resources</b>	<b>161,159</b>	<b>142,672</b>
<b>Total liabilities not requiring budgetary resources</b>	<b>79</b>	<b>54</b>
<b>Total liabilities</b>	<b>\$ 563,381</b>	<b>\$ 479,796</b>

The decrease in Unfunded accrued annual leave is a result of employees' leave usage rising back to pre-pandemic levels. The change in actuarial unfunded worker's compensation is associated with a lower liability projection as per DOL's FECA model and cost factors. The change in Contingent Liabilities reflects amounts accrued for legal cases where settlement payouts are likely to occur. The change in Other Liabilities Without Related Budgetary Obligations is due to the annual payments made against the long-term debt for the cogeneration facility. These payments are expected to occur each year until the debt is paid off in 2037.

## NOTE 12

## Federal Debt and Interest Payable

The AOC is responsible for paying 30-year Serial Zero Coupon Certificates of Participation that were issued in 1989 for financing the construction of the Thurgood Marshall Building. The certificates were issued at \$125.4 million with a maturity value of \$525.5 million and are amortized using the effective interest rate of 9 percent (corresponding to the discount). Interest payable is accrued for the financed portion of the cogeneration facility.

The balances of federal debt and interest payable held by the Public, as of September 30, 2023, and 2022, are as follows:

At September 30, 2023, Dollars in Thousands

FEDERAL DEBT CATEGORY	PAR BEGINNING BALANCE OCTOBER 1, FY 2023	REPAYMENTS OF PAR IN FY 2023	PAR ENDING BALANCE	UNAMORTIZED DISCOUNT	DEBT PRINCIPAL	INTEREST PAYABLE	ENDING BALANCE
Agency Securities — Held by the Public	\$34,460	(\$17,230)	\$17,230	(\$950)	\$16,280	\$612	\$16,892

At September 30, 2022, Dollars in Thousands

FEDERAL DEBT CATEGORY	PAR BEGINNING BALANCE OCTOBER 1, FY 2022	REPAYMENTS OF PAR IN FY 2022	PAR ENDING BALANCE	UNAMORTIZED DISCOUNT	DEBT PRINCIPAL	INTEREST PAYABLE	ENDING BALANCE
Agency Securities — Held by the Public	\$51,690	(\$17,230)	\$34,460	(\$3,233)	\$31,227	\$637	\$31,864

The prior year comparative presentation of the Federal Debt and Interest Payable Note has been revised to conform with the FY 2023 presentation prescribed by OMB A-136.

Various judiciary offices and personnel occupy the Thurgood Marshall Building under an Interagency Agreement between the AOC and the Administrative Office of the U.S. Courts. Payments commenced in 1994 and base rent will not change over the initial 30 years and is set at \$17.2 million annually, which is the amount necessary to retire the debt in August, 2024. This certificate is not subject to prepayment or acceleration under any circumstance, pursuant to the language in the certificate agreement.

The net decrease is mainly attributed to the semi-annual bond payments made for the Thurgood Marshall Building along with the related accrued interest paid and bond amortizations. These bond payments are expected to occur each year until the bond is paid off.

## NOTE 13

## Environmental and Disposal Liabilities

### Environmental Cleanup Cost Liabilities Related to Asbestos Cleanup

The AOC is responsible for managing and/or abating friable and nonfriable asbestos-containing materials (ACM) in all Capitol complex buildings owned by the federal government. Pursuant to the FASAB Technical Bulletin 2006-1, Recognition and Measurement of Asbestos-related Cleanup Costs, the 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 that the reported estimated liability is the direct cost without containment as containment requirements differ from project to project.

The AOC’s accrued and potential liabilities for environmental cleanup costs, as of September 30, 2023, and 2022, are \$271 million and \$183 million, respectively (See Note 16).

During FY 2023, rising inflation from the residual effect of the pandemic continued to impact labor, materials, and supply chain costs. These factors contributed to a significant increase in the rates used to project the liability for FY 2023 in addition to the inclusion of the related labor taxes and mandatory insurances.

### Fort George G. Meade, Maryland

In addition to the requirements of Technical Bulletin 2006-1, the 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 the 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 the 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 the AOC, and is pursuing appropriate remediation of this contamination.

## NOTE 14

### Other Liabilities

Other intragovernmental liabilities consist of undeposited CVC Gift Shops sales, Liability for Non-Entity Assets Not Reported on the Statement of Custodial Activity, and Unfunded FECA Liability. See Note 4 for the description of undeposited CVC Gift Shops sales (Liability for Non-Fiduciary Deposit Funds and Undeposited Collections). See Note 2 for the description the Liability for Non-Entity Assets Not Reported on the Statement of Custodial Activity. See Note 11 for the description of the Unfunded FECA Liability. Other liabilities – Other than Intragovernmental consist of Contract Holdbacks, Accrued Funded Payroll, Contingent Liabilities, long term debt from the cogeneration financing (Other Liabilities Without Related Budgetary Obligations), and outstanding capital lease principal.

Other Liabilities, as of September 30, 2023, and 2022, are as follows:

Dollars in Thousands

OTHER LIABILITIES	2023	2022
<b>Intragovernmental:</b>		
Liability for Non-Fiduciary Deposit Funds and Undeposited Collections	\$ 39	\$ 23
Liability for Non-Entity Assets Not Reported on the Statement of Custodial Activity	40	31
Unfunded FECA Liability	7,248	7,463
<b>Total Intragovernmental</b>	<b>\$ 7,327</b>	<b>\$ 7,517</b>
<b>Other than Intragovernmental:</b>		
Contract Holdbacks	\$ 17,465	\$ 21,191
Accrued Funded Payroll and Leave	18,432	16,676
Contingent Liabilities	172	-
Other Liabilities without Related Budgetary Obligations (Current, Not Covered)	1,866	1,744
Other Liabilities without Related Budgetary Obligations	42,671	44,537
Capital Lease Liability (Current, Not Covered)	889	839
Capital Lease Liability	942	1,831
<b>Total Other than Intragovernmental</b>	<b>\$ 82,437</b>	<b>\$ 86,818</b>
<b>Total</b>	<b>\$ 89,764</b>	<b>\$ 94,335</b>

The change in Contract Holdbacks is a reflection of retainage release as work was satisfactorily completed on various construction projects. The increase in Accrued Funded Payroll and Leave is due to a pay increase, which took effect in January 2023.

## NOTE 15 Leases

As of September 30, 2023, the AOC is committed to various non-cancelable leases primarily covering administrative office space and storage facilities. Many of these leases contain escalation clauses tied to inflationary and tax increases, and renewal options.

### Capital Leases

The balance of Assets classified as Capital Leases, as of September 30, 2023, and 2022, is as follows:

Dollars in Thousands

SUMMARY OF ASSETS UNDER CAPITAL LEASE	2023	2022
Land and Buildings	\$ 40,143	\$ 40,143
Accumulated Amortization	(38,868)	(38,257)
<b>Total Capital Leases</b>	<b>\$ 1,275</b>	<b>\$ 1,886</b>

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, the AOC had one non-federal capital lease for the Senate Sergeant at Arms Warehouse building in Landover, Maryland. This lease is active through FY 2025.

As of September 30, 2023, and 2022, the present value of the future minimum lease payments is as follows:

At September 30, 2023, Dollars in Thousands

FISCAL YEAR	TOTAL
2024	\$ 956
2025	966
Thereafter	-
<b>Total Minimum Future Lease Payment</b>	<b>\$ 1,922</b>
Less: Imputed Interest	(91)
<b>Net Capital Lease Liability</b>	<b>\$ 1,831</b>
<b>Capital Lease Liabilities Covered by Budgetary Resource</b>	<b>-</b>
<b>Capital Lease Liabilities Not Covered by Budgetary Resources</b>	<b>\$ 1,831</b>

At September 30, 2022, Dollars in Thousands

FISCAL YEAR	TOTAL
2023	\$ 947
2024	956
2025	966
Thereafter	-
<b>Total Minimum Future Lease Payment</b>	<b>\$ 2,869</b>
Less: Imputed Interest	(199)
<b>Net Capital Lease Liability</b>	<b>\$ 2,670</b>
<b>Capital Lease Liabilities Covered by Budgetary Resource</b>	<b>-</b>
<b>Capital Lease Liabilities Not Covered by Budgetary Resources</b>	<b>\$ 2,670</b>

### Operating Leases

The AOC has entered into various operating lease agreements for commercial space. These lease agreements are held with various entities including the General Services Administration (GSA), Government Publishing Office (GPO) and other commercial vendors and expire on various dates between FY 2023 and FY 2027.

As of September 30, 2023, the aggregate of future payments due under non-cancelable federal and non-federal operating leases and occupancy agreements are as follows:

Dollars in Thousands

FISCAL YEAR	REALPROPERTY		TOTAL
	FEDERAL	NON-FEDERAL	
2024	\$ 3,171	\$ 7,862	\$ 11,033
2025	-	5,004	5,004
2026	-	3,263	3,263
2027	-	1,159	1,159
<b>Total Future Leases</b>	<b>\$ 3,171</b>	<b>\$ 17,288</b>	<b>\$ 20,459</b>



## NOTE 16

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

The AOC's accrued and potential liabilities for contingent and environmental cleanup costs, as of September 30, 2023, and 2022, are shown in the following table. See Note 13 for an explanation of the increase in the Environmental Cleanup Cost Liabilities.

At September 30, 2023, Dollars in Thousands

CONTINGENT LOSS	ACCRUED LIABILITIES	ESTIMATED RANGE OF LOSS	
		LOWER END	UPPER END
<b>Legal Contingencies:</b>			
Probable	\$ 172	\$ 172	\$ 200
Reasonably Possible	\$ -	\$ -	\$ 9,200
<b>Environmental Contingencies:</b>			
Probable (Note 13)	\$ 271,197	\$ 271,197	\$ 418,676

At September 30, 2022, Dollars in Thousands

CONTINGENT LOSS	ACCRUED LIABILITIES	ESTIMATED RANGE OF LOSS	
		LOWER END	UPPER END
<b>Legal Contingencies:</b>			
Reasonably Possible	\$ -	\$ -	\$ 7,400
<b>Environmental Contingencies:</b>			
Probable (Note 13)	\$ 183,422	\$ 183,422	\$ 374,304

### Legal Liabilities

General contingent liabilities consist of claims filed against the AOC that 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, the AOC conducted a review of existing claims for which the likelihood of loss to the AOC is probable. Additionally, management and the AOC's General Counsel evaluated the materiality of cases determined to have a reasonably possible chance of an adverse outcome. Liabilities are recognized herein 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 criterion.

Additionally, management and the AOC's General Counsel evaluated the materiality of cases determined to have a reasonably possible (less than probable but more than remote) chance of an adverse outcome. The ultimate outcomes in these matters cannot be predicted at this time; however, the lower and upper-level estimate of these cases are shown in the chart above. 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.

### Future Funded Energy Contracts

The use of energy contracts by federal agencies was permitted by the *Energy Policy Act of 1992* and, after a renewal in 2005, was permanently reauthorized by the *Energy Independence and Security Act of 2007*. These contracts provide federal agencies with the ability to implement energy and water savings upgrades at little to no upfront cost to the government. The contracts take the form of fixed-price, performance-based arrangements. An energy service company finances the cost of implementing the energy savings infrastructure and, in return, receives a contractually determined share of the cost savings over time. As part of the agreement, the energy company guarantees that the improvements will generate sufficient energy savings to pay for the projects over the life of the arrangement. Once the contract period ends, the agency retains all subsequent cost savings.

With the approval of Congress, the AOC has partnered with private energy service companies for utility energy service contracts (UESC) to help finance the design-build of its cogeneration system at the Capitol Power Plant and implement separate energy savings performance contracts (ESPC) in the Capitol Building, House Office Buildings, Senate Office Buildings and Library Buildings and Grounds jurisdictions. The ESPCs have helped the AOC implement energy savings measures by:

- Converting from pneumatic to direct digital heating, ventilation and air conditioning (HVAC) control and upgrading building automation systems
- Retrofitting existing light fixtures with high-efficiency lamps, ballasts, controls and reflectors; installing light-emitting diode (LED) lighting and expanding the lighting control rooms
- Upgrading transformers to high-efficiency models
- Adding removable insulation covers to reduce heat loss from steam valves
- 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
- Installing water conservation and fixture upgrades

As of September 30, 2023, the AOC has three active ESPCs and one active UESC. All construction related to ESPCs for the House Office Buildings, Senate Office Buildings and Library Buildings and Grounds jurisdictions, and the UESC for the Capitol Power Plant, is complete and these contracts have transitioned to their performance phase. The scheduled final payments for the contracts range from FY 2024 to FY 2039. The calculation of the period of performance is largely dependent on the amount of the predicted annual costs savings and the overall value of the projects.

The AOC is liable for the full funding of its cogeneration facility, as follows:

Dollars in Thousands

PROJECT COST	TOTAL
<b>Construction Costs</b>	
Appropriations	\$ 20,000
Long Term Financing	67,285
<b>Total Construction Costs</b>	<b>\$ 87,285</b>
Interest on Financing	25,432
<b>Total Costs Over the Life of the Asset</b>	<b>\$ 112,717</b>

The AOC will pay off the total amount of government contract payments (including interest) in 20 annual installments ranging from \$3 million to \$5 million each year (and subject to prepayment penalties). Total payments over the term, including interest and prepayments, will be approximately \$93 million. The AOC expects that these payments will be completed by May 2037 from available annual appropriations to the Capitol Power Plant.

## NOTE 17

### Imputed Financing

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 programs for civilian federal employees: the Federal Employees Health Benefits (FEHB) Program, the Federal Employee Group Life Insurance (FEGLI) Program, and the CSRS, CSRS Offset, and FERS Retirement Programs. AOC uses the applicable cost factors provided by OPM for current period expense reporting. 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 periods ended September 30, 2023, and 2022, is as follows:

Dollars in Thousands

IMPUTED FINANCING, BY TYPE	2023	2022
<b>Pensions</b>		
CSRS	\$ 211	\$ 193
CSRS Offset	335	423
FERS	69,434	57,183
Less: Contributions	(53,052)	(50,478)
<b>Subtotal: Employee Pensions</b>	<b>\$ 16,928</b>	<b>\$ 7,321</b>
Health Insurance	\$ 18,719	\$ 17,193
Life Insurance	43	41
<b>Subtotal: All Employee Benefits</b>	<b>\$ 35,690</b>	<b>\$ 24,555</b>
Other Agency — Campus Infrastructure	\$ 3,504	\$ 2,336
Department of Justice — Treasury Judgment Fund	175	35
OCWR — Settlement and Awards Fund	3	44
Reversal of Imputed OCWR payments	-	(15)
<b>Total</b>	<b>\$ 39,372</b>	<b>\$ 26,955</b>

In FY 2023, the change in imputed financing costs for employee benefits is primarily due to FEHB and pensions (FERS). The FERS increase is due to higher annual basic pay, which took effect in January 2023, and an increase in OPM cost factors. FEHB enrollment figures have historically fluctuated based on employee enrollment. Legal settlements that were paid out on AOC's behalf by the Department of

Justice – Treasury Judgment Fund are reflected in the corresponding increase. Conversely, there were minimal disbursements and no reimbursements to OCWR of prior year payments.

**NOTE 18****Net Cost of Operations Related to Payroll**

Expenses for salaries and related benefits for the periods ended September 30, 2023, and 2022, are shown in the following table. These amounts were approximately 42 and 44 percent of the annual gross cost of operations for each respective fiscal year. This includes actual payroll and benefit expenses as well as other accrued expenses. Benefit expenses represent FECA (current year payment), Unemployment Compensation for Federal Employees (UCFE), and imputed costs paid by OPM. Other Accrued Expenses consist of payroll and benefit related accruals. Those costs do not include the unfunded accrued annual leave and long term actuarial FECA. Net Cost of Operations Related to Payroll for the periods ended September 30, 2023, and 2022, is as follows:

Dollars in Thousands

<b>EXPENSES FOR PAYROLL &amp; RELATED BENEFITS</b>	<b>2023</b>	<b>2022</b>
Payroll Expense	\$ 336,134	\$ 314,766
FECA and UCFE	3,382	3,803
Imputed Costs (Note 17)	35,690	24,555
Other Accrued Expenses		
Current Year Accrued Expenses	21,532	20,092
Reversal of Prior Year Accrued Expenses	(19,991)	(19,076)
<b>Total Expenses for Payroll &amp; Related Benefits</b>	<b>\$ 376,747</b>	<b>\$ 344,140</b>
<b>Total Gross Cost</b>	<b>\$ 890,434</b>	<b>\$ 788,789</b>
<b>Payroll related expenses to Gross Costs (%)</b>	<b>42%</b>	<b>44%</b>

The increase in payroll expenses between FY 2022 and FY 2023 is mainly attributed to the following factors: a) an increase in payroll benefit costs and compensation due to an increase in staffing for full-time and temporary employees, associated with Congressional moves and b) the pay increase which took effect January 2023. In addition, the decrease in FECA and UCE expenses is primarily due to lower FECA costs billed by the Labor Department as a result of decreased claims submitted by AOC claimants.

**NOTE 19****Reconciliation of SCNP Appropriations to SBR**

Amounts reported as Appropriations Received on the 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 and new budget authority from the special fund receipts collected in the Capitol Trust Account for Union Square permit fees (see Note 1G).

The reconciliation for the periods ended September 30, 2023, and 2022 is as follows:

Dollars in Thousands

<b>RECONCILIATION OF SCNP APPROPRIATIONS TO SBR</b>	<b>2023</b>	<b>2022</b>
<b>SCNP</b>		
Appropriations Received	\$ 1,344,248	\$ 788,330
<b>Total SCNP Appropriations</b>	<b>\$ 1,344,248</b>	<b>\$ 788,330</b>
<b>SBR</b>		
Trust or Special Fund Receipts	\$ 54	\$ 17
<b>Total SBR Appropriations</b>	<b>\$ 1,344,302</b>	<b>\$ 788,347</b>

The increase in Appropriations Received reflects the higher amounts enacted by Congress during FY 2023. The increase in Trust or Special Fund Receipts is reflective of the collection of Union Square photography permit fees returning to pre-pandemic levels.

## NOTE 20

## Statement of Budgetary Resources — Unobligated Balance Brought Forward, October 1

There were no material adjustments during the current year to correct the unobligated balance brought forward, October 1. Components of the amount reported as “Unobligated Balance from Prior Year Budget Authority, net” are disclosed in the following table:

Dollars in Thousands

<b>NET ADJUSTMENTS TO UNOBLIGATED BALANCE BROUGHT FORWARD, OCTOBER 1</b>	<b>2023</b>	<b>2022</b>
Unobligated Balance Brought Forward, October 1	\$ 467,524	\$ 814,080
<b>Net Adjustments</b>		
Cancelled Authority	(3,939)	(3,025)
Downward Adj PY Unpaid Unexpended Obligations	17,500	16,967
Downward Adj PY Unpaid Expended Authority	16,791	15,349
Downward Adj PY Paid Expended Authority (Refunds Collected)	3,981	5,838
<b>Total Net Adjustments</b>	<b>\$ 34,333</b>	<b>\$ 35,129</b>
<b>Unobligated Balance from Prior Year Budget Authority, Net</b>	<b>\$ 501,857</b>	<b>\$ 849,209</b>

## NOTE 21

## Undelivered Orders at the End of the Period

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 periods ended September 30, 2023, and 2022, are as follows:

Dollars in Thousands

<b>UNDELIVERED ORDERS</b>	<b>2023</b>	<b>2022</b>
<b>Paid</b>		
Federal	\$ 285,566	\$ 4,799
Non-Federal	4	2
<b>Total Paid</b>	<b>\$ 285,570</b>	<b>\$ 4,801</b>
<b>Unpaid</b>		
Federal	\$ 10,315	\$ 293,445
Non-Federal	516,165	401,779
<b>Total Unpaid</b>	<b>\$ 526,480</b>	<b>\$ 695,224</b>

See Note 10, Advances and Prepayments, for the explanation of the increase in the Paid Undelivered Orders balance.

The significant increase in the Federal Paid Undelivered Orders and decrease in Federal Unpaid Undelivered Orders reflect the advance payment of a prior year obligation to the Army Corps of Engineers for the Capitol Complex Security Improvement.

The change in Non-Federal Unpaid Undelivered Orders is due to an increase in vendor obligations primarily related to the Fort Meade Collection Storage Module 7 and the Physical Security Assessment projects as work began on those projects during FY 2023.

## NOTE 22

## Explanation of Differences Between the Combined Statement of Budgetary Resources and the Budget of the United States Government

The FY 2024 Budget of the United States Government (President's Budget) presenting the actual amounts for the year ended September 30, 2022, was published in March 2023. The FY 2024 President's Budget is reconciled to AOC's September 2022 SBR to identify differences. The AOC's budget can be found on the OMB website ([www.whitehouse.gov/omb/budget/](http://www.whitehouse.gov/omb/budget/)) under legislative branch and judicial branch. The AOC's budget under the judicial branch is associated with the care of the building and grounds of the Supreme Court of the United States.

The President's Budget reconciliation to the SBR is as follows:

Dollars in Thousands

RECONCILIATION OF SBR TO BUDGET FY 2022	BUDGETARY RESOURCES	NEW OBLIGATIONS AND UPWARD ADJUSTMENTS	NET OUTLAYS
<b>Combined Statement of Budgetary Resources (SBR)</b>	<b>\$ 1,709,555</b>	<b>\$ 1,242,031</b>	<b>\$ 738,065</b>
Items on SBR - Not on Budget:			
Expired Funds	(58,244)	-	-
Other	4,689	(2,031)	935
<b>Budget of the United States Government</b>	<b>\$ 1,656,000</b>	<b>\$ 1,240,000</b>	<b>\$ 739,000</b>

The "Other" difference between the FY 2022 comparative amounts presented on the SBR and the actual amounts published in the FY 2024 President's Budget are due to rounding differences and other adjustments.

## NOTE 23

## Reconciliation of Net Cost to Net Outlays

Per SFFAS No. 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 No. 2, Entity and Display, as amended by SFFAS No. 53, Budget and Accrual Reconciliation (BAR), provides concepts for reconciling budgetary and financial accounting. The AOC has adopted the requirement to present this reconciliation in the format prescribed by SFFAS No. 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 period ending September 30, 2023 and 2022 is as follows:

At September 30, 2023, Dollars in Thousands

RECONCILIATION OF NET OPERATING COST AND NET BUDGETARY OUTLAYS	INTRAGOVERNMENTAL	OTHER THAN INTRAGOVERNMENTAL	TOTAL
<b>Net Operating Cost</b>	\$ 939	\$ 826,658	\$ 827,597
<b>Components of Net Operating Cost Not Part of the Budgetary Outlays</b>			
Property, plant, and equipment depreciation expense	-	(159,488)	(159,488)
Property, plant, and equipment disposals & reevaluation	-	34	34
Cost of goods sold	-	(2,964)	(2,964)
Gains/Losses on all other investments	-	(118)	(118)
<b>Increase/(decrease) in assets:</b>			
Accounts receivable, net	(49)	365	316
Securities and Investments	455	-	455
Other assets	-	280,785	280,785
<b>(Increase)/decrease in liabilities:</b>			
Accounts payable	706	(922)	(216)
Environmental and disposal liabilities	-	(87,776)	(87,776)
Federal employee and veteran benefits payable	-	5,106	5,106
Federal debt and interest payable	-	24	24
Other Liabilities	-	(15,661)	(15,661)
<b>Financing Sources:</b>			
Imputed Cost	(39,372)	-	(39,372)
<b>Total Components of Net Operating Cost Not Part of the Budget Outlays</b>	<b>\$ (38,260)</b>	<b>\$ 19,385</b>	<b>\$ (18,875)</b>
<b>Components of the Budget Outlays That Are Not Part of Net Operating Cost</b>			
Acquisition of capital assets	-	\$185,162	\$185,162
Acquisition of inventory	-	3,297	3,297
<b>Financing Sources:</b>			
Transfers out (in) without reimbursements	-	(12)	(12)
<b>Total Components of the Budgetary Outlays That Are Not Part of Net Operating Cost</b>	<b>\$ -</b>	<b>\$ 188,447</b>	<b>\$ 188,447</b>
<b>Misc. Items</b>			
Custodial/Non-exchange revenue	-	(467)	(467)
Appropriated Receipts for Trust/Special Funds	-	54	54
<b>Total Other Reconciling Items</b>	<b>\$ -</b>	<b>\$ (413)</b>	<b>\$ (413)</b>
<b>Net Outlays (Calculated Total)</b>	<b>\$ (37,321)</b>	<b>\$ 1,034,077</b>	<b>\$ 996,756</b>
<b>Budgetary Agency Outlays, net</b>			<b>\$ 996,756</b>
Budgetary Agency Outlays, net			996,756

At September 30, 2022, Dollars in Thousands

RECONCILIATION OF NET OPERATING COST AND NET BUDGETARY OUTLAYS	INTRAGOVERNMENTAL	OTHER THAN INTRAGOVERNMENTAL	TOTAL
<b>Net Operating Cost</b>	\$ (16,461)	\$ 721,573	\$ 705,112
<b>Components of Net Operating Cost Not Part of the Budgetary Outlays</b>			
Property, plant, and equipment depreciation expense	-	(149,529)	(149,529)
Property, plant, and equipment disposals & reevaluation	-	(4)	(4)
Cost of goods sold	-	(841)	(841)
<b>Increase/(decrease) in assets:</b>			
Accounts receivable, net	4	(28)	(24)
Securities and Investments	74	-	74
Other assets	-	1,921	1,921
<b>(Increase)/decrease in liabilities:</b>			
Accounts payable	(2,919)	(37,267)	(40,186)
Environmental and disposal liabilities	-	(4,400)	(4,400)
Federal employee and veteran benefits payable	-	3,247	3,247
Federal debt and interest payable	-	22	22
<b>Financing Sources:</b>			
Imputed Cost	(26,955)	-	(26,955)
<b>Total Components of Net Operating Cost Not Part of the Budget Outlays</b>	<b>\$ (29,796)</b>	<b>\$ (186,879)</b>	<b>\$ (216,675)</b>
<b>Components of the Budget Outlays That Are Not Part of Net Operating Cost</b>			
Acquisition of capital assets	\$ -	\$ 250,540	\$ 250,540
Acquisition of inventory	-	257	257
<b>Financing Sources:</b>			
Transfers out (in) without reimbursements	-	(1,135)	(1,135)
<b>Total Components of the Budgetary Outlays That Are Not Part of Net Operating Cost</b>	<b>\$ -</b>	<b>\$ 249,662</b>	<b>\$ 249,662</b>
<b>Misc. Items</b>			
Custodial/Non-exchange revenue	-	(51)	(51)
Appropriated Receipts for Trust/Special Funds	-	17	17
<b>Total Other Reconciling Items</b>	<b>\$ -</b>	<b>\$ (34)</b>	<b>\$ (34)</b>
<b>Net Outlays (Calculated Total)</b>	<b>\$ (46,257)</b>	<b>\$ 784,322</b>	<b>\$ 738,065</b>
<b>Budgetary Agency Outlays, net</b>			<b>\$ 738,065</b>
Budgetary Agency Outlays, net			738,065

Components of Net Operating Cost Not a Part of the Budgetary Outlays reflects the budgetary resources used to finance the 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. See Note 1 and Note 14 for the explanation of the increase in the Other Than Intragovernmental Account Payable.

## NOTE 24

## COVID-19 Activity

During FY 2020, the AOC received supplemental appropriations totaling \$25 million as part of the CARES Act. Supplemental CARES Act funding provided additional cleaning supplies and services, COVID-19-related overtime, temporary employee hires and authorized payments to AOC service contractors made in accordance with Section 19005(a) of the CARES Act. Additionally, and in accordance with the AOC's general transfer authority under 2 U.S.C. § 1862 and 31 U.S.C. § 1532, the AOC received approval from the Senate Appropriations Committee to transfer up to \$2 million from other appropriations to the CCO account (see Note 1.G). This transfer was requested to allow the AOC to continue funding contractor reimbursements pursuant to Section 3610 of the CARES Act. As a result, AOC transferred \$1 million in FY 2020 and FY 2021 respectively.

In FY 2021 P.L. 117-31 provided Emergency Supplemental Appropriation for approximately \$22 million to the AOC to cover necessary expenses to "prevent, prepare for, and respond to coronavirus". As authorized by this P.L., approximately \$9.4 million was transferred to other appropriations in FY 2022 to restore funds that were used for the COVID-19 response.

The following tables depicts available funding and spending by program activity:

Dollars in Thousands

EMERGENCY SUPPLEMENTAL APPROPRIATION	2023	2022
<b>Budgetary Resources:</b>		
Unobligated (and unexpired) Balance Carried Forward from PY	\$ -	\$ 19,432
Rescissions (-)/Other Changes (+/-) to Budgetary Resources	-	(9,354)
Budgetary Resources Obligated (-)		
Service Contracts	-	(2,279)
Other Contracts	-	(7,799)
Total Budgetary Resources Obligated (-)	-	(10,078)
<b>Budgetary Resources: Ending Unobligated (and unexpired) Balance to Be Carried Forward</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Outlays</b>		
Service Contracts	184	1,904
Other Contracts	408	9,617
<b>Total Outlays, Net</b>	<b>\$ 592</b>	<b>\$ 11,521</b>

Dollars in Thousands

CARES ACT	2023	2022
<b>Budgetary Resources:</b>		
Budgetary Resources Obligated (-)		
Supplies and Services	\$ -	\$ -
Total Budgetary Resources Obligated (-)	-	-
<b>Budgetary Resources: Ending Unobligated (and unexpired) Balance to Be Carried Forward</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Outlays</b>		
Supplies and Services	-	880
Contract Payments	-	182
<b>Total Outlays, Net</b>	<b>\$ -</b>	<b>\$ 1,062</b>

Additional footnotes discussing COVID-19 related impacts are Note 4: Cash and Undeposited Collections; Note 7: Inventory and Related Property, Net; Note 11: Liabilities Not Covered by Budgetary Resources; and Note 19: Reconciliation of SCNP Appropriations to SBR.



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## Required Supplementary Information

### A: COMBINING SCHEDULE OF BUDGETARY RESOURCES

Dollars in Thousands	TOTAL	CAPITAL CONSTRUCTION AND OPERATIONS	CAPITOL BUILDING	CAPITOL GROUNDS AND ARBORETUM
<b>For the Year Ending September 30, 2023:</b>				
<b>Budgetary Resources</b>				
Unobligated Balances from Prior Year Budget Authority, Net (Note 20)	\$ 501,857	\$ 18,852	\$ 41,554	\$ 19,155
Appropriations (Note 19)	1,344,302	145,843	80,589	16,419
Borrowing Authority	2,283	—	—	—
Spending Authority From Offsetting Collections	63,961	1,119	385	—
<b>Total Budgetary Resources</b>	<b>\$ 1,912,403</b>	<b>\$ 165,814</b>	<b>\$ 122,528</b>	<b>\$ 35,574</b>
<b>Status of Budgetary Resources</b>				
New Obligations and Upward Adjustments (Total)	\$ 948,650	\$ 153,670	\$ 47,381	\$ 22,155
Unobligated Balance, End of Year:				
Exempt from Apportionment, Unexpired Accounts	930,192	5,070	74,639	12,320
Unexpired Unobligated Balance, End of Year	930,192	5,070	74,639	12,320
Expired Unobligated Balance, End of Year (Note 3)	33,561	7,073	508	1,099
Unobligated Balance, End of Year (Total)	963,753	12,143	75,147	13,419
<b>Total Budgetary Resources</b>	<b>\$ 1,912,403</b>	<b>\$ 165,813</b>	<b>\$ 122,528</b>	<b>\$ 35,574</b>
<b>Outlays, Net</b>				
Outlays, Net (Total) (Discretionary and Mandatory)	\$ 996,756	\$ 138,775	\$ 51,884	\$ 20,876
<b>Agency Outlays, Net (Note 23)</b>	<b>\$ 996,756</b>	<b>\$ 138,775</b>	<b>\$ 51,884</b>	<b>\$ 20,876</b>
<b>For the Year Ending September 30, 2022:</b>				
<b>Budgetary Resources</b>				
Unobligated Balances from Prior Year Budget Authority, Net (Note 20)	\$ 849,209	\$ 23,971	\$ 41,123	\$ 19,939
Appropriations (Note 19)	788,347	139,117	42,579	15,254
Borrowing Authority	3,507	—	—	—
Spending Authority From Offsetting Collections	68,492	769	396	—
<b>Total Budgetary Resources</b>	<b>\$ 1,709,555</b>	<b>\$ 163,857</b>	<b>\$ 84,098</b>	<b>\$ 35,193</b>
<b>Status of Budgetary Resources</b>				
New Obligations and Upward Adjustments (Total)	\$ 1,242,031	\$ 150,938	\$ 46,370	\$ 16,687
Unobligated Balance, End of Year:				
Exempt from Apportionment, Unexpired Accounts	435,852	6,570	37,239	17,482
Unexpired Unobligated Balance, End of Year	435,852	6,570	37,239	17,482
Expired Unobligated Balance, End of Year (Note 3)	31,672	6,349	489	1,024
Unobligated Balance, End of Year (Total)	467,524	12,919	37,728	18,506
<b>Total Budgetary Resources</b>	<b>\$ 1,709,555</b>	<b>\$ 163,857</b>	<b>\$ 84,098</b>	<b>\$ 35,193</b>
<b>Outlays, Net</b>				
Outlays, Net (Total) (Discretionary and Mandatory)	\$ 738,065	\$ 138,028	\$ 46,937	\$ 15,922
<b>Agency Outlays, Net (Note 23)</b>	<b>\$ 738,065</b>	<b>\$ 138,028</b>	<b>\$ 46,937</b>	<b>\$ 15,922</b>

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
\$ 126,113	\$ 41,384	\$ 75,758	\$ 65,396	\$ 45,177	\$ 35,350	\$ 25,055	\$ 8,063
402,907	166,951	122,279	144,220	184,596	29,246	23,560	27,692
—	—	—	—	—	2,283	—	—
1,080	9,944	4,312	22,927	91	16,910	1	7,192
<b>\$ 530,100</b>	<b>\$ 218,279</b>	<b>\$ 202,349</b>	<b>\$ 232,543</b>	<b>\$ 229,864</b>	<b>\$ 83,789</b>	<b>\$ 48,616</b>	<b>\$ 42,947</b>
\$ 144,148	\$ 121,572	\$ 134,711	\$ 98,280	\$ 108,167	\$ 60,432	\$ 24,726	\$ 33,408
382,561	83,242	64,458	132,906	120,101	23,358	22,147	9,390
382,561	83,242	64,458	132,906	120,101	23,358	22,147	9,390
3,391	13,465	3,180	1,358	1,595	—	1,744	148
385,952	96,707	67,638	134,264	121,696	23,358	23,891	9,538
<b>\$ 530,100</b>	<b>\$ 218,279</b>	<b>\$ 202,349</b>	<b>\$ 232,544</b>	<b>\$ 229,863</b>	<b>\$ 83,790</b>	<b>\$ 48,617</b>	<b>\$ 42,946</b>
\$ 330,270	\$ 105,515	\$ 162,623	\$ 34,558	\$ 100,143	\$ 7,890	\$ 18,901	\$ 25,321
<b>\$ 330,270</b>	<b>\$ 105,515</b>	<b>\$ 162,623</b>	<b>\$ 34,558</b>	<b>\$ 100,143</b>	<b>\$ 7,890</b>	<b>\$ 18,901</b>	<b>\$ 25,321</b>
\$ 390,650	\$ 42,566	\$ 147,301	\$ 74,975	\$ 55,212	\$ 27,591	\$ 18,076	\$ 7,805
62,389	114,598	203,423	64,544	81,977	14,434	24,463	25,569
—	—	—	—	—	3,507	—	—
2,510	9,567	9,072	2,268	3,789	38,420	—	1,701
<b>\$ 455,549</b>	<b>\$ 166,731</b>	<b>\$ 359,796</b>	<b>\$ 141,787</b>	<b>\$ 140,978</b>	<b>\$ 83,952</b>	<b>\$ 42,539</b>	<b>\$ 35,075</b>
\$ 332,090	\$ 129,295	\$ 289,332	\$ 78,186	\$ 102,363	\$ 50,380	\$ 18,190	\$ 28,200
120,683	24,173	67,372	62,362	37,591	33,572	22,392	6,416
120,683	24,173	67,372	62,362	37,591	33,572	22,392	6,416
2,776	13,263	3,092	1,239	1,024	—	1,957	459
123,459	37,436	70,464	63,601	38,615	33,572	24,349	6,875
<b>\$ 455,549</b>	<b>\$ 166,731</b>	<b>\$ 359,796</b>	<b>\$ 141,787</b>	<b>\$ 140,978</b>	<b>\$ 83,952</b>	<b>\$ 42,539</b>	<b>\$ 35,075</b>
\$ 39,492	\$ 114,973	\$ 193,417	\$ 58,152	\$ 101,935	\$ (13,055)	\$ 16,090	\$ 26,174
<b>\$ 39,492</b>	<b>\$ 114,973</b>	<b>\$ 193,417</b>	<b>\$ 58,152</b>	<b>\$ 101,935</b>	<b>\$ (13,055)</b>	<b>\$ 16,090</b>	<b>\$ 26,174</b>

## B. Deferred Maintenance and Repairs

The AOC oversees more than 18.5 million square feet of facilities and more than 570 acres of grounds. The agency 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.

The Federal Accounting Standards Advisory Board's (FASAB) *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 tracks DM&R for four categories of capitalized assets: buildings and other structures, grounds (i.e., stewardship land), heritage assets and capitalized equipment. Noncapitalized and fully depreciated PP&E are excluded from the DM&R estimate. While the AOC tracks DM&R on capitalized equipment, the value of these deferred activities is often immaterial. In FY 2023, there was no material DM&R to be reported for capitalized equipment.

The AOC defines its acceptable level of condition to be "good to very good" based on the Facility Condition Index (FCI). The index is based upon the facility replacement values, which the AOC updates annually, and identified DM&R. The AOC uses Facility Condition Assessments (FCA) 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 and project risk (which is scored as low, medium, high and critical). The FCA cost models are considered early planning estimates to identify liabilities. The focus of this disclosure is solely

DM&R, 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 DM&R. This figure is referred to as backlog. The AOC completed an initial FCA on most buildings and grounds under its stewardship. The AOC continues to complete and update the FCAs for all of its facilities. As a result, the FCAs for some of these facilities are underway or in the planning stages.

The AOC's estimate of the amount of DM&R work required to bring facilities to a "good" condition, based on the FCI, was \$951 million for the fiscal year ending September 30, 2023.<sup>8</sup> This \$807 thousand decrease from the FY 2022 amount resulted from completion of deferred maintenance work elements and adjustments in facility condition data as a result of ongoing facility surveys.

<sup>8</sup> The AOC aims to maintain its assets in at least good condition. Condition is defined by the FCI, 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 a system may be rated as being in good condition, individual assets within that system may require deferred maintenance and repair related work to return the asset to an acceptable operating condition.

### Deferred Maintenance and Repairs required to achieve "good" condition (Dollars in Thousands)

CATEGORY	AS OF 9/30/2022	AS OF 9/30/2023	CHANGE
Buildings and Other Structures	\$ 856,049	\$ 846,072	\$ (9,977)
Grounds	\$ 89,992	\$ 98,123	\$ 8,131
Heritage Assets	\$ 6,020	\$ 7,059	\$ 1,039
Capitalized Equipment	-	-	-
<b>Total</b>	<b>\$ 952,061</b>	<b>\$ 951,254</b>	<b>\$ (807)</b>

## 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 fine and decorative art, architectural features, outdoor sculpture, landscape features and fixtures, living botanical assets, memorial trees, archival records and reference material. Many of these assets are national treasures.

The Curator Division 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 the acquisition and placement of works of art and shares responsibility with the Senate and House curators for the care of collectible fine and decorative art. The Curator also provides advice to the operational jurisdictions on projects and contracts that involve heritage asset preservation issues. Curator Division staff members support projects by conducting historical research and providing reproductions of photographs, architectural and engineering drawings, records, specifications and reports.

The Historic Preservation Officer is responsible for implementing the preservation policy and standards for the historic buildings, structures, monuments, memorials, cultural landscapes, architectural decorative art, views and vistas, archaeological resources and stored architectural materials under the agency's care. The Historic Preservation Officer works closely with the Curator to document, research and provide information about buildings, architectural features and architectural decorative art, as well as to review projects and develop specifications. When conservation work is required, the AOC contracts with professional fine art conservators for necessary treatments. All conservation efforts are fully documented in reports maintained by the Curator.

The Curator also maintains detailed records for each work of art and manages computerized inventories of heritage assets.<sup>9</sup> Within the Curator Division, the Records Management and Archives Branch preserves historic architectural and engineering drawings and textual records and creates records policies. The Photography and Technical Imaging Branch (PTIB) documents facilities, projects, heritage assets and congressional events, and manages and preserves photographic archives. Records are maintained on the Capitol campus when appropriate, while more fragile records, including microfilm and photographic negatives, are stored off-site in stable and secure conditions.

<sup>9</sup> The AOC uses The Museum System collection management software to maintain an inventory of heritage assets.

### HISTORIC BUILDINGS AND STRUCTURES

The AOC is responsible for maintaining the historic buildings and structures on the Capitol campus. **Appendix B** lists the major facilities under the agency's stewardship. Those facilities deemed to be multipurpose heritage assets (i.e., heritage assets that are primarily used for general government operations) are assigned a cost on the Balance Sheet and presented under General Property, Plant and Equipment, Net. Typically, historic buildings and structures are added to 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 286 acres of grounds immediately surrounding the U.S. Capitol designed by American landscape architect Frederick Law Olmsted. In addition, the AOC's cultural landscapes include the Summerhouse, Senate Park, Senate office building sites and courtyards, House office building sites and courtyards, East and West House Underground Garages, U.S. Botanic Garden, Bartholdi Fountain and Garden, USBG Administration Building site, Union Square, Jefferson Building site, Adams Building site, Madison Building site, Supreme Court of the United States site, Marshall Building site and memorial trees planted on the U.S. Capitol Grounds. The AOC also supports a campus in Culpeper, Virginia, for audiovisual conservation, and another in Fort Meade, Maryland, for the Library of Congress book storage modules. In accordance with the AOC's authorizing legislation, the land is held predominantly for conservation and preservation purposes. Typically, units of stewardship land are added to or withdrawn from the AOC's portfolio through congressional action. The AOC does not have any leased land.

#### TOTAL STEWARDSHIP LAND AS OF SEPTEMBER 30, 2023

STEWARDSHIP LAND AND CULTURAL LANDSCAPES	CONSERVATION AND PRESERVATION	OPERATIONAL	COMMERCIAL USE	TOTAL LAND ACRES
Stewardship Land Acres	466	107	0	573

Memorial trees are living heritage assets planted to honor distinguished citizens, groups and events. Memorial trees are added through congressional action. More information about the memorial trees are available online. [↗](#)

MEMORIAL TREES	AS OF 9/30/22	AS OF 9/30/23	CHANGE	GENERAL CONDITION
Memorial Trees	151	153	2 <sup>1</sup>	Poor to Excellent

<sup>1</sup> In FY 2023, memorial trees were planted to commemorate Frederick Law Olmsted and former Senate Librarian Leona Faust.

## GENERAL CONDITION STANDARDS

The AOC has defined condition standards based on principles and guidance from the American Institute for Conservation. The AOC performs periodic condition surveys to document and preserve heritage assets. Because many of the heritage assets are in working

offices and public spaces rather than in a museum setting, the AOC must closely monitor the assets to prevent damage. Outdoor sculptures and fixtures exposed to weather and pollutants require regular conservation, follow-up inspections and periodic maintenance treatments. The table **Heritage Assets Condition Rating Scales** summarizes the condition survey rating scales.

### Heritage Assets Condition Rating Scales

CONDITION RATING SCALE	DEFINITION	PRIORITY
<b>Heritage Assets</b>		
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 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. Requires only routine maintenance.	No Conservation Treatment Needed
<b>Historic Paper Records</b>		
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
<b>Photographic Records</b>		
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

## COLLECTIBLE HERITAGE ASSETS

In the following tables, organized by operational jurisdiction, footnotes explain changes in condition or inventory count.

### 1. Capitol Building

The U.S. Capitol is an important example of neoclassical architecture. While a working building, the U.S. Capitol is also 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 that are not permanently attached to or designed for the structure (i.e., collectibles). They are separated into works that are under the jurisdiction of the Joint

Committee on the Library and cared for by the AOC ("joint art"), and those that were originally accepted by the Joint Committee on the Library and are joint in subject matter or acquisition ("possibly joint"). The possibly joint assets are in the Senate and House wings of the U.S. Capitol and in many cases are part of the Senate or House collections and cared for by the Senate and House curators.

#### 1.1.1. Interior Sculpture

These artworks consist primarily of bronze and marble statues in the National Statuary Hall Collection. This collection was established in 1864 and completed in 2005. Each state is allowed to include two statues in the collection. Periodically, states remove and replace statues. In FY 2011, a long-range annual conservation maintenance contract for sculpture was implemented. By the end of FY 2023, most

statues have received at least four rounds of maintenance and are in excellent condition.

SCULPTURE	AS OF 9/30/22	AS OF 9/30/23	CHANGE	GENERAL CONDITION
1.1.1.1 National Statuary Hall Statues <sup>1</sup>	99	99	-	Excellent
1.1.1.2 Other Statues	10	10	-	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.) <sup>2</sup>	86	86	-	Poor to Excellent

<sup>1</sup> The statue of Willa Cather was added to the National Statuary Hall Collection in June 2023. The statue of Julius Sterling Morton was removed from the collection.

<sup>2</sup> The statuette *Freedom's Child* was added to the collection in FY 2023. The maquette of Architect Benjamin Henry Latrobe by Raymond Kaskey was never formally offered or accepted by the Joint Committee on the Library and therefore removed from the collection in FY 2023.

### 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 9/30/22	AS OF 9/30/23	CHANGE	GENERAL CONDITION
1.1.2.1 Portraits	19	19	-	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

### 1.1.3. Works of Art on Paper

The AOC is the steward of works on paper primarily related to the U.S. Capitol. This collection is used for research and reference purposes and is generally not on display.

WORKS OF ART ON PAPER	AS OF 9/30/22	AS OF 9/30/23	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 9/30/22	AS OF 9/30/23	CHANGE	GENERAL CONDITION
1.2.1 Gilded Mirror Frames <sup>1</sup>	91	91	-	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

<sup>1</sup> This inventory primarily includes frames in the House side of the Capitol. The Senate Curator is responsible for the inventory and conservation of Senate mirror frames.

## 1.3. Architectural Fine Art

This category of fine art is part of the fabric of a structure, permanently attached to a structure or building systems, or designed as part of an architectural space.

ARCHITECTURAL FINE ART	AS OF 9/30/22	AS OF 9/30/23	CHANGE	GENERAL CONDITION
1.3.1 Pediments (exterior)	3	3	-	Fair 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	31	31	-	Fair to Excellent
1.3.8 Stained Glass	16	16	-	Poor to Good
1.3.9 Rotunda Paintings	8	8	-	Fair to Excellent <sup>1</sup>
1.3.10 Rooms or Spaces with Fine Art Murals	84	84 <sup>2</sup>	-	Fair to Excellent <sup>3</sup>

<sup>1</sup> Air pockets have continued to increase in size on the paintings *Landing of Columbus* and *Discovery of the Mississippi by DeSoto*, which will require deinstallation for structural and cosmetic treatment. Conservation planning is in progress.

<sup>2</sup> 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's walls. Mural conservation has been ongoing since 1981 and most murals are in at least "good" condition.

<sup>3</sup> Conservation of gilding and plaster work of north section ceiling in S-213 is complete. Conservation of remaining sections is in progress. Mural conservation pilot of south wall lunette was completed in FY 2023. Murals in H-212 were treated in FY 2023. Murals in H-157 were treated in FY 2023.

## Capitol Highlights

### THE NATIONAL STATUARY HALL COLLECTION

The National Statuary Hall Collection is comprised of statues (two representing each state) that honor historically notable individuals. The collection currently consists of 99 statues. Virginia removed the statue of Robert E. Lee in FY 2021 and is creating a replacement statue of Barbara Rose Johns. Additional information on pending changes to the collection is included in the **Capitol Highlights. Preserving History and Celebrating Diversity in National Statuary Hall.**

The AOC is responsible for the care and preservation of these heritage assets, listed below by state and year added. All were assessed to be in excellent condition at the close of the fiscal year.

STATUE	STATE	YEAR
Helen Keller	Alabama	2009
Joseph Wheeler	Alabama	1925
Edward Lewis Bartlett	Alaska	1971
Ernest Gruening	Alaska	1977
Barry Goldwater	Arizona	2015
Eusebio Kino	Arizona	1965
James Paul Clarke	Arkansas	1921
Uriah Milton Rose	Arkansas	1917
Ronald Wilson Reagan	California	2009
Father Junipero Serra	California	1931
Florence R. Sabin	Colorado	1959
John L. Swigert Jr.	Colorado	1997
Roger Sherman	Connecticut	1872
Jonathan Trumbull	Connecticut	1872
John Middleton Clayton	Delaware	1934
Caesar Rodney	Delaware	1934
Mary McLeod Bethune	Florida	2022
John Gorrie	Florida	1914
Crawford W. Long	Georgia	1926
Alexander Hamilton Stephens	Georgia	1927
Father Damien	Hawaii	1969
Kamehameha I	Hawaii	1969
William Edgar Borah	Idaho	1947
George Laird Shoup	Idaho	1910
James Shields	Illinois	1893
Frances E. Willard	Illinois	1905
Oliver Hazard Perry Morton	Indiana	1900
Lewis Wallace	Indiana	1910
Dr. Norman E. Borlaug	Iowa	2014
Samuel Jordan Kirkwood	Iowa	1913
Amelia Earhart	Kansas	2022
Dwight D. Eisenhower	Kansas	2003
Henry Clay	Kentucky	1929

STATUE	STATE	YEAR
Ephraim McDowell	Kentucky	1929
Huey Pierce Long	Louisiana	1941
Edward Douglass White	Louisiana	1955
Hannibal Hamlin	Maine	1935
William King	Maine	1878
Charles Carroll	Maryland	1903
John Hanson	Maryland	1903
Samuel Adams	Massachusetts	1876
John Winthrop	Massachusetts	1876
Lewis Cass	Michigan	1889
Gerald R. Ford Jr.	Michigan	2011
Henry Mower Rice	Minnesota	1916
Maria L. Sanford	Minnesota	1958
Jefferson Davis	Mississippi	1931
James Zachariah George	Mississippi	1931
Francis Preston Blair	Missouri	1899
Harry S. Truman	Missouri	2022
Jeannette Rankin	Montana	1985
Charles Marion Russell	Montana	1959
Willa Cather	Nebraska	2023
Chief Standing Bear	Nebraska	2019
Patrick Anthony McCarran	Nevada	1960
Sarah Winnemucca	Nevada	2005
John Stark	New Hampshire	1894
Daniel Webster	New Hampshire	1894
Philip Kearny	New Jersey	1888
Richard Stockton	New Jersey	1888
Dennis Chavez	New Mexico	1966
Po'pay	New Mexico	2005
George Clinton	New York	1873
Robert R. Livingston	New York	1875
Charles Brantley Aycock	North Carolina	1932
Zebulon Baird Vance	North Carolina	1916
John Burke	North Dakota	1963

STATUE	STATE	YEAR
Sakakawea	North Dakota	2003
Thomas Edison	Ohio	2016
James A. Garfield	Ohio	1886
Will Rogers	Oklahoma	1939
Sequoyah	Oklahoma	1917
Jason Lee	Oregon	1953
John McLoughlin	Oregon	1953
Robert Fulton	Pennsylvania	1889
John Peter Gabriel Muhlenberg	Pennsylvania	1889
Nathanael Greene	Rhode Island	1870
Roger Williams	Rhode Island	1872
John Caldwell Calhoun	South Carolina	1910
Wade Hampton	South Carolina	1929
William Henry Harrison Beadle	South Dakota	1938
Joseph Ward	South Dakota	1963
Andrew Jackson	Tennessee	1928
John Sevier	Tennessee	1931
Stephen Austin	Texas	1905
Sam Houston	Texas	1905
Philo T. Farnsworth	Utah	1990
Brigham Young	Utah	1950
Ethan Allen	Vermont	1876
Jacob Collamer	Vermont	1881
Statue to be replaced	Virginia	
George Washington	Virginia	1934
Mother Joseph	Washington	1980
Marcus Whitman	Washington	1953
John E. Kenna	West Virginia	1901
Francis Harrison Pierpont	West Virginia	1910
Robert M. La Follette	Wisconsin	1929
Jacques Marquette	Wisconsin	1896
Esther Hobart Morris	Wyoming	1960
Chief Washakie	Wyoming	2000



### 1.4. Architectural Decorative Art

Architectural decorative art is part of the fabric of a structure, permanently attached to a 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 Building Superintendent's inventory. Only about a third of the lighting fixtures are historic heritage assets appropriate for restoration. The more utilitarian fixtures are at times moved or replaced.

ARCHITECTURAL DECORATIVE ART	AS OF 9/30/22	AS OF 9/30/23	CHANGE	GENERAL CONDITION
1.4.1 Mantels	Approx. 167	Approx. 167	-	Good
1.4.2 Chandeliers <sup>1</sup>	Approx. 285	Approx. 285	-	Good to Excellent
1.4.3 Pendant Lights	Approx. 155	Approx. 155	-	Good
1.4.4 Sconces	Approx. 100	Approx. 100	-	Good
1.4.5 Rooms or Spaces With Decorative Murals	48	48	-	Fair to Excellent

<sup>1</sup> This category refers to crystal chandeliers in the U.S. Capitol.

### 1.5. Architectural Features

Historic architectural features include woodwork, shutters, columns, capitals, brackets, historic floors (e.g., the U.S. Capitol's Minton tile floors) and special architectural surfaces (e.g., marble and scagliola). The Capitol Building Superintendent or the Senate Sergeant at Arms maintains these assets. While an accurate count of these features does not exist, their 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 covers the land on which the U.S. Capitol, Senate and House office buildings and Capitol Power Plant reside. The grounds include sculpture, monuments and living assets such as trees and plantings. Heritage assets include ornamental fountains, drinking fountains, outdoor seating, stone retaining walls and light fixtures.

### 2.1. Outdoor Sculpture

OUTDOOR SCULPTURE	AS OF 9/30/22	AS OF 9/30/23	CHANGE	GENERAL CONDITION
2.1.1 Monuments/Statues	4	4	-	Excellent
2.1.2 Fountains With Sculpture	1	1	-	Good
2.1.3 Plaques	5	5	-	Good

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

LANDSCAPE FEATURES AND FIXTURES	AS OF 9/30/22	AS OF 9/30/23	CHANGE	GENERAL CONDITION
2.2.1 Urns	20	20	-	Good
2.2.2 Lighting Fixtures	Approx. 166	Approx. 166	-	Fair to Excellent
2.2.3 Basins With Fountains	2	2	-	Excellent

### 3. House Office Buildings

There are four major office buildings for the House of Representatives: the Cannon, Longworth, O'Neill and Rayburn House Office Buildings.

ARCHITECTURAL FINE ART	AS OF 9/30/22	AS OF 9/30/23	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

#### 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 9/30/22	AS OF 9/30/23	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, etc.	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, stonework and mosaic ceilings. Additional facilities include the John Adams Building, which is embellished with art deco-style decorative metal and relief stonework, and the modern James Madison Memorial Building.

##### 5.1. Architectural Fine Art

ARCHITECTURAL FINE ART	AS OF 9/30/22	AS OF 9/30/23	CHANGE	GENERAL CONDITION
5.1.1 Statues	27	27	-	Good to Excellent
5.1.2 Sculptured Stair Railings	2	2	-	Good
5.1.3 Reliefs (interior)	73	73	-	Good
5.1.4 Sculptured Bronze Doors (sets) (exterior)	17	17	-	Excellent
5.1.5 Stained Glass/ Mosaics	17	17	-	Fair to Good
5.1.6 Rooms or Spaces With Fine Art Murals	32	32	-	Fair to Excellent
5.1.7 Sculptural Clock	1	1	-	Excellent
5.1.8 Exterior Sculpture	1	1	-	Fair

#### 5.2. Outdoor Sculpture

OUTDOOR SCULPTURE	AS OF 9/30/22	AS OF 9/30/23	CHANGE	GENERAL CONDITION
5.2.1 Fountains With Sculpture	3	3	-	Poor to Excellent <sup>1</sup>

<sup>1</sup> Routine maintenance was performed on the Neptune Fountain in FY 2023.

#### 6. Supreme Court Building and Grounds

The U.S. Supreme Court of the United States is richly adorned with decorative carvings in marble and wood, decorative metal and plaster work and decorative painting.<sup>10</sup>

ARCHITECTURAL FINE ART	AS OF 9/30/22	AS OF 9/30/23	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

#### 7. U.S. Botanic Garden

The 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, outside gardens, Bartholdi Gardens and the Production Facility
- Plants listed for rotation into permanent exhibits in the Conservatory, outside gardens or Bartholdi Gardens
- 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 Wild Fauna and Flora repository agreement, through interagency transfer or by other means

<sup>10</sup> The collectible fine art within the Supreme Court of the United States does not fall under the AOC's jurisdiction and is cared for by the Curator of the Supreme Court of the United States.

- 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

The USBG uses the plant collection for exhibition, study and exchange with other institutions. Noteworthy plants include economically significant plants, medicinal plants, orchids, cacti, succulents, aroids, cycads and plants from Mediterranean regions. The USBG's gardens and living collections are important resources for the study of threatened plants and their conservation. The USBG maintains extensive database records of the plant collections, which track the location, condition and provenance of each plant. This information is available to the public on the USBG website. [➔](#) The collection is continually reviewed for accuracy in identification.

### 7.1 Outdoor Sculpture

OUTDOOR SCULPTURE	AS OF 9/30/22	AS OF 9/30/23	CHANGE	GENERAL CONDITION
7.1 Fountains with Sculpture	1	1	-	Good

### 7.2 Living Botanical Assets

The table identifies the USBG's inventory of living botanical assets. Plant inventories for FY 2023 and the prior five years are provided to facilitate comparison. At the end of FY 2023, the USBG held more than 9,000 accessions including more than 42,000 individual plants at the Conservatory and the Blue Plains Production Facility in southwest Washington, D.C. The USBG maintains nearly 6,000 unique taxa in its collections.

ALL PLANTS (INCLUDING ORCHID COLLECTION)				
FY	ACCESSIONS <sup>1</sup>	NAMES (TAXA) <sup>2</sup>	INDIVIDUALS <sup>3</sup>	DEACCESSIONS <sup>4</sup>
2018	9,105	6,041	41,470	1,017
2019	9,651	6,282	43,523	1,531
2020	9,925	6,231	57,576	386
2021	9,612	6,035	42,045	737
2022	9,310	6,031	42,857	846
2023	9,116	5,959	42,801	1,510

<sup>1</sup> Current number of accessions assigned to living plants. An individual accession number might include multiple lots (divisions) that might include multiple individual plants.

<sup>2</sup> Number of names for living plants in our database. This includes species names, cultivars and varieties, and is restricted to only the names for plants that are living at the USBG. In many cases, the USBG has numerous accessions (from different times and sources) of the same named plant.

<sup>3</sup> 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).

<sup>4</sup> Number of deaccessions during the fiscal year. This is due to plants dying or being composted/discarded due to disease or a change in institutional need.

### Orchid Collection

The USBG's orchid collection contains more than 2,200 accessions and 2,800 individual orchids — the largest component of the USBG's plant inventory.

ORCHID COLLECTION				
FY	ACCESSIONS	NAMES (TAXA)	INDIVIDUALS	DEACCESSIONS
2018	3,110	1,324	3,513	611
2019	2,259	1,287	3,464	983
2020	2,368	1,336	4,830	-
2021	2,474	1,366	3,604	36
2022	2,568	1,484	3,245	239
2023	2,292	1,305	2,807	571

### 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 repair. This includes more than 150 tons of sculpture and stone removed from the East Front of the U.S. Capitol during its 1958 extension. The 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 RMAB maintains the architectural and engineering drawings, textual records and electronic records 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 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 protection. Digital scans of drawings are also important backups for the original drawings.

#### 9.1. Accessioned Materials

Accessioned materials represent the permanent records that have been accepted into the archival collection. Once accessioned, these materials receive archival holdings maintenance and archival description. Holdings maintenance enables ongoing preservation and includes rehousing in acid-free folders and storage boxes and digitizing into archival electronic formats. Archival description facilitates reference and research and includes updating finding aids, enhancing cross-references and cataloging in the archival databases.

### ***9.1.1. Architectural and Engineering Drawings***

Beginning with plans for the construction of the U.S. Capitol 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 in various 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 files on previous projects aid the planning and development of new projects.

The AOC archives contain more than 194,000 architectural and engineering drawings with new materials added each year. The AOC has digitized approximately 60 percent of these drawings and indexed them in a 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 conservation 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 the buildings on the Capitol campus. 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 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. Preaccessioned Materials**

Preaccessioned materials account for all incoming materials that are transferred to the RMAB for the year and are categorized as Architectural and Engineering Drawings, Specifications and Other Textual Records or Electronic Archival Records. 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 nonrecorded materials that are not appropriate for accessioning into the archival collection. The process also identifies issues that may require resolution before the transfer, 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. Still Image Assets**

The PTIB produces still image assets relating to architectural design, construction, renovation, maintenance and restoration of the historic buildings and grounds under the AOC's care. The PTIB also documents major ceremonial events, works of art, and conservation projects and produces graphic slides, displays and videos for AOC and congressional use. PTIB still image assets also support the safety, security, training and communications offices of the AOC. The still image assets accounted for in this annual report are permanent historical records for the organization.

The AOC has an archive of more than 370,000 photographic still and motion 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. Each unique image has a control number (one image may exist in multiple formats). The AOC stores most of the glass and film negatives off-site for long-term preservation. Digital files are systematically backed up and copied.

## **9.5. Video Assets**

The PTIB produces video image assets relating to architectural design, construction, renovation, maintenance, and restoration of the historic buildings and grounds under the AOC's care. The PTIB also documents major ceremonial events, works of art, and conservation projects and produces graphic slides, displays and still images for AOC and congressional use. PTIB video image assets also support the safety, security, training and communications offices of the AOC. The moving image assets accounted for in this annual report are permanent historical records for the organization. They are final edited productions combining video, audio, graphical and multimedia elements.

## **9.6, 9.7 and 9.8 Reference Files, Library Materials and Conservation Reports**

One of the largest curatorial functions the AOC performs is maintaining the inventory 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, 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 AOC staff and contractors, the public, and Members of Congress and their staffs, and to provide information for 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.

RECORDS AND REFERENCE	AS OF 9/30/22		AS OF 9/30/23		CHANGE		GENERAL CONDITION	
	TRADITIONAL	ELECTRONIC	TRADITIONAL	ELECTRONIC	TRADITIONAL	ELECTRONIC	TRADITIONAL	ELECTRONIC
<b>9.1 Accessioned Materials</b>								
9.1.1 Architectural and Engineering Drawings	Approx. 194,172	-	Approx. 194,172	-	-	-	Fair to Excellent	N/A
9.1.2 Specifications and Other Textual Records (linear feet)	Approx. 9,207.25	-	Approx. 9,207.25	-	-	-	Fair to Excellent	N/A
9.1.3 Electronic Archival Records (megabytes (MB))	-	17,852.1	-	19,662.2	-	1,810.1	N/A	N/A
<b>9.2 Preaccessioned Materials</b>								
9.2.1 Architectural and Engineering Drawings	Rolls, small: 216 Rolls, medium: 209 Rolls, large: 202	-	Rolls, small: 18 Rolls, medium: 11 Rolls, large: 2	-	N/A	N/A	N/A	N/A
9.2.2 Specifications and Other Textual Records	Boxes, small: 2 Boxes, medium: 22 Boxes, large: 1	-	Boxes, small: - Boxes, medium: 82 Boxes, large: 1	-	N/A	N/A	N/A	N/A
9.2.3 Electronic Records (MB)	-	1,076.53	-	933.86	-	N/A	N/A	N/A
<b>9.3 Small Architectural Models</b>								
	18	-	18	-	-	-	Fair	N/A
<b>9.4 Still Image Assets</b>								
	376,523	-	391,882	-	15,359	-	Good to Excellent	N/A
<b>9.5 Video Assets</b>								
	36	-	86	-	50	-	TBD	-
<b>9.6 Reference Files (drawers)</b>								
	108	-	108	-	-	-	Good	N/A
<b>9.7 Library Materials (volumes)</b>								
	1,240	-	1,249	-	9	-	Good	N/A
<b>9.8 Conservation Reports (notebooks)</b>								
	479	-	488	-	9	-	Good	N/A

## Summary of Heritage Assets

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

CATEGORY	AS OF SEPTEMBER 30, 2023									AS OF SEPTEMBER 30, 2022								
	AOC JURISDICTION									AOC JURISDICTION								
	Capital Construction and Operations	Capitol Building	Capitol Grounds and Arboretum	House Office Buildings	Library Buildings and Grounds	Senate Office Buildings	Supreme Court Building and Grounds	U.S. Botanic Garden	Total	Capital Construction and Operations	Capitol Building	Capitol Grounds and Arboretum	House Office Buildings	Library Buildings and Grounds	Senate Office Buildings	Supreme Court Building and Grounds	U.S. Botanic Garden	Total
Memorial Trees	—	—	153	—	—	—	—	—	153	—	—	151	—	—	—	—	—	151
<b>Artwork</b>																		
<b>Fine Art</b>																		
<b>Interior Sculpture</b>																		
National Statuary Hall Statues	—	99	—	—	—	—	—	—	99	—	99	—	—	—	—	—	—	99
Other Statues	—	10	—	—	—	—	—	—	10	—	10	—	—	—	—	—	—	10
Possibly Joint Statues	—	3	—	—	—	—	—	—	3	—	3	—	—	—	—	—	—	3
Busts	—	15	—	1	—	—	—	—	16	—	16	—	—	—	—	—	—	16
Possibly Joint Busts	—	21	—	—	—	—	—	—	21	—	21	—	—	—	—	—	—	21
Other (Maquettes, etc.)	—	30	—	56	—	—	—	—	86	—	—	86	—	—	—	—	—	86
Subtotal	—	178	—	57	—	—	—	—	235	—	149	—	86	—	—	—	—	235
<b>Framed Oil Paintings</b>																		
Portraits	—	19	—	—	—	—	—	—	19	—	19	—	—	—	—	—	—	19
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	—	80	—	—	—	—	—	—	80
<b>Works of Art on Paper</b>																		
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	—	568	—	57	—	—	—	—	625	—	539	—	86	—	—	—	—	625
<b>Decorative Art</b>																		
Gilded Mirror Frames	—	91	—	—	—	—	—	—	91	—	91	—	—	—	—	—	—	91
Historic Furniture	—	39	—	—	—	—	—	—	39	—	39	—	—	—	—	—	—	39
Antique Clocks	—	10	—	—	—	—	—	—	10	—	10	—	—	—	—	—	—	10
Textiles	—	2	—	—	—	—	—	—	2	—	2	—	—	—	—	—	—	2
Subtotal	—	142	—	—	—	—	—	—	142	—	142	—	—	—	—	—	—	142
<b>Architectural Fine Art</b>																		
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	—	31	—	1	—	—	—	—	32
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	—	—	—	1	—	1	—	—	2
Sculptural Clock	—	—	—	—	1	—	—	—	1	—	—	—	—	1	—	—	—	1
Exterior Sculpture	—	—	—	—	1	—	—	—	1	—	—	—	—	1	—	—	—	1
Subtotal	—	198	—	40	170	65	11	—	484	—	198	—	41	170	65	11	—	485

CATEGORY	AS OF SEPTEMBER 30, 2023									AS OF SEPTEMBER 30, 2022								
	AOC JURISDICTION									AOC JURISDICTION								
	Capital Construction and Operations	Capitol Building	Capitol Grounds and Arboretum	House Office Buildings	Library Buildings and Grounds	Senate Office Buildings	Supreme Court Building and Grounds	U.S. Botanic Garden	Total	Capital Construction and Operations	Capitol Building	Capitol Grounds and Arboretum	House Office Buildings	Library Buildings and Grounds	Senate Office Buildings	Supreme Court Building and Grounds	U.S. Botanic Garden	Total
<b>Architectural Decorative Art</b>																		
Mantels	—	167	—	—	—	—	—	—	167	—	167	—	—	—	—	—	—	167
Chandeliers	—	285	—	—	—	—	—	—	285	—	285	—	—	—	—	—	—	285
Pendant Lights	—	155	—	—	—	—	—	—	155	—	155	—	—	—	—	—	—	155
Sconces	—	100	—	—	—	—	—	—	100	—	100	—	—	—	—	—	—	100
Rooms/Spaces With Decorative Murals	—	48	—	—	—	—	—	—	48	—	48	—	—	—	—	—	—	48
Subtotal	—	755	—	—	—	—	—	—	755	—	755	—	—	—	—	—	—	755
<b>TOTAL</b>	<b>—</b>	<b>1,663</b>	<b>—</b>	<b>97</b>	<b>170</b>	<b>65</b>	<b>11</b>	<b>—</b>	<b>2,006</b>	<b>—</b>	<b>1,634</b>	<b>—</b>	<b>127</b>	<b>170</b>	<b>65</b>	<b>11</b>	<b>—</b>	<b>2,007</b>
<b>Architectural Features</b>																		
<b>Outdoor Sculptures</b>																		
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
<b>Landscape Features and Fixtures</b>																		
Urns	—	—	20	—	—	—	—	—	20	—	—	20	—	—	—	—	—	20
Lighting Fixtures	—	—	166	—	—	—	—	—	166	—	—	166	—	—	—	—	—	166
Basins	—	—	2	—	—	—	—	—	2	—	—	2	—	—	—	—	—	2
Subtotal	—	—	188	—	—	—	—	—	188	—	—	188	—	—	—	—	—	188
<b>TOTAL</b>	<b>—</b>	<b>—</b>	<b>198</b>	<b>—</b>	<b>3</b>	<b>—</b>	<b>—</b>	<b>1</b>	<b>202</b>	<b>—</b>	<b>—</b>	<b>198</b>	<b>—</b>	<b>3</b>	<b>—</b>	<b>—</b>	<b>1</b>	<b>202</b>
<b>Reference and Library Materials</b>																		
Art and Reference Files (Drawers)	108	—	—	—	—	—	—	—	108	108	—	—	—	—	—	—	—	108
Art and Reference Library (Volumes)	1,249	—	—	—	—	—	—	—	1,249	1,240	—	—	—	—	—	—	—	1,240
<b>TOTAL</b>	<b>1,357</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>1,357</b>	<b>1,348</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>1,348</b>
<b>Archival Records</b>																		
Architectural and Engineering Drawings	194,172	—	—	—	—	—	—	—	194,172	194,172	—	—	—	—	—	—	—	194,172
Specifications and Other Textual Records (Linear Feet)	9,207.25	—	—	—	—	—	—	—	9,207.25	9,207.25	—	—	—	—	—	—	—	9,207.25
Small Architectural Models	18	—	—	—	—	—	—	—	18	18	—	—	—	—	—	—	—	18
Conservation Reports	488	—	—	—	—	—	—	—	488	479	—	—	—	—	—	—	—	479
Video Assets	86	—	—	—	—	—	—	—	86	36	—	—	—	—	—	—	—	36
Still Image Assets	391,882	—	—	—	—	—	—	—	391,882	376,523	—	—	—	—	—	—	—	376,523
<b>TOTAL</b>	<b>595,853</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>595,853</b>	<b>580,435</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>580,435</b>
<b>Electronic Archival Records (MB)</b>																		
Materials (Accessioned)	19,662.20	—	—	—	—	—	—	—	19,662.20	17,852.10	—	—	—	—	—	—	—	17,852.10
<b>TOTAL</b>	<b>19,662.20</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>19,662.20</b>	<b>17,852.10</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>—</b>	<b>17,852.10</b>
<b>Living Botanical Assets (Accessions)</b>																		
	—	—	—	—	—	—	—	9,116	9,116	—	—	—	—	—	—	—	—	9,310

**Note:** The table does not display preaccessioned materials. These materials have been transferred to the RMAB but have yet to be screened and registered as part of the AOC's archival collection.

\*A maquette of Rosa Parks was previously included in two categories. This was corrected in FY 2023.





## SECTION FOUR

# Other Information

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### Overview

The Other Information section presents required financial, operational, stewardship and performance information that supplements the prior sections of this report. The section provides a summary of the financial statement audit and management assurances, including tables of audit results, material weaknesses in internal controls and financial system nonconformances. The information is a summary of the independent auditor's financial statement audit, management's evaluation of internal controls using the *Federal Managers' Financial Integrity Act of 1982* (FMFIA) and guidance from OMB Circular A-123. Additional information comes from management's evaluation of financial systems' conformance with financial system requirements, referencing FMFIA and the *Federal Financial Management Improvement Act* (FFMIA).

The section also includes the Office of Inspector General's (OIG) summary of management opportunities and performance challenges. Additional subsections address payment integrity and real property capital planning. The section concludes with three mandatory congressional reports on the energy savings and sustainability, small business and human capital management programs.

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Previous page: Fourteen Olmsted lanterns on the U.S. Capitol Grounds were cleaned and preserved this fiscal year.

## Summary of Financial Statement Audit and Management Assurances

The summary of audit material weaknesses and other requirements of the FMFIA are provided in **Tables 15 and 16**.

**Table 15. Summary of Financial Statement Audit**

AUDIT OPINION TYPE	Unmodified				
RESTATEMENT (YES/NO)	No				
MATERIAL WEAKNESSES	BEGINNING BALANCE	NEW	RESOLVED	CONSOLIDATED/ REASSESSED	ENDING BALANCE
Control Gap Identified for Respective Reviews of Estimates	1	0	1	0	0
	0	0	0	0	0
<b>Total Material Weaknesses</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>

**Table 16. 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
Control Gap Identified for Respective Reviews of Estimates	1	0	1	0	0
	0	0	0	0	0
<b>Total Material Weaknesses</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>

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
<b>Total Material Weaknesses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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
<b>Total Nonconformances</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

COMPLIANCE WITH FEDERAL FINANCIAL MANAGEMENT IMPROVEMENT ACT (FFMIA)		
	AGENCY	AUDITOR
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. USSGL at Transaction Level	No lack of compliance noted	No lack of compliance noted

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



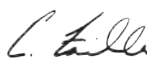
Office of Inspector General  
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United States Government

## MEMORANDUM

DATE: October 6, 2023

TO: Chere Rexroat  
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, 2023. 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 202.329.6408 or [christopher.failla@aoc.gov](mailto:christopher.failla@aoc.gov).

#### Distribution List:

Hajira Shariff, POC for Chief of Staff  
Curtis McNeil, Risk Management Officer

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



# Statement of Management Opportunities and Performance Challenges

FISCAL YEAR 2023



ARCHITECT OF THE CAPITOL  
OFFICE OF INSPECTOR GENERAL

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

## OFFICE OF INSPECTOR GENERAL MISSION

The Office of Inspector General (OIG) promotes efficiency, effectiveness and economy to deter and prevent fraud, waste, abuse and mismanagement in Architect of the Capitol (AOC) programs and operations. We do this through value-added, transparent, impactful, and independent audits, inspections and evaluations, and investigations. We strive to positively affect the AOC and benefit the taxpayer while keeping the AOC and Congress fully informed.

## INTRODUCTION

The OIG submits this Statement of Management Opportunities and Performance Challenges (Statement) in support of the AOC's Performance and Accountability Report (PAR) for fiscal year (FY) 2023 under best practice guidance identified in the Reports Consolidation Act of 2000<sup>1</sup> and Office of Management and Budget Circular A-136.<sup>2</sup> This Statement includes the most significant management opportunities and performance challenges facing the AOC as determined by the OIG based on trend analyses and observations as well as information uncovered during the performance of our oversight responsibilities.

## DEVELOPMENTS IMPACTING THE AOC IN FY 2023

This FY, the AOC underwent transformative changes among its senior leadership that impacted succession planning and strategic communications with AOC staff. These leadership challenges have had an impact on OIG reporting and a chilling effect on staff communication with the OIG regarding fraud, waste, abuse and mismanagement within AOC programs and operations.

The OIG recognizes the AOC's accomplishments in performing its core mission amid these challenges and highlights the management opportunities and performance challenges noted in this Statement to support effectiveness and efficiency and to detect and deter fraud, waste and abuse within AOC programs and operations.

## MANAGEMENT OPPORTUNITIES AND PERFORMANCE CHALLENGES

The challenges in the following list, in no order, illustrate the most significant areas and themes the OIG believes need improvement for the AOC to effectively manage its resources and minimize the potential for fraud, waste, abuse and mismanagement within the AOC's programs and operations. Addressing the issues related to these challenge areas will enable the AOC to increase operational efficiencies and improve mission effectiveness. These challenges are marked as new, renewed or closed for the FY.

Key OIG resources are included for each challenge and indicate work the OIG has either performed, overseen via an independent public accounting firm or referenced as an example of the challenge(s) noted. When applicable, these resources are hyperlinked to their corresponding full report on [Oversight.gov](https://www.oversight.gov).

<sup>1</sup> Public Law 106-531. Reports Consolidation Act of 2000. <https://www.congress.gov/106/plaws/publ531/PLAW-106publ531.pdf>.

<sup>2</sup> Office of Management and Budget. Circular A-136, *Financial Reporting Requirements*. <https://www.whitehouse.gov/wp-content/uploads/2021/08/Circular-A-136.pdf>.

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

1. Human Capital Management: Recruitment and Retention, Succession Planning and Employee Misconduct, and Noncompliance
2. Accessibility, Auditability and Records Retention
3. Waste and Accountability
4. Balancing Safety, Security and Preservation
5. Cyber Security
6. Working Capital Fund
7. Whistleblower Protections



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

## 1. HUMAN CAPITAL MANAGEMENT: RECRUITMENT AND RETENTION, SUCCESSION PLANNING AND EMPLOYEE MISCONDUCT, AND NONCOMPLIANCE



*Renewed for FY 2023*

Years Included: 2011-2014, 2019-2023

### Key OIG Resources

- [Architect of the Capitol Employee Requests AOC Supervisors to Falsify Time and Attendance Records While Submitting False Medical Records](#) (2022-0006-INVI-P)
- [Architect of the Capitol Employee Conducting Outside Employment Without Prior Approval and Submitting a False Leave Request](#) (2022-0007-INVI-P)
- [Architect of the Capitol Employee Alleged Unauthorized Use of AOC Motor Vehicle](#) (2022-0010-INVI-P)
- [Architect of the Capitol Employee Attended Personal Medical Appointments on Government Time with a Government Vehicle](#) (2022-0011-INVI-P)
- [Architect of the Capitol Employee Misuses AOC Identification to Gain Access to Unauthorized Areas of the U.S. Capitol Building While Utilizing Sick Leave](#) (2022-0012-INVI-P)
- [Architect of the Capitol Alleged Family and Medical Leave Act Policy Violation and Forgery](#) (2022-0017-INVI-P)
- [Alleged Theft of Government Property by Architect of the Capitol Employee](#) (2022-0018-INVI-P)
- [Clear, Consistent and Uniform Application of Architect of the Capitol Policy](#) (2023-0006-INVM-P)
- [Follow-Up Evaluation of the Congressional Request for Architect of the Capitol's Response to Sexual Harassment](#) (OIG-FLD-2022-01)
- [Follow-Up Evaluation of the Architect of the Capitol's Inventory Accountability and Controls](#) (OIG-FLD-2023-01)

### Why This Is a Challenge

Human capital management is a broad category of personnel-related activities that encompasses hiring and retention, benefits, payroll, training, wellness and employee and labor relations. This FY, we highlight recruitment and retention, succession planning, and continue to note employee misconduct and noncompliance.

### *Recruitment and Retention and Succession Planning*

For more than two decades, the Government Accountability Office (GAO) has identified strategic human capital management as a governmentwide risk area.<sup>3</sup> In its top challenges report, the Council of the

<sup>3</sup> GAO. 2023. *High Risk Series: Efforts Made to Achieve Progress Need to Be Maintained and Expanded to Fully Address All Areas*, GAO-23-106203. <https://files.gao.gov/reports/GAO-23-106203/index.html>.

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

Inspectors General on Integrity and Efficiency (CIGIE) identified recruiting and retaining a diverse and highly skilled staff, succession planning and knowledge management as key areas of concern across many federal agencies.<sup>4</sup> Since 2018, the AOC has experienced frequent turnover in top leadership positions. The AOC has had five Architect’s (two appointed and three acting) in the past five years and is currently recruiting to fill the top position once again.

For years, senior leaders and staff have assumed acting roles to fill vacant senior leadership positions — sometimes acting for more than two years. This FY, multiple members of the AOC’s senior leadership team departed either through resignation or termination. Agencies like the AOC face a greater risk of disruption in operations and performance when key personnel retire or leave the agency due to inadequate knowledge management practices and siloed communications. Acknowledging significant concerns pertaining to manager–employee communications and routine knowledge sharing, the agency indicates they will increase access to information and implement tools to hold leadership accountable.

The AOC is further challenged by the need for a diverse, specialized trade workforce. The agency faces competition from the private sector as well as other government entities as they all seek to attract the most qualified candidates from a readily shrinking pool.

Additionally, high turnover, especially in leadership, may affect the agency’s

reputation and ability to recruit qualified personnel. The 2022 Federal Employee Viewpoint Survey<sup>5</sup> (FEVS) results and Partnership for Public Services Best Places to Work in the Federal Government<sup>6</sup> support concerns regarding the AOC’s reputation and culture. The AOC was ranked 14 of 27 among midsize agencies, which is down from a ranking of 9 four years ago. The AOC was also ranked 22 of 24 in the category of effective leadership. These factors emphasize the need for effective succession planning. Succession planning is the process of identifying critical positions and selecting and developing key talent to ensure the continuity of operations. It helps ensure institutional knowledge, experiences and decision-making authority are effectively passed on.

The AOC’s Human Capital 2022-2026 Strategic Plan self identifies an aging workforce, loss of institutional knowledge, lack of documentation and inadequate staff mentoring as weaknesses. The agency plans to implement several goals and strategies to combat these weaknesses, including establishing a formal mentoring program. The AOC’s succession planning can also be strengthened by implementing strong policies, complete records and standard operating procedures and ensuring these policies are executed consistently across all jurisdictions.

### ***Employee Misconduct and Noncompliance***

Workplace compliance is necessary to ensure the safety of employees, achieve AOC’s strategic and operational goals and maintain a productive workforce. The OIG

<sup>4</sup> CIGIE. 2023. *Top Management and Performance Challenges Facing Multiple Federal Agencies*. <https://www.ignet.gov/sites/default/files/files/993-087CIGIE-TMPCReport9-12.pdf>.

<sup>5</sup> Administered by the Office of Personnel Management, FEVS is an organizational climate survey that assesses how employees jointly experience the policies, practices and procedures characteristic of their agency and its leadership. <https://www.opm.gov/fevs/>.

<sup>6</sup> Partnership for Public Service. 2023. *Best Places to Work in the Federal Government*. <https://bestplacestowork.org/rankings/detail/?c=AC00>.



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

continues to observe inconsistent application of and noncompliance with AOC policies and orders across many jurisdictions.

AOC policies and orders must be understood, accessible, frequently communicated and consistently applied across all jurisdictions to avoid potential fraud, waste and mismanagement; mitigate legal and safety risks; and increase the effectiveness and efficiency of AOC programs and operations. Additionally, strong internal controls, proper standard operating procedures, effective training and frequent communication demonstrate AOC leadership’s commitment to set clear expectations and mitigate risks. Inconsistent application of time and attendance and leave

rules, inconsistent application of telework and other work flexibilities, and definitions inconsistently applied across different policies are just a few examples of variable policy implementation that has been observed both within and across AOC offices and jurisdictions.

Increased employee misconduct and noncompliance may be an indication that employees are confused or unaware of their responsibility and obligation to adhere to AOC policies and orders. The AOC must be proactive and ensure policies, procedures and processes are current, reflect current legal requirements and incorporate industry and government best practices.



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

### 2. ACCESSIBILITY, AUDITABILITY AND RECORDS RETENTION

Renewed for FY 2023

Years Included: 2017-2023



#### Key OIG Resources

- [Review of the Architect of the Capitol's Multimillion-Dollar Construction Project Change Orders \(OIG-AUD-2023-04\)](#)
- [The Architect of the Capitol Lacked Sufficient Oversight of the Cannon Caucus Room Renovations \(OIG-AUD-2023-06\)](#)
- [Review of the Architect of the Capitol's Multimillion-Dollar Construction Project Change Orders \(OIG-AUD-2023-07\)](#)
- [Cannon House Office Building Renewal Project's Punch List and Warranty Work Process Lacked Sufficient Oversight \(OIG-AUD-2023-08\)](#)
- [Flash Report Series – Architect of the Capitol's Records and Archives Management \(2023-0001-IE-P\)](#)

#### Why This Is a Challenge

The OIG continues to recognize the AOC's challenge with executing standardized procedures for recording all transactions, communications and significant events in a manner that allows documentation to be readily available for examination. The OIG requests for documentation have continued to take the AOC and its contractors a sizeable amount of time to gather and provide. Often, requested documentation is either delayed, incomplete or not provided.

The AOC's procedures on documentation do not promote a fully standardized process; therefore, the documentation maintained varies between jurisdictions or offices. Documentation should be appropriately detailed and organized and contain sufficient information to support transactions, events and management decisions. Effective documentation provides a means to:

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

All transactions and events should be promptly recorded and documented to maintain relevance and value to AOC management and third-party stakeholders. Documentation should apply to the entire process or life cycle of a transaction or event from its initiation and authorization through final status in summary records. Properly managed and maintained documentation with identified points of responsibility and contact would better support management decisions and allow for improved management reviews and auditability that in turn supports the level of assurance required for key decision points.

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

### 3. WASTE AND ACCOUNTABILITY

*Renewed* for FY 2023

Years Included: 2018-2023



#### Key OIG Resources

- [Review of the Architect of the Capitol's Multimillion-Dollar Construction Project Change Orders \(OIG-AUD-2023-04\)](#)
- [The Architect of the Capitol Lacked Sufficient Oversight of the Cannon Caucus Room Renovations \(OIG-AUD-2023-06\)](#)
- [Review of the Architect of the Capitol's Multimillion-Dollar Construction Project Change Orders \(OIG-AUD-2023-07\)](#)
- [Cannon House Office Building Renewal Project's Punch List and Warranty Work Process Lacked Sufficient Oversight \(OIG-AUD-2023-08\)](#)
- [Evaluation of the Information Technology Division's Inventory Accountability and Controls \(2022-0002-IE-P\)](#)
- [J. Brett Blanton, Architect of the Capitol, Abused His Authority, Misused Government Property and Wasted Taxpayer Money \(2021-0011-INVI-P\)](#)

#### Why This Is a Challenge

Waste is the extravagant, careless or needless expenditure of AOC funds or the consumption of AOC property that results from deficient practices, systems, controls or decisions. Intent is not necessarily a factor in defining waste. This FY, the OIG has identified nearly \$2 million as questioned costs or funds put to better use. The OIG found the following concerns as major contributors: (1) ambiguous AOC policies and orders and (2) insufficient oversight of construction projects.

#### *Ambiguous AOC Policies and Orders*

As noted in challenge one, Human Capital Management, the OIG reports inconsistent and ambiguous language and instructions within current AOC policies and orders or omitted directives altogether. For example, AOC policies are silent on the definition of waste and thus do not identify internal controls to mitigate this risk.

The ambiguities reflect a vague definition of waste, a lack of well-defined or required roles and responsibilities and inconsistent record-keeping practices — in line with other challenges noted in this document. AOC policies and orders also lack comprehensive accountability standards pertaining to the wasteful use of government resources, such as inclusion of waste in AOC's discipline matrix. To this end, AOC policies and the discipline matrix are also silent on violations of noncooperation with the OIG, further leading to a chilling effect for effective oversight reporting.

In multiple instances, the OIG has identified substantiated investigations of wasteful actions and behaviors that occur without the appropriate consequence per AOC policy.

Also related, the OIG has regularly observed inconsistencies in holding staff accountable for their actions across and within

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

jurisdictions that have the potential to create an agency culture in which recurrent instances of wasting government and taxpayer resources could become commonplace. Some examples the OIG has encountered of actions that have gone without consequence include damage to AOC property due to lack of access controls, misuse of government resources and other waste issues.

### ***Insufficient Oversight of Construction Projects***

The OIG has identified waste for multiple construction projects resulting from the AOC's insufficient oversight of contract and specification compliance. OIG reviews have found various areas where the AOC needs to improve review and approval processes to ensure compliance with construction contract requirements.

This FY, the OIG's construction audits found \$803,150 in questioned costs and \$66,198 as funds put to better use due to insufficient documentation, noncompliance and errors. The OIG further notes that the AOC is expected to incur approximately \$1.17 million in additional costs to repair the Cannon Caucus Room for water damage that should have been prevented by the contractor.

### ***Antideficiency Act and Purpose Statute Violations***

Based on the results of an OIG investigation, the GAO determined that the AOC violated the Antideficiency Act when it obligated appropriations for the purchase of a passenger motor vehicle for use by the former Architect in excess of the FY 2021 statutory price limitation. The GAO further determined the AOC violated the purpose



statute when it obligated appropriations for expenses incurred in relation to the use of AOC vehicles by the then-Architect's family members.<sup>7</sup> These actions were not only ethical lapses by the former Architect but a failure of internal controls and wastes of taxpayer funds.

These examples indicate increased risk and financial loss to the AOC if not properly addressed through improved oversight, policy, internal controls and senior leadership strategy and vision. AOC senior leaders should acknowledge and address waste and hold staff accountable for wasteful practices.

Finally, and in parallel with other challenges noted in this Statement, waste and inconsistent accountability practices impact employee retention and increase the opportunity for fraud, waste and abuse by creating a perception and culture of allowability.

<sup>7</sup> GAO. Decision file B-333508, *Top Management and Performance Challenges Facing Multiple Federal Agencies*. September 7, 2023. <https://www.gao.gov/assets/830/828708.pdf>.

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

### 4. BALANCING SAFETY, SECURITY AND PRESERVATION

*Renewed for FY 2023*

Years Included: 2019-2023



#### Key OIG Resources

- [Flash Report Series – Architect of the Capitol’s Records and Archives Management](#) (2023-0001-IE-P)
- [Evaluation of the Architect of the Capitol’s Safety Inspection Program](#) (2022-0004-IE-P)

#### Why This Is a Challenge

The AOC’s mission to “Serve, Preserve, Inspire” recognizes the desire that all construction and renewal projects maintain the historical heritage of the Capitol campus. This effort is done, in part, using historically accurate, custom-designed and manufactured pieces, such as plasterwork and moldings, bollards and barricades, security systems and devices, railings and ironwork, which can add substantial costs and time to projects.

Historical heritage and archival requirements of the Capitol campus are supported through the AOC’s preservation operations and activities. AOC archives include paper and electronic records along with other unique material, such as architectural models and product samples. To provide efficient and effective archival and related educational and operational functions, the AOC should continue timely policy development and adequate resourcing to ensure historical records are preserved and accessible for ongoing and archived programs and operations.

Additionally, emergency preparedness and safety are also key considerations to this balance. Understandably, safety is an AOC core value. Though the AOC generally

performs well on this important topic, as with other challenges noted in this Statement, the OIG continues to note concerns with consistency and implementation across the Capitol campus. To this end, there is a noted inconsistency across jurisdictions in applying safety codes and standards and a past culture of not complying with safety regulations.

The OIG recognizes that there are multiple internal policies in the review process to address these issues; however, even those policies lack clear and comprehensive detail and structure. For the AOC to provide a robust safety culture, the agency must continue improvements to safety policies, technical guidance, management practices and standard operating procedures combined with consistent implementation and execution. Consequently, the AOC’s siloed communications and leadership turnover this FY have likely exacerbated safety and security strategic dialog and collaboration.

Finally, the AOC should consider additional coordination efforts with other Capitol campus stakeholders to develop a comprehensive emergency preparedness and safety mindset across the campus.

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

### 5. CYBER SECURITY

*Renewed* for FY 2023

Years Included: 2017-2023



#### Key OIG Resources

- [Evaluation of the Architect of the Capitol's Implementation of Federal Information Security Modernization Act of 2014, Fiscal Year 2022 \(2022-0005-IE-P\)](#)

#### Why This Is a Challenge

The AOC is responsible for the operations, maintenance, development and preservation of the Capitol campus. Additionally, it is responsible for effectively managing the information technology (IT) used in AOC programs and operations, especially as IT is increasingly integral to most aspects of these programs and operations. IT devices and components are generally interdependent with disruption in one node impacting others.

Continued public and private data breaches and attacks underscore the importance of securing sensitive data and clearly demonstrate that the AOC is also vulnerable. Sophisticated attacks can result in significant releases of information and potential damage to AOC IT infrastructure as well as the security of the Capitol campus.

The OIG continues to document cybersecurity risks and vulnerabilities that impact the AOC. In an era of ever-increasing cyber threats, the AOC faces challenges effectively applying security policies and directives consistently and implementing cyber security best practices across all offices and jurisdictions. The AOC must continue to implement effective

information security programs and practices to protect privacy and defend systems from intrusions, attacks and unauthorized access.



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

### 6. WORKING CAPITAL FUND

Renewed for FY 2023

Years Included: 2019-2023



#### Key OIG Resources

- [Government Accountability Office Architect of the Capitol—Proposal for Establishment of a Working Capital Fund \(B-328065\)](#)
- [Evaluation of the Architect of the Capitol’s Fleet Management Program \(2021-0001-IE-P\)](#)

#### Why This Is a Challenge

Management of construction projects and other programs that cross appropriations pose both challenges and risks to the AOC that are not typical to other agencies. Though adequate planning and design can decrease some of these challenges, unforeseen circumstances can increase vulnerabilities and costs and create inefficiencies. To alleviate such risks, the AOC establishes policies and procedures, though some risks reach across the agency.

With no working capital fund, there are operational and programmatic redundancies leading to decentralized decision-making. The OIG has recently observed an example of this in the AOC’s vehicle fleet management program. This issue creates inefficiencies, waste and duplication of efforts that could be mitigated through centralized efforts.



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

### 7. WHISTLEBLOWER PROTECTIONS

*Renewed* for FY 2023

Years Included: 2017-2023



#### Key OIG Resources

- [Office of Congressional Workplace Rights Recommendations for Improvements to the Congressional Accountability Act – 118th Congress](#)
- [Architect of the Capitol Supervisor Accusations of Abuse of Power, Mismanagement and Reprisal \(2022-0009-INVI-P\)](#)
- [Authority and Responsibilities of the OIG \(2023-0002-INVM-P\)](#)

#### Why This Is a Challenge

The OIG's independent hotline continues to be the greatest source of tips and complaints regarding fraud, waste and abuse within AOC programs and operations, and the OIG continues to treat all allegations with the utmost concern and consideration. To this end, the OIG emphasizes that complainants need not fear that the OIG will voluntarily or knowingly release their identity. Finally, the OIG continues to receive complaints from persons who wish to remain confidential due to fears of reprisal from AOC supervisors, managers and peers. While it is encouraging to see a willingness to report fraud, waste and abuse, AOC leadership has a responsibility to ensure employee confidence in reporting programs and oversight activities.

Likewise, AOC leadership has a responsibility to provide a safe work environment free from reprisals against those who do report. To do this, the AOC should reward integrity and emphasize to management that employees who "see something and say something" are not subject to reprisal. Employees should not be fearful of retribution or retaliation after reporting a crime or violation to the OIG or their own management. A single instance of

reprisal could cause a chilling effect on the reporting of information. As noted previously in challenge 3, Waste and Accountability, the AOC discipline matrix is silent regarding violations of noncooperation with the OIG.

The OIG documented an incident in which at least 17 employees had knowledge of alleged wrongdoing by the former Architect and did not report the wrongdoing to the OIG. It is unknown whether this was because the employees were not aware of their obligation to report under AOC policy or they feared reprisal. Either cause represents a fundamental breakdown and is unacceptable. Each of those employees should have felt protected and empowered to report the alleged misconduct.

The OIG recognizes that legislation is required to fully address this issue for the Legislative Branch as a whole and that the AOC does maintain a policy guarding against retaliation. However, the AOC may consider strengthening its own internal policies for whistleblower protections as other agencies have done and/or working with Congress to include statutory whistleblower protections.



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



### CONCLUSION

All federal agencies and offices have areas in which improvements are needed. This Statement is written from the OIG’s perspective and should be understood 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 made on these opportunities is very encouraging, and the management challenges noted in this Statement will serve to improve the AOC’s efforts to prevent and detect fraud, waste and abuse as well as improve the effectiveness and efficiency of its programs and operations. As the OIG identifies additional challenges, we will inform AOC management of findings and recommendations via audits, inspections and evaluations, follow-up evaluations, investigations, and management advisories. The intent of findings and recommendations is to improve upon the AOC’s programs and operations to meet its overall mission to “Serve, Preserve, Inspire.”

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



## HELP FIGHT FRAUD, WASTE AND ABUSE

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The Olmsted Terrace walls span nearly 1,600 linear feet and reach a height of approximately 20 feet.

## Payment Integrity

### IMPROPER PAYMENTS

The *Payment Integrity Information Act of 2019* (PIIA) requires federal agencies to reduce improper and erroneous payments. OMB Circular A-123, Appendix C, Requirements for Payment Integrity Improvement, also provides improper payment reporting guidance. Detailed information on improper payments for the U.S. government is available online. [➔](#)

The AOC does not have any programs that were designated by the OMB as high priority and, therefore, the AOC's data is not included on this website. As a legislative branch agency, the AOC is not subject to PIIA nor to the related OMB guidance and does not have a formal improper payments program. Therefore, the AOC also does not provide payment accuracy data to the OMB for display on its website. Nonetheless, as part of the internal control and risk assessment program, the AOC monitors payment accuracy and refers to PIIA and OMB Circular A-123, Appendix C for guidance.

By agency policy, the AOC conducts quarterly financial reviews (QFR) of its jurisdiction-level program obligations and spending. These reviews have improved the reliability of the financial statements and budget execution reports. The Chief Financial Officer manages the reviews and uses them to identify inaccurate payments and determine the effectiveness of controls over obligation and payment processes. This fiscal year, the implementation of a new QFR process to address the untimely de-obligation of unliquidated obligations continued.

An automated application validates open obligations throughout the organization.

The AOC does not administer programs for grants, benefits or loans. The agency's most significant expenses are payroll and employee benefits, which are administered by the U.S. Department of Agriculture's shared service provider, the National Finance Center. The most substantial nonpayroll expenses are payments to vendors for construction efforts, professional services and goods procured during normal operations. More information on improper payment monitoring efforts is included in **Section One: Management's Discussion & Analysis** under Management Assurances and Other Financial Compliances.

### DO NOT PAY INITIATIVE

Treasury's Do Not Pay Initiative provides resources for agencies to review payment eligibility for the purpose of identifying and preventing improper payments to vendors. The AOC uses Treasury's IPP, a secure online platform, to centralize its invoice payment process and improve payment accuracy. The IPP partners with Treasury's Do Not Pay business center to help prevent and reduce improper payments in a cost-effective manner.

### GRANTS OVERSIGHT AND NEW EFFICIENCY ACT

The *Grants Oversight and New Efficiency Act* requires federal agencies to report a listing of federal grants awarded and the closeout status of each awarded grant. The AOC does not administer any federal grant programs.



Phase 3 of the Cannon Renewal Project was completed in FY 2023.

## Real Property Capital Planning

The AOC’s mission includes responsibility for managing a unique real estate portfolio. 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 in **Table 17**. The total square footage reported represents property that is distinct to the AOC and its wide-ranging mission; it includes offices, congressional committee rooms, legislative chambers, a court chamber, exhibition space, a botanic conservatory, plant production facilities, a visitor center, gift shops, restaurants, a power plant, utility tunnels, book storage modules and other sites. The total footprint increased by more than one million square feet over the FY 2015 baseline. This is

primarily due to the 2017 transfer of the O’Neill House Office Building from the GSA and the FY 2023 completion of the Library of Congress’ Book Module 6 storage facility. This space supports the U.S. House of Representatives and serves as swing space during the Cannon Renewal project.

The agency is committed to using its facilities as efficiently as possible. To reduce the operations and maintenance costs associated with its real property portfolio, the AOC implements efficiency improvements when possible. The improvements include enhancing building system controls and performance monitoring capabilities to reduce energy and water usage, implementing cogeneration technology at the Capitol Power Plant and using ESPCs to fund energy savings improvements. See the Energy and Sustainability Program Management Report for more information about the energy reduction program.

**Table 17. Real Property Baseline Comparison**

	FY 2015 BASELINE (ROUNDED)	FY 2023 (ROUNDED)	CHANGE FROM BASELINE (INCREASE/DECREASE)
<b>Total Square Footage (In Millions)</b>	More than 17.4	More than 18.5	Increase by 1.1



Restored stonework at the U.S. Capitol.

## Energy and Sustainability Program Management Report

The AOC is required to meet annual reductions in energy consumption under the *Energy Policy Act of 2005* (EPAAct) and the *Energy Independence and Security Act of 2007*. This report was created to meet the reporting requirements of these laws and inform Congress and the public of the AOC's progress on meeting its energy efficiency goals as well as its commitments to sustainability and water efficiency. It includes details on energy expenditures and savings estimates, energy management and conservation projects, sustainability initiatives and future priorities.

Fiscal Year 2023 represents the eighth year of ambitious performance requirements, and the AOC continues to progress toward its FY 2025 energy reduction goal. The sustainability strategy focuses on energy, water, high-performance buildings and sustainable waste management. As shown in **Figure 27**, energy consumption declined by 51.4 percent from the agency's FY 2003 baseline, exceeding the 46 percent reduction target and the FY 2025 goal of 50 percent energy reduction. Continued efforts to retro-commission the Rayburn and Longworth House Office Buildings and the Russell Senate Office Building, and new efforts in the U.S. Capitol further enhanced energy efficient operations. Greenhouse gas emissions were also reduced this fiscal year, achieving a 52 percent reduction from the FY 2006 baseline, exceeding the FY 2023 reduction goal of 35 percent. The reduction represents an approximate decrease of 153,000 metric tons of emitted carbon dioxide.

Energy audits were completed at the Longworth, Russell and Dirksen Office Buildings and the CVC and audits began at the Rayburn, Ford and Hart Office Buildings as well as at the U.S. Capitol Police Headquarters. The audits identify conservation opportunities at those facilities to support energy performance improvements and the

adoption of new clean energy technology. The National Renewable Energy Laboratory conducted solar and water resiliency studies on the Capitol campus. The solar study will determine the economic feasibility of installing solar panels on the Capitol campus. Based on that determination, the AOC will identify potential facilities considering historical preservation and a long-term planning perspective.

### ENERGY EXPENDITURES AND SAVINGS ESTIMATES

The implementation of multiple ESPCs, a utility energy service contract (UESC) and other infrastructure investments have provided more than \$200 million in cost avoidance savings and reduced the agency's long-term energy demand. From FY 2015 to FY 2023, the AOC voluntarily continued its partnership with stakeholders to manage one of the federal government's most effective energy and sustainability programs. This fiscal year, the most impactful energy savings efforts included performance improvements through retro-commissioning and the completion of the Library of Congress ESPC project.

As detailed in **Table 18**, approximately \$502,000 in direct appropriations funded efficiency improvements and performance improvements such as building automation and lighting upgrades. Further, the ESPCs implemented at the U.S. Capitol and the House and Senate office buildings during previous years continue to generate savings. In FY 2023, the ESPC for the Library of Congress buildings exceeded the projected energy savings from the completion of lighting and mechanical work.

### ENERGY MANAGEMENT AND CONSERVATION PROJECTS

The AOC incorporates energy conservation and sustainable best practices into major design and construction projects executed across

**Table 18. FY 2023 Investments in Energy and Water Management**

SOURCES OF INVESTMENT	DIRECT APPROPRIATIONS	FY 2023 ANNUAL GOAL-SUBJECT ENERGY SAVINGS (MMBTU)	
Energy and Sustainability Program Expenditures	\$501,960	57,913	
ESPC/ UTILITY ENERGY SERVICE CONTRACT (UESC) EXPENDITURES	FY 2023 ANNUAL PAYMENTS	GUARANTEED ANNUAL COST SAVINGS	FINAL PAYMENT
House Office Buildings ESPC	\$4,919,704	\$4,950,664	FY 2027
Senate Office Buildings ESPC	\$4,904,743	\$4,904,843	FY 2027
Capitol Power Plant Cogeneration UESC	\$3,270,860	\$3,270,860	FY 2037
Library of Congress ESPC (project management only)	\$3,936,522	\$3,955,247	FY 2039
<b>FY 2023 Annual Payment Total</b>	<b>\$17,031,829</b>	<b>\$17,081,614</b>	

Note: Table includes corrections for calculation errors, excess project energy, baselining new buildings and cogeneration site versus source credit. Annual consumption and cost figures do not reflect final FY 2023 expenditures. Energy savings are measured in million British thermal units (MMBTU), the measure of energy content in fuel.

the Capitol campus by incorporating an integrated design process and implementing a Sustainability Scorecard. The program aims to protect and reinvest in the environment while minimizing the agency’s total life cycle ownership costs of the facilities.

Energy, water and sustainability initiatives focus on performance metrics, metering, commissioning, building automation, recycling and integrated design. The FY 2023 targets included:

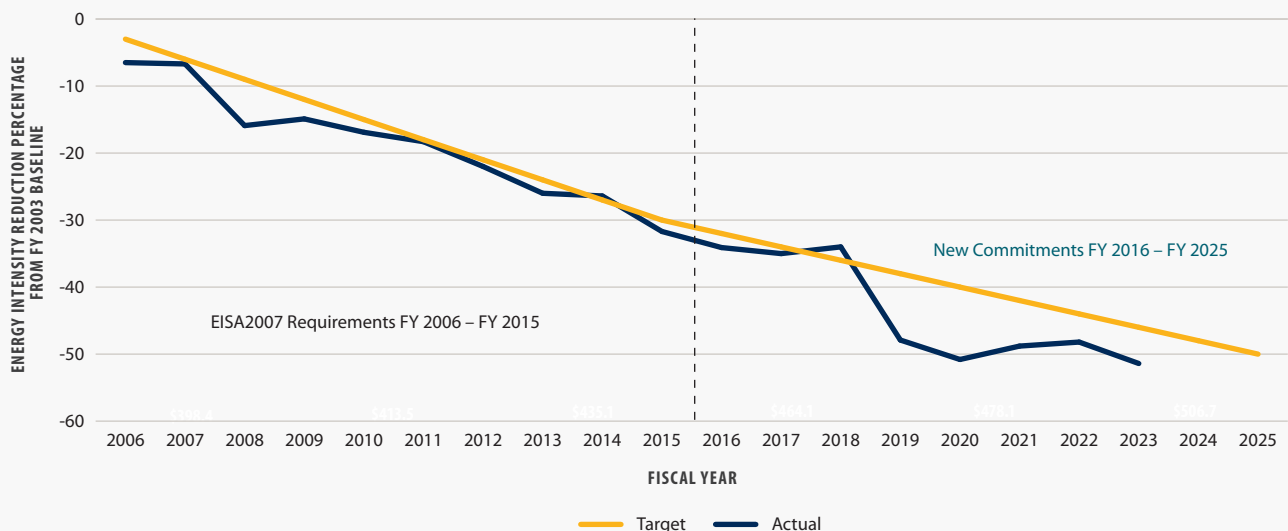
- 46 percent energy reduction (from FY 2003 baseline). **Goal Met** ✓
- 35 percent greenhouse gas emissions reduction (from FY 2006 baseline). **Goal Met** ✓
- 32 percent water use reduction (from FY 2008 baseline). **Goal Met** ✓

- 50 percent diversion of building occupant waste. **Goal Not Met** ✗
- 90 percent diversion of construction and demolition debris. **Goal Met** ✓
- 10 percent of waste compostable. **Goal Not Met** ✗

Improving energy and sustainability performance provides:

- Financial benefits from reduced operating costs
- Customer service payoffs from increased client satisfaction and improved reputation
- Agency payoffs from reduced staff risks, new innovative tools and data to increase facility performance and accountability
- Enhanced energy and sustainability communications toward improved conservation, sustainable practices, health and wellness

**Figure 27. Energy Reduction Commitments and Results**



In FY 2023, the AOC employed cost-effective strategies to meet sustainability targets. The agency focused attention on building energy performance plans, energy audits, sustainability project scorecards and sharing best practices across jurisdictions to reduce operating costs and conserve resources. In addition, the AOC has used public-private partnerships such as ESPCs and a UESC to fund major energy and sustainability improvements. In total, \$200 million has been invested in energy improvements financed by energy savings. The AOC completed the Library of Congress ESPC project this fiscal year. This highly successful project is exceeding its guaranteed energy savings performance targets. The AOC also continues to employ retro-commissioning to address malfunctioning equipment, automation and control logic deviations. To promote sustainability education, facilitate information-sharing and engage employees across the agency in sustainable practices, the AOC established an agencywide Community of Practice this fiscal year.

### FUTURE PRIORITIES TO ENSURE COMPLIANCE

The AOC will continue to identify cost-effective opportunities to improve energy and water performance and reliability and environmental conditions in its buildings. For most of FY 2023, building ventilation systems operated with extended schedules and enhanced filtration in response to the COVID-19 pandemic. This significantly increased energy consumption but is expected to be a temporary

increase until such time that buildings can return to normal operations. Projects such as the Library of Congress ESPC, Cannon Renewal and building retro-commissioning will maintain high levels of energy reduction. The cornerstones of the energy and sustainability program are to maintain and optimize existing building performance through operational improvements and control strategies, to make incremental improvements through small-scale retrofits and equipment replacements, to continue long-term and interim building performance metrics and track them through metering and data analytics and to ensure operations and maintenance staff receive appropriate training. The EAM strategic objective will support energy conservation efforts by bringing together energy consumption and performance data within an enterprise-level asset management system.

### DATA TABLES

The data tables (**Tables 19, 20, 21 and 22**) provide a summary of progress in meeting 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, baselining new buildings and the cogeneration site versus source credit. Annual consumption and cost figures do not reflect final FY 2023 expenditures.

#### 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. AOC 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	176,644.1	\$22,152.1	\$0.13	/kWh	602.6	1,892.6
Fuel Oil	KGal	63.6	\$89.6	\$1.41	/Gallon	8.9	8.9
Natural Gas	KCF	1,328,082.5	\$15,269.0	\$11.50	/KCF	1,328.1	1,394.5
Coal	Short Ton	0.0	\$0.0	\$0.00	/Short Ton	0.0	0.0
Purchased Steam	BBTU	23.0	\$114.8	\$5.00	/MMBTU	23.0	51.0
Site/Source Credit*	BBTU	(433.1)			/MMBTU	(433.1)	
Excluded Steam	BBTU	(173.6)	(\$6,789.1)	\$39.10	/MMBTU	(173.6)	(248.1)
Excluded CHW	BBTU	(15.8)	(\$394.9)	\$24.99	/MMBTU	(15.8)	(20.1)
Excluded Security	BBTU	(2.8)	(\$54.3)	\$19.38	/MMBTU	(2.8)	(8.8)
<b>PURCHASED RENEWABLE</b>							
Electric	MWh	17,181.0	\$1,949.2	\$0.11	/kWh	58.6	0.0
Other	BBTU				/MMBTU		
<b>Totals</b>	<b>BBTU</b>	<b>1,395.9</b>	<b>\$32,336.4</b>			<b>1,395.9</b>	<b>3,070.0</b>
<b>FY 2023 Goal Subject Buildings Gross Square Feet (Thousands)</b>		<b>16,850.0</b>	<b>FY 2023 Goal Subject Buildings Actual KBTU/GSF</b>			<b>82.8</b>	<b>182.2</b>

\*Site/Source Credit accounts for displaced grid electricity per U.S. Department of Energy guidance.



**Table 20. AOC Goal Excluded Buildings**

UTILITY TYPE	CONSUMPTION UNITS	ANNUAL CONSUMPTION	ANNUAL COST (\$ IN THOUSANDS)	UNIT COST (\$)	UNIT OF MEASURE	SITE DELIVERED BBTU	ESTIMATED SOURCE BBTU
Electric	MWh	30,661.8	\$3,315.8	\$0.11	/kWh	104.6	328.5
Fuel Oil	KGal	390.1	\$1,246.3	\$3.19	/Gallon	54.6	54.6
Natural Gas	KCF	24,174.4	\$242.7	\$0.01	/KCF	24.2	25.4
Coal							
Purchased Steam							
Excluded Steam	BBTU	173.6	\$6,789.1	\$39.10	/MMBTU	173.6	248.1
Excluded CHW	BBTU	15.8	\$394.9	\$24.99	/MMBTU	15.8	20.1
Excluded Security	BBTU	2.8	\$54.3	\$19.39	/MMBTU	2.8	8.8
<b>Purchased Renewable</b>							
Electric							
Other							
<b>Totals</b>	<b>BBTU</b>	<b>375.6</b>	<b>\$12,043.1</b>			<b>375.6</b>	<b>685.4</b>
<b>FY 2023 Goal Excluded Buildings Gross Square Feet (Thousands)</b>		<b>1,083.3</b>	<b>FY 2023 Goal Excluded Buildings Actual KBTU/GSF</b>			<b>207.5</b>	<b>378.6</b>

**Table 21. Strategic Goal Performance**

ENERGY MANAGEMENT REQUIREMENT	FY 2003 KBTU/GSF	FY 2023 KBTU/GSF	PERCENT CHANGE FY 2003–FY 2023	FY 2023 GOAL TARGET
Reduction in Energy Intensity in Facilities Subject to EAct Goals	166.930	82.844	(50.4%)	(46.0%)
RENEWABLE ENERGY REQUIREMENT	RENEWABLE ELECTRICITY USE (MWh)		TOTAL ELECTRICITY USE (MWh)	PERCENTAGE
Eligible Renewable Electricity Use as a Percentage of Total Electricity Use	17,181		224,487	7.7%
WATER INTENSITY REDUCTION GOAL	FY 2007 GALLON/GSF	FY 2023 GALLON/GSF	PERCENT CHANGE FY 2007–FY 2023	FY 2023 GOAL TARGET
Reduction in Potable Water Consumption Intensity	28.2	13.8	(51.1%)	(32.0%)
SUSTAINABLE WASTE MANAGEMENT	PERFORMANCE METRIC		FY 2023 GOAL	FY 2023 ACTUAL
Divert Building Occupant Waste	Waste Diverted/ Total Occupant Waste		50.0%	36.0%
Reduce, Reuse and Recycle Construction and Demolition Debris	Waste Diverted/ Total Construction Waste		90.0%	95.0%
Compost Nonconstruction Waste	Waste Diverted/ Total Occupant Waste		10.0%	9.0%

**Table 22. Other Energy and Water Information**

UTILITY METERING	NUMBER OF BUILDINGS METERED	METERED AREA (GSF)	PERCENT OF BUILDINGS METERED	PERCENTAGE OF AOC ADVANCED METERING
Electric	79	21,373,419	100%	90%
Steam	27	19,514,362	99%	99%
Natural Gas	22	1,768,311	100%	0%
Chilled Water	25	16,251,351	99%	99%
Potable Water	29 buildings 8 other	17,381,130	99% with meters 66% estimated	65%
COGENERATION	OPERATIONAL PERIOD	OPERATIONAL DAYS	SITE VS. SOURCE CREDIT (BBTU)	TOTAL MWh PRODUCED
Capitol Power Plant Combined Heat and Power	Oct 2022 thru Sep 2023	330	433.1	53,172.4



The comprehensive 10-year Cannon Renewal modernization and restoration project included renovation of the Veterans' Affairs Hearing Room.

## 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 procurement authority does provide discretion in the level of competition required when using small purchase procedures for open market purchases. To direct more business opportunities to the small business community, the AOC created a small business subcontracting program and a small business set-aside program for purchases of \$250,000 or less. The agency also works collaboratively with the U.S. Small Business Administration to implement and operate small business programs.

The AOC established socioeconomic goals through its small business programs for prime contract awards to small businesses; small, disadvantaged businesses; women-owned small businesses; veteran-owned small businesses; service-disabled veteran-owned small businesses and Historically Underutilized Business Zone (HUBZone) small business concerns. In FY 2023, as shown in **Table 23**, 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 business concerns seeking information regarding the AOC's procurements, ongoing data collection efforts on the types of businesses that the AOC uses and actively seeking small business concerns for small purchases.

**Table 23. Small Business Program Accomplishments, October 1, 2022, to September 30, 2023**

CATEGORY	GOAL	ACHIEVEMENTS*	GOAL MET?
Small Business	65.0%	75.2%	Yes
Small Disadvantaged Business	8.0%	21.7%	Yes
Women-Owned Small Business	11.0%	17.5%	Yes
Veteran-Owned Small Business	4.0%	6.3%	Yes
Service-Disabled Veteran-Owned Small Business	1.0%	2.6%	Yes
HUBZone Small Business	1.0%	2.7%	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 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 agency provides the results of this evaluation on an annual basis 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. The personnel management system includes:

- A fair employment system
- Equal employment opportunity/affirmative employment programs
- Classification of positions
- Employee training and development
- A performance appraisal system
- A fair and equitable system to address misconduct and performance
- An 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 and promotes personnel based on merit and fitness, and to achieve this through fair and equitable consideration of all applicants and employees via open competition. The agency complies with the HR Act by promoting fairness in hiring and promotions through policies and procedures that ensure equal employment opportunities, with selection and advancement decisions determined by operational requirements and candidates' knowledge, skills and abilities.

The Career Staffing Plan policy, AOC Order 335, provides uniformity in conducting and documenting the recruitment and hiring process. This policy is consistent with best practices in the public and private sectors.

#### Program Highlights:

The AOC's Human Capital Management Division (HCMD) has continued to identify and leverage professional industry and diversity-based associations to increase awareness of the AOC's mission and promote career opportunities at the agency. Partnerships with these organizations allow the AOC to target specific audiences with needed skill sets and knowledge through job postings, email campaigns and networking. These efforts help to strengthen and diversify applicant pools for some of the agency's most hard-to-fill positions. In FY 2023, the agency developed and cultivated networking relationships with approximately 20 new organizations.

The AOC also continues to foster relationships with educational institutions to recruit candidates for early career positions and pathway opportunities such as the AOC's summer internship program. In FY 2023, the agency engaged students by hosting an in-person

information session and Capitol tour with Catholic University and an information session with Howard University's College of Engineering and Architecture. The AOC also participated in career fairs with University of Maryland, University of the District of Columbia (Division of Workforce Development & Lifelong Learning), East Coast Polytechnic Institute, Edison Academy, College of Southern Maryland, University of Virginia and Morgan State University. These expanded recruitment activities and the promotion of AOC internship opportunities through social media, email campaigns and job postings resulted in 82 summer interns participating in this year's program.

In FY 2023, for the first time, the AOC partnered with the American College of the Building Arts (ACBA), the only college in the country that fully integrates professional training in the traditional building trades with a liberal arts core curriculum. Seven students majoring in architecture, masonry and carpentry were selected for summer internships, gaining valuable, hands-on work experience in their fields. The agency will build on this foundation to cultivate ACBA students' interest in job opportunities at the AOC upon graduation.

### EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE EMPLOYMENT 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 has procedures for monitoring its progress in ensuring a diverse workforce. The Diversity, Inclusion and Dispute Resolution (DI/DR) office carries out the agency's Equal Employment Opportunity Program, outlined in AOC Policy Memorandum 24-2c, Equal Employment Opportunity.

#### Program Highlights:

The AOC hires and advances individuals based on merit without regard to race, color, sex (to include pregnancy, sexual orientation and gender identity), religion, age, national origin, disability or involvement in protected equal employment opportunity (EEO) activity. This fiscal year, the DI/DR office established a Diversity, Equity, Inclusion and Accessibility Program Manager position within the office and was actively recruiting at the time of this report. This position will monitor employment data to identify potential barriers to EEO throughout the employment cycle, promote affirmative employment, assist employees in addressing and resolving concerns and ensure the agency upholds the commitment to a diverse and respectful work environment that is free of harassment, discrimination and retaliation. The DI/DR office also promotes full access and integration for qualified individuals with disabilities into the workforce through the Reasonable Accommodation Program.

### 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 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 and Wage Grade positions and to determine duties, responsibilities, qualification requirements, position titles, series and grade levels.<sup>10</sup> The AOC pays prevailing rates to employees in recognized trades or in unskilled or skilled manual labor occupations and work leaders and supervisors. The AOC also has exempt personnel positions that are Senior Rated. Employees in these positions serve at the pleasure of the Architect of the Capitol.

The classification program seeks equity with similar positions in the external nonfederal sector. AOC Order 532, Pay Under the Architect's Wage System, articulates agency policy on position classifications and employee compensation determinations.

**Section One: Management's Discussion & Analysis** depicts the organizational structure as well as the number of positions in each jurisdiction.

### Program Highlights:

Every year, the AOC evaluates skilled trade positions, the primary employment category in the agency's workforce, which includes mission-critical and hard-to-fill positions. These comprehensive job studies are conducted to ensure positions are properly classified and graded and are comparable to other government agencies. The scope of the study includes an evaluation of salaries for the AOC's skilled trade positions against labor market compensation rates for comparable positions.

Preparation for these studies begin with a review of prior position studies and determination of the scope of the study by assessing changes in the agency's organizational structure, job series and types of positions. Positions are classified in accordance with the U.S. Office of Personnel Management (OPM) standards. In FY 2023, the AOC identified 16 mission-critical positions with retention and recruiting concerns to undergo the skilled trade study. The HCMD is also conducting eight skilled trade studies for positions that are identified as hard-to-fill.

## EMPLOYEE TRAINING AND DEVELOPMENT

The HR Act requires the AOC to establish and maintain an employee training and development program focused on improving agency performance and creating opportunities for career advancement. This program offers training opportunities for employees to develop desired behaviors, gain familiarity with industry standards, and enhance job-related knowledge, skills, abilities and technical competencies in accordance with their position. AOC Order 410-1, Training and Employee Development, ensures a consistent policy framework for the employee training and development program.

### Program Highlights:

#### *Establishment of AOC University*

In FY 2023, AOC University was established as a newly created organization with the mission of enhancing individual and organizational learning to optimize agency performance, support employees in achieving their career goals and position the agency to meet future business needs. AOC University operates by providing core competency training and professional growth and development programs across the enterprise, while individual Offices and Jurisdictions maintain the authority and resources to provide specialized training unique to their organization. This approach reduces costs and improves the breadth and quality of training employees receive. AOC University also supports the growth and retention components of the Human Capital Strategy by promoting skill development and career growth in line with employees' professional career aspirations and learning goals.

In collaboration with agency partners and executive leaders, and following approved business model recommendations, the AOC established a staffing strategy and organizational structure to support AOC University's core mission. The Chief Learning Officer leads AOC University and is supported by staff from the former Training and Employee Development Branch. In addition, the positions of the Training Program Director and Communications and Outreach Specialist were developed and staffed this fiscal year.

#### *AOC Learn Enhancements*

To support the launch of AOC University and align with the established business model approach, technical upgrades were identified for expanding the functionalities and future enhancements of AOC Learn, the agency's learning management system. The launch of AOC University introduced a prominent link on the employee intranet homepage, offering access to additional information, tools, resources, points of contact and one-click access to AOC Learn. AOC Learn is managed by AOC University and serves as the platform for employees to access and manage their training plans and courses.

In addition, employees have access to a customized list of mandatory training that includes reoccurring training requirements based on job duties. They also have around-the-clock access to a suite of on-demand online training courses available through Percipio. The Percipio platform provides a blended learning experience, allowing employees to engage in a variety of learning modalities, such as watching, reading, listening, practicing and attending live courses and events. It offers a wide range of popular learning topics, including communication essentials, customer service, leadership, Office 365, SharePoint, One Drive, Microsoft Project, Digital Automation, Data Analytics, Digital Transformation and Design Thinking.

<sup>10</sup> Title 5 U.S.C. § 5349 requires that rates for AOC employees be fixed and adjusted consistent with the public interest and in accordance with prevailing rates. OPM classification standards provide information on the occupational series, title, grade and pay system for positions performing white collar work in the federal government.

This fiscal year, AOC University enhanced the functionality of AOC Learn to support the training approval process. This enhancement enables the capture of real-time workflow status from the initiation of training to completion, with training completions automatically recorded in employee training histories. This results in more effective tracking capabilities.

### *Established Training Partnerships*

To address identified skill gaps, AOC University established two partnerships to offer agency-specific technical training. The first, Enterprise Training Solutions (ETS), is an online learning subscription that offers professional development opportunities for engineers, architects, facilities, maintenance and buildings personnel. ETS provides courses in architecture, facility management and engineering, including online courses, webinars, and live virtual classes to earn continuing education units for professional certifications. Course topics cover facility management, maintenance, engineering, sustainability, energy management, water efficiency, electrical, design, and construction trades. The second partnership, TPC, is an online pilot program that offers training in subject areas to improve or reskill employees, focusing on technical and troubleshooting skills for operations maintenance and safety. TPC also offers learning tracks for trades such as custodial, building grounds and facilities maintenance. Lessons include blueprints, schematics, math, measurements, materials, tools, troubleshooting, and relevant OSHA regulations for operations and maintenance personnel.

### *Developed Career Path and Leadership Resources*

To offer employees clear career paths and training opportunities in their chosen field, the AOC developed career path resource guides, starting with custodial and administrative job series. To support career development, the AOC provided revised in-person and virtual sessions focusing on navigating the internal application and interview process and offering individual career path assistance.

The AOC also introduced a pilot program, the Aspiring Leaders Program, consisting of six 4-hour interactive live sessions. The program is designed to provide competitive opportunities to participate in intensive leadership skills training for high-performing non-supervisory/lead employees. Along with challenging individual learning activities, the curriculum includes small group developmental assignments and a capstone project. The first class included 22 employees.

**Table 24. Most Completed Agency-Sponsored Training in FY 2023**

COURSE DESCRIPTION	COUNT
Controlled Unclassified Information (CUI) (Current)	3226
2022 AOC Cyber Security Awareness Training	3003
Employee: Preventing Discrimination and Harassment (Current)	2271
2022 Annual Ethics	1542
Heat Stress Awareness (AOC University and OSCC)	581
AOC Fraud Awareness (Current)	565
Roles Based Training (IT Security 2023)	468
Supervisor: Preventing Discrimination and Harassment (Current)	465
Know Your Rights/ Avenues of Assistance for AOC Employees	376
Standards of Conduct	375
Emergency Protective Actions Review	337
Mandatory Drug-Free Workplace Employee Education	306
COVID-19 Pandemic Operations	268
CVC Suspicious Items	240
Portable Fire Extinguisher Training (On-Site Classroom)	233

## 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. The Performance Communication and Evaluation System (PCES) is based on the OPM's Performance Management System but is tailored to the AOC's unique mission. The PCES links individual work elements to the AOC Bridge Strategic Plan, strengthens communication between supervisors and employees, improves individual and organizational performance, provides recognition and rewards and identifies unmet performance requirements.

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.

### **Program Highlights:**

In FY 2023, HCMD implemented a performance management program and automated system in line with the Human Capital Strategic Plan. To lead the effort, a cross-agency, cross-functional work group

evaluated the existing performance management program and identified opportunities to strengthen the performance management process. This effort resulted in transitioning from a three-tier to a five-tier rating system, introducing performance awards for the top two levels, establishing a uniform rating period, streamlining the mid-year review process and incorporating the agency's core values into performance ratings.

This fiscal year, the agency procured a new a new commercial-off-the-shelf (COTS) automated system to support the performance management program. The new system facilitates enhanced opportunities for employees and supervisors to engage in meaningful performance discussions, conduct continuous check-ins and document feedback. Employees can easily access performance goals and track their progress, while supervisors can document achievements and areas needing improvement. The ease of access promotes increased communication between employees and supervisors and aligns with the goals of the Human Capital Strategic Plan.

To support adoption of the new performance management program and system, employees and supervisors received comprehensive training on how to navigate the system, develop clear Specific, Measurable, Achievable, Relevant and Timebound (SMART) goals and provide the necessary feedback to enhance performance.

The new performance management program and system will enhance the way the agency evaluates, recognizes and rewards employee performance and, in turn, will enhance overall organizational performance.

## 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 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 agency's unique mission. AOC Order 752-1, Discipline and applicable collective bargaining agreements (CBA) specify uniform procedures for disciplinary actions designed to address and correct inappropriate employee conduct.<sup>11</sup> AOC Order 430-1, Performance, Communication and Evaluation System, provides the agency'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 the AOC's Human Resources policy manual via the agency's intranet.

AOC Order 752-1, Discipline, provides a table of typical penalties for infractions. A formal grievance procedure is available to all 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 formal grievance procedures under AOC Order 771-1, Grievance Policy.

The AOC evaluates each instance of misconduct against the "Douglas Factors," which are 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 its handling of performance deficiencies. Appropriate coaching and accountability are important principles in addressing misconduct and performance issues.

### Program Highlights:

In conjunction with implementation of the new performance management program and automated system, the AOC updated and revised its PCES policy to ensure a fair and equitable process for addressing misconduct and performance. The revised Order aligns with the new performance management process, helps employees understand their performance expectations by setting clear SMART goals that are aligned with the agency's mission and encourages continuous feedback and coaching by supervisors. HCMD also provided supervisory training sessions on managing performance and disciplinary actions.

To further enhance transparency regarding the disciplinary process, HCMD communicated clear timelines for disciplinary actions. An updated disciplinary policy, designed to adhere to best practices, enhance efficiency in handling disciplinary cases and maintain fairness for both employees and supervisors, is anticipated to be finalized in FY 2024.

## EMPLOYEE ASSISTANCE PROGRAM

The HR Act requires the AOC to provide confidential services for mental health, substance abuse and other employee issues. AOC Order 792-1, Employee Assistance Program (EAP), defines the agency's program to meet this requirement. The program helps employees define the problem, create 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 agency 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.

### Program Highlights:

The EAP has significantly expanded its role in supporting the AOC workforce and their families over the past several years due to the COVID-19 pandemic challenges, the transition to an endemic phase, the demands of effective telework and the return to the worksite

<sup>11</sup> The AOC's current collective bargaining agreements (CBA) 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 Workers, Local 100; United Association of Journeymen and Apprentices of the Plumbing and Pipefitting Industry of the United States and Canada ("Plumbers"), Local 5.

for many employees. Serving as a vital component of the agency's pandemic and endemic response, the EAP played a critical role in delivering care, assistance and counseling to employees and providing essential information on individual and community health, safety and well-being. In FY 2023, the EAP presented information related to mental health and emotional concerns arising from the pandemic's aftermath and continues to offer on-demand counseling and assistance in managing the ongoing stress associated with the epidemic.

Throughout the year, the EAP responded to management requests for consultations and workplace presentations, including providing grief education and support, suicide awareness and prevention and stress management sessions. The EAP Program Manager provided presentations to staff on topics including loss and grief, grief support and resources, critical incident support and return to work tips for AOC employees.

Through supplemental contract support, employees continue to have 24/7 telephone access to Espyr, which includes "TalkNow," offering confidential counseling support delivered by qualified behavioral health professionals. In addition, employees have unlimited access to the EAP library on Compass and Espyr's behavioral health website, which offers resources for monthly webinars, articles, tools, videos and trainings at any time.

## 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. 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 Policy; AOC Order 630-2, *Family and Medical Leave Act* (FMLA) Policy; and AOC Order 610-1, Alternative Work Schedule Policy. 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, and provides the procedures to ensure the uniform and consistent administration of leave programs. The policies comply with federal regulations and the Office of Congressional Workplace Rights' regulations on the FMLA. Employees receive these policies during onboarding and have access to the policies on the agency intranet. Additionally, employees received the policies through the Employee Guide, policy memorandums and an extended absences brochure.

### Program Highlights:

On May 11, 2023, President Biden officially ended the federal government's response to the COVID-19 pandemic national emergency. When the national emergency ended, the agency required employees to return to work on-site for a minimum of three days per week. In response to questions regarding this requirement, HCMD has provided leave and time management support and guidance to supervisors and employees on an ongoing basis. Offices, jurisdictions and supervisors received training regarding the proper application of AOC Order 630-1, Absence and Leave and AOC 600-1,

Telework Program. Additionally, increased inquiries and requests involving the FMLA prompted the need for training seminars, which were under development at the end of FY 2023.

## 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 meets 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 (CHCO).** The CHCO oversees the agency's human capital programs, including talent acquisition, position classifications, performance appraisal system, fair and equitable system to address misconduct and performance, employee assistance and absence and leave.

**Chief Learning Officer (CLO).** The CLO reports to the Chief Administrative Officer and oversees AOC University, a new organization responsible for identifying, developing and delivering training and education and ensuring employees have equitable opportunities to build skills and advance in their careers.

**Director of Diversity, Inclusion and Dispute Resolution (DI/DR).** The director of DI/DR reports to the Acting Architect and the Chief Administrative Officer, who has oversight responsibility for the AOC's EEO, affirmative employment, reasonable accommodation, and DI/DR 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 evaluated the AOC's Student Loan Repayment Program and found that the program was generally strong. No findings or recommendations were identified for program improvements. An evaluation of the AOC's Workers' Compensation Program remains ongoing.

**Affirmative Employment Program Report.** The Affirmative Employment Program Report provides statistics on the diversity of the AOC's workforce, and helps track progress on the effectiveness of initiatives to ensure a diverse workforce. The report includes workforce data by jurisdiction and job group, personnel activity and compensation level.

**Annual Review of Policies.** AOC Order 4-1, Issuing AOC Policy, requires regular review of agency policies. The AOC reviews its human resources policies annually to ensure that the policies are compliant with federal statutes and continue to meet evolving agency needs.

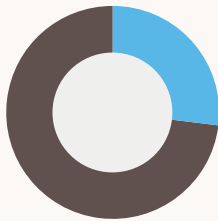
See the **Infographic. Human Capital by the Numbers** for a snapshot of the AOC's workforce profile and related human capital statistics for FY 2023.

**Infographic. Human Capital by the Numbers**

**WORKFORCE PROFILE**

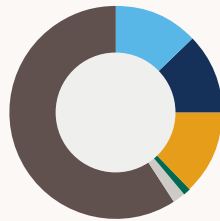
2,250 + 280 = 2,530

Permanent Employees      Temporary Employees      Total Employees



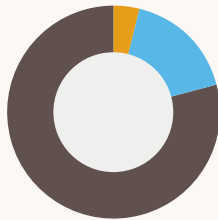
**GENDER**

- Men, 1,827, 72%
- Women, 703, 28%



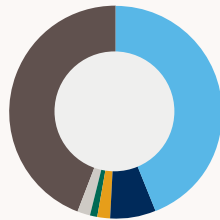
**JOB CATEGORIES**

- Trades, 1,469, 58%
- Professional, 297, 12%
- Administrative, 362, 14%
- Technical, 322, 13%
- Other, 60, 2%
- Clerical, 20, 1%



**SUPERVISORY RATIO**

- Leaders, 99, 4%
- Nonsupervisors, 1,997, 79%
- Supervisors, 434, 17%



**RACE**

- Black or African American, 1,136, 45%
- White, 1,081, 43%
- Hispanic or Latino, 185, 7%
- Asian, 77, 3%
- American Indian or Alaska Native, 29, 1%
- Two or more, 20, 1%
- Native Hawaiian or Other Pacific Islander, 2, 0%

**ELECTRONIC OUTREACH**



74,163

Views on AOC Jobs



1,629

Engagements



8,221

Views on AOC Employer Profile

**REWARDS AND RECOGNITION**

353

Recognition Federal Service

5,877

Monetary and Time Off Awards

**TALENT ACQUISITION**

210

Promotions

156

Permanent Appointments

199

Temporary Appointments

**TRAINING AND EMPLOYEE DEVELOPMENT**

317 courses

705 sessions

Training Opportunity Offerings

15,824

Course Completions from AOC Learn Percipio

23,915

Updated Records Involving Discretionary and Mandatory Training

**PAYROLL AND PROCESSING**

10,143

Personnel Actions Processed

7,704

Payroll Documents Processed

**EMPLOYEE BENEFITS**

228

Family and Medical Leave Recipients

52

Voluntary Leave Transfer Program Recipients

784

Transit Subsidy Recipients

61

New Workers' Compensation Claims

36

Student Loan Repayments

**ATTRITION RATE**

7.23%

Attrition Rate

71

Retirements

102

Resignations

34

Transfers



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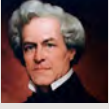

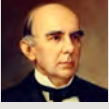



# Appendices

## Appendix A

### Architects of the Capitol

The position of the Architect of the Capitol has a legacy rooted in the beginnings of Washington, D.C., when President George Washington selected Dr. William Thornton’s design for the U.S. Capitol. For his indelible impact on the national landscape, Dr. Thornton is honored as the first “Architect of the Capitol.” **Table 25** lists the 12 individuals who have held the position of Architect of the Capitol, along with their dates of service. Each name is hyperlinked to their biography on the AOC website.

**Table 25. Architects of the Capitol**

NAME	DATES OF SERVICE	NAME	DATES OF SERVICE
 <a href="#">Dr. William Thornton</a>	1793	 <a href="#">David Lynn</a>	1923-1954
 <a href="#">Benjamin Henry Latrobe</a>	1803-1811 1815-1817	 <a href="#">J. George Stewart</a>	1954-1970
 <a href="#">Charles Bulfinch</a>	1818-1829	 <a href="#">George M. White, FAIA</a>	1971-1995
 <a href="#">Thomas Ustick Walter</a>	1851-1865	 <a href="#">Alan M. Hantman, FAIA</a>	1997-2007
 <a href="#">Edward Clark</a>	1865-1902	 <a href="#">Stephen T. Ayers, FAIA, CCM, LEED AP</a>	2010-2018
 <a href="#">Elliott Woods</a>	1902-1923	 <a href="#">J. Brett Blanton, PE</a>	2020-2023

Previous page: An east-facing view of the Crypt from Inaugural steps in the U.S. Capitol.

## Appendix B

# Major Facilities

As the builder and steward of the landmark facilities of the Capitol campus, the AOC is responsible for many of the most iconic buildings in the nation. **Table 26** lists the major facilities under the AOC's stewardship, organized by the respective organizational unit.



**Table 26. Major AOC Facilities**

FACILITY	LOCATION	YEAR BUILT OR ACQUIRED (If property was acquired after the year built, the AOC's acquisition date appears in parentheses.)	ASSIGNED (A) OR LEASED (L)
<b>Capitol Building</b>			
U.S. Capitol Building	Washington, D.C.	Construction started in 1793, various other dates for multiple expansions	A
<b>Capitol Grounds and Arboretum</b>			
Summerhouse	Washington, D.C.	1880	A
Capitol Square	Washington, D.C.	1894	A
Robert A. Taft Memorial and Carillon	Washington, D.C.	1959	A
Union Square	Washington, D.C.	Transferred 2011	A
<b>Capitol Power Plant</b>			
Generator Building	Washington, D.C.	1909	A
Main Boiler Plant	Washington, D.C.	1909	A
Cogeneration Plant (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 dates for later expansions	A
Utility Tunnels	Washington, D.C.	Various dates	A
Coal Yard Facilities	Washington, D.C.	Various dates	A
<b>House Office Buildings</b>			
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
<b>Library Buildings and Grounds</b>			
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	Fort Meade, MD	1942 (Transferred 1994)	A
Fort Meade Collection Storage Modules	Fort Meade, MD	Module 1: 2002, Module 2: 2005, Modules 3 and 4: 2009, Module 5: 2017, Module 6: 2022	A
Packard Campus for Audio-Visual Conservation	Culpeper, VA	2007	A

FACILITY	LOCATION	YEAR BUILT OR ACQUIRED (If property was acquired after the year built, the AOC's acquisition date appears in parentheses.)	ASSIGNED (A) OR LEASED (L)
Collections Storage Facility	Landover, MD	2016	L
Logistics Storage Facility	Landover, MD	2017	L
U.S. Copyright Office Storage Facility	Landover, MD	2021	L
<b>Office of the Chief Engineer (Construction Division)</b>			
Construction Division Shops	Washington, D.C.	Estimated 1950s (1982)	A
Construction Division Warehouse	Landover, MD	2016	L
<b>Office of the Chief Security Officer</b>			
Eney, Chestnut, Gibson Memorial Building	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 (GPO)	Washington, D.C.	2005	L
Verizon Building	Washington, D.C.	2011	L
Off-Site Facility	Not Disclosed	Not Disclosed	A
<b>Senate Office Buildings</b>			
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
Hart Senate Office Building	Washington, D.C.	1982	A
Daniel Webster Senate Page Residence	Washington, D.C.	1930 (Transferred 1993)	A
107 D Street, NE	Washington, D.C.	1885	A
Senate Sergeant At Arms (SSAA) Office Support (Postal Square)	Washington, D.C.	1992	L
Senate Storage Building	Washington, D.C.	1993	A
Senate Employees' Child Care Center	Washington, D.C.	1998	A
SSAA/Secretary of the Senate Warehouse Facility	Landover, MD	2005	L
GPO — Senate Furniture/Refinishing	Washington, D.C.	2007	L
Senate Mail Handling Facility	Landover, MD	2008	A
SSAA Printing, Graphics and Direct Mail Facility	Landover, MD	2011	L
GPO — SSAA Cabinet	Washington, D.C.	2012	L
<b>Supreme Court Building and Grounds</b>			
Supreme Court of the United States	Washington, D.C.	1935	A
Thurgood Marshall Federal Judiciary Building	Washington, D.C.	1992	A
<b>U.S. Botanic Garden</b>			
Administration Building	Washington, D.C.	1931	A
Bartholdi Fountain and Gardens	Washington, D.C.	1932	A
Conservatory and surrounding gardens	Washington, D.C.	1933	A
Production Facility Greenhouse, Headhouse	Washington, D.C.	1993	A
Storage Facility	Washington, D.C.	2017	A
<b>U.S. Capitol Visitor Center</b>			
U.S. Capitol Visitor Center**	Washington, D.C.	2008	A

\* The House Page Dormitory is on loan to the Library of Congress for occupancy, oversight and management and is used by the National Library Service for the Blind and Print Disabled. The AOC is responsible for the building's facility maintenance.

\*\* While the visitor services operations at the U.S. Capitol Visitor Center are performed by the U.S. Capitol Visitor Center jurisdiction, its facility maintenance is managed by the Capitol Building jurisdiction.

## Appendix C

# The Operational Jurisdictions

The AOC has nine operational jurisdictions, each with distinct responsibilities for maintenance, operation, development, preservation and services for a specific area of the Capitol campus. The AOC receives a separate appropriation for each jurisdiction. **Table 27** identifies the nine operational jurisdictions and their corresponding responsibilities. This section supplements the major agency accomplishments described in **Section One: Management's Discussion & Analysis** and highlights each jurisdiction's additional FY 2023 operational achievements and FY 2024 priorities in support of the AOC's mission.

**Table 27. The Operational Jurisdictions**

**Capitol Building:** Responsible for the life cycle maintenance, operations and care of the U.S. Capitol, the centerpiece of the Capitol campus, and for the maintenance of the U.S. Capitol Visitor Center.

**Capitol Grounds and Arboretum:** Responsible for preserving and maintaining 286 acres of historic landscape and grounds infrastructure across Capitol Hill.

**Capitol Power Plant:** Responsible for providing centralized utility services for Capitol Hill including electricity, steam, chilled water and electronic communications systems.

**House Office Buildings:** Responsible for the life cycle maintenance, operations and care 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 life cycle maintenance, operations and care of the facilities supporting the office and committee space for U.S. senators and their staff.

**Supreme Court Building and Grounds:** Responsible for the life cycle maintenance, operations and care of the Supreme Court of the United States, the Thurgood Marshall Federal Judiciary Building and the surrounding grounds.

**U.S. Botanic Garden:** Responsible for the maintenance, operation and care of the USBG Conservatory, the outdoor gardens, support facilities, the Bartholdi Fountain and Gardens, USBG's other heritage assets and plant collections.

**U.S. Capitol Visitor Center:** Responsible for visitor services and general operations at the CVC, including informational tours and exhibitions, a restaurant, two orientation theaters, two meeting rooms, an auditorium and gift shops.



Capitol Building

#### KEY ACCOMPLISHMENTS IN FY 2023

- **Initiated Restoration Efforts in the Senate Reception Room:** Developed a master schedule prioritizing restoration work to be completed in the Senate Reception Room before the 60th Presidential Inaugural ceremony. Restoration of the dome and ceiling mural in the room are underway and on schedule.

- **Completed Repairs to Second Floor Paint and Plaster:** Repaired delaminating plaster in the North, South and West Corridors of the Senate's second floor. The six-phase project involved scaffolding, hazard condition surveys, lead paint removal, plaster repair and repainting the corridors to match the original historic colors.
- **Improved Fire Safety:** Completed fire safety improvements including replacing the obsolete fire alarm system control panel, installing sprinklers on the fourth floor and in elevator machine rooms and upgrading fire suppression systems in Senate curator rooms.

#### WHAT'S NEXT? FY 2024 PRIORITIES

- **Prepare for the 60th Presidential Inaugural:** Award the contract for construction of the inaugural platform and support facilities on the West Front of the U.S. Capitol.
- **Preserve U.S. Capitol Stone and Metal:** Complete Phase 3 of the ongoing preservation project on the West Front of the U.S. Capitol. Phase 4 of the project will include stone and metal preservation efforts on the East Front of the U.S. Capitol.



Capitol Grounds and Arboretum

#### KEY ACCOMPLISHMENTS IN FY 2023

- **Led Water Main Repair and Cleanup:** Collaborated with other jurisdictions and external partners to promptly respond to a ruptured water main near the Summerhouse on the U.S. Capitol Grounds. The team successfully stopped the leak, conducted necessary repairs and restored the impacted area preventing disruption to water service and minimizing damage.
- **Street, Sidewalk and Decorative Paving:** Completed multiple paving improvements. Specific accomplishments include total repaving of Louisiana Avenue and areas at the entrance of the Senate Underground Garage, coordination of multiple D.C. District Department of Transportation-managed streets for

repaving, correcting numerous areas of deficient and hazardous sidewalk throughout the Capitol campus and installing decorative concrete at the Capitol Square bollard line to reduce erosion and sediment issues.

- **Improved Operational Space Management:** Began an in-house effort to improve operational space at the Capitol Power Plant South site. The work included resurfacing paved areas, repurposing locations adjacent to the rail tracks, organizing and restructuring use of CONEX boxes for additional shop and storage space, improving winter weather management operational space and creating alternative methods of managing green waste. These efforts reduced the carbon footprint, provided safer operating conditions and reduced fleet miles by approximately 4,400 annual miles, recouping nearly 800 work hours and saving almost 600 gallons of fuel.

#### WHAT'S NEXT? FY 2024 PRIORITIES

- **Complete U.S. Capitol Visitor Center Entrance Landscape:** Continue efforts to address soil improvements and identify planting alternatives to improve the landscape around the CVC entrance. This effort will remove unusable fill, mitigate compaction and incorporate soil amendments, renovating irrigation and improving drainage.
- **Improve Summerhouse Landscape:** Implement plans to restore the Summerhouse landscape to reflect Olmsted's design approach while allowing for modern horticultural concerns.



Capitol Power Plant

### KEY ACCOMPLISHMENTS IN FY 2023

- Improved Operations Efficiency, Reliability and Safety:** Finalized program requirements and awarded operations and maintenance contracts for industrial chillers, tunnel infrastructure, metering systems, electrical switchgear and plant controls. Work performed under these contracts will improve efficiency, reliability and safety of critical plant operations.
- Enhanced Workplace Culture:** Established an Employee Engagement Committee comprised of supervisory, nonsupervisory

and management staff in addition to employee groups open to all personnel. The groups actively engaged employees in identifying opportunities to improve workplace collaboration, communication and culture.

- Initiated Comprehensive Operations Plan:** Started development of a comprehensive five-year operations plan to outline proposed infrastructure projects, operational initiatives and workplace improvements. The plan will provide a strategic road map for efficient resource allocation, infrastructure improvements and a conducive work environment.

### WHAT'S NEXT? FY 2024 PRIORITIES

- Continue Refrigeration Plant Revitalization:** Implement critical plant upgrades, including replacing basement piping, addressing the aging chiller, upgrading electrical panels and optimizing controls. The upgrades will enhance safety, improve reliability and ensure the plant operates efficiently and effectively in the future.
- Expand Employee Training and Advancement Opportunities:** Expand training and education to provide employees opportunities to develop new skills and earn credentials in critical operational areas such as electrical and fiber optic work. The focus builds skills in the jurisdiction and provides employees pathways to advance in their careers.



House Office Buildings

### KEY ACCOMPLISHMENTS IN FY 2023

- Maintained Historic Masonry:** Completed surveys and assessments for the design of the Longworth Building exterior masonry and envelope repair project. The project will address deterioration, water infiltration, structural issues and preservation requirements.
- Initiated Tunnel Restoration:** Completed the initial phase of the design for the restoration of the pedestrian tunnel from the Cannon Building to the U.S. Capitol. This phase included a feasibility analysis, interior destructive testing, utility pipe wall hazmat testing and video inspection of the underground sewer lines near the tunnel. The

feasibility analysis also included a review of existing conditions and documentation, interviews with stakeholders and a nondestructive investigation of the waterproofing and structural conditions.

- Implemented Space Planning Standards:** Conducted FCAs for the Longworth and O'Neill House Office Buildings and the East and West House Underground Garages to align capital investment planning with operational requirements and asset conditions. The jurisdiction introduced Drawbase space management software to consolidate and centralize critical space-related data, including space assignment, use, move management and outage management as well as tracking of infrastructure, doors, windows, walls, ceilings, hazmat diagrams, paint dates and furniture inventory. The jurisdiction also hired a Space Management Program Manager to spearhead efforts and ensure effective implementation.

### WHAT'S NEXT? FY 2024 PRIORITIES

- Plan for Rayburn House Office Building Renewal:** The project will enhance the building's functionality, efficiency, comfort and safety, while preserving its historic assets. Key building systems including HVAC, lighting, plumbing, fire and life safety, accessibility and structural integrity will be replaced or repaired as part of the renewal effort.
- Assess Grade Levels:** Conduct a study to assess and modify grade levels for craft workers. The studies will ensure accurate job classifications and fair compensation and promote career progression.





Library Buildings and Grounds

### KEY ACCOMPLISHMENTS IN FY 2023

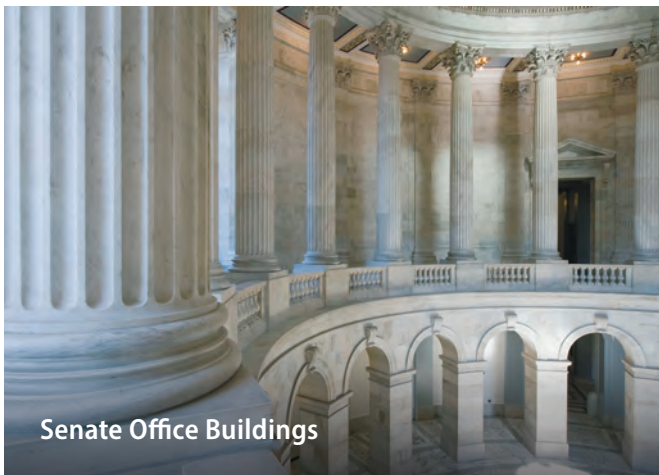
- **Removed Book Conveyor System:** Removed the book conveyor system, pneumatic messenger tubing and associated mechanical and electrical equipment from the James Madison Memorial Building. Removal improved workplace safety and resolved a OCWR citation.
- **Replaced Emergency Generator:** Replaced the noncompliant 350 kW emergency generator in the Jefferson Building with a code-

compliant 1,350 kW generator. The upgrade addressed deficiencies, improved safety and ensured surplus capacity for emergency power.

- **Upgraded Lighting in the Adams Building:** Upgraded the lighting in the Science and Business Reading Room to address insufficient illumination. The newly installed, specialized LED lamps provide sufficient light at the appropriate color temperature while fitting the existing legacy ceiling light fixtures.

### WHAT'S NEXT? FY 2024 PRIORITIES

- **Implement Visitor Experience Master Plan (VEMP):** Implement VEMP projects in the Jefferson Building in preparation for the 250th anniversary of the United States. Projects include new exhibits, egress modifications, gift shops and other enhancements to elevate the visitor experience.
- **Upgrade Fire Safety at the Madison and Adams Buildings:** Begin work on the Fire Alarm and Audibility Upgrade Project in the Madison Building. The project will remove the existing obsolete system and install a new code-compliant fire alarm and notification system. The jurisdiction will also begin work on the replacement of the sprinkler systems on the Adams Building decks.



Senate Office Buildings

### KEY ACCOMPLISHMENTS IN FY 2023

- **Reopened Senate Office Buildings:** Fully reopened Senate office buildings to the public on January 3, 2023, which included establishing reception desks at entrances, updating signage, expanding food service operations and resetting committee hearing rooms. Since reopening, Senate food service sales have surged, with totals in some months in FY 2023 surpassing pre-COVID-19 pandemic numbers.
- **Initiated Building System Upgrades:** Awarded an elevator maintenance and modernization contract for four elevators in the

Senate office buildings that have not been modernized since the 1990s. The project includes recabling elevators, replacing worn-out sheaves and upgrading elevator controls.

- **Began the Senate Hearing Room Renovation Program:** Started the 15-year program to renovate 32 committee hearing and meeting rooms in the Senate office buildings. The jurisdiction completed the design and began construction on the conference room for the Senate Committee on Homeland Security and Governmental Affairs, with the renovation scheduled to be complete in early FY 2024.

### WHAT'S NEXT? FY 2024 PRIORITIES

- **Modernize Senate Restaurants:** Continue the Senate Food Service Modernization Program to update food service outlets in the Senate office buildings and on the Senate side of the U.S. Capitol. The modernization program includes important infrastructure upgrades, ADA compliance, technology improvements and enhanced customer experience.
- **Renovate the Daniel Webster Senate Page Residence:** Continue the design for a comprehensive renovation of the building and grounds. The project will include reconfiguring the interior spaces for increased efficiency and ADA compliance, replacing the exterior envelope, and enhancing security and stormwater management.



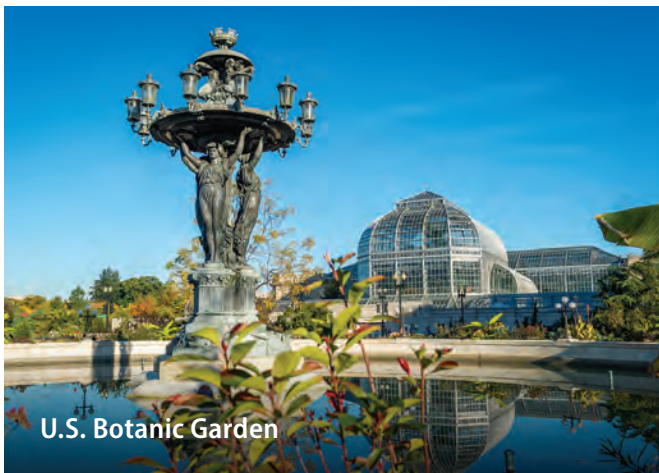
Supreme Court Building and Grounds

### KEY ACCOMPLISHMENTS IN FY 2023

- **Commenced Work on the Interior Courtyard Restoration:** Began work to restore the four interior courtyards of the Supreme Court of the United States. Scaffolding was installed in the two North Courtyards to accommodate mortar repointing, stone cleaning, marble dutchman repairs, copper stain removal and laser cleaning. Work in the two South Courtyards also began, including restoring surfaces, securing loose stones and repairing and restoring bronze lampposts, doors and windows.
- **Initiated Façade Repairs:** Completed the design and risk assessment study for façade repairs at the Thurgood Marshall Federal Judiciary Building. The project was issued for bid and a general contractor was selected for construction.
- **Expanded Operational Procedures:** Continued development of standard operating procedures for frequently performed and unique technical tasks that are performed infrequently. The procedures enhance efficiency and establish service level performance expectations for the Supreme Court of the United States grounds and courtyards maintenance.

### WHAT'S NEXT? FY 2024 PRIORITIES

- **Address Critical Skill Set Gaps:** Conduct a thorough analysis of skill set gaps, with a focus on troubleshooting mechanical systems. Coaching and training opportunities will be identified and implemented to bridge identified gaps.
- **Expand Career Opportunities:** Collaborate with AOC University to provide training and continuing education opportunities for specialty trades such as masonry, decorative plaster and maintenance mechanics. The effort will focus on addressing skills deficiencies and providing employees with pathways to advancement.



U.S. Botanic Garden

### KEY ACCOMPLISHMENTS IN FY 2023

- **Developed a New Strategic Plan:** Engaged employees from across the USBG to develop a five-year jurisdiction strategic plan, which includes a new mission and vision statement. The plan guides USBG operations, educational programs and expanded scientific engagement through FY 2027.
- **Hosted the Annual Orchid Show:** Hosted the two-month annual orchid show in partnership with Smithsonian Gardens. The exhibit “Discover the World of Orchids,” invited visitors to explore the orchid collections of the two gardens. A slate of on-site and online programs about the diversity and care of orchids accompanied the exhibit.
- **Completed the Stormwater Retention Credits Recertification Process:** Completed the District of Columbia Department of Energy and Environment’s stormwater retention credit (SRC) application and inspection process for the Bartholdi Gardens. As a result of a successful application and inspection process, the jurisdiction retained nearly 10,000 SRCs.

### WHAT'S NEXT? FY 2024 PRIORITIES

- **Continue Production Facility Renewal Designs:** Continue development of design and phased funding strategy for the renewal of the Production Facility campus. The contract for design of the learning center and urban farm will be awarded in FY 2024.
- **Develop a Science Engagement Plan:** Continue development of a five-year plan for science engagement, scheduled for completion in early FY 2024. The plan will prioritize ongoing initiatives, collaboration, domestic and international plant collection and the creation of new cultivars. FY 2024 goals include mapping the collection and expanding opportunities for collaboration with external researchers.



U.S. Capitol Visitor Center

#### KEY ACCOMPLISHMENTS IN FY 2023

- **Opened a New Exhibit:** Completed a new exhibit “A Republic if You Can Keep It,” focused on the work of the first Congress. This was the first special exhibit on display in the jurisdiction’s newly redesigned Exhibition Hall.
- **Introduced a New Specialty Tour:** Introduced Indigenous Peoples in Capitol Art, a new specialty tour that explores how the U.S. Capitol’s art collection and the way the United States sees its Indigenous peoples have evolved over time.
- **Developed Educational Programs and Resources:** Expanded educational programming, for the first time offering both online and on-site options for students. Notable additions included the Symbols of the Capitol module for young learners and the inaugural online augmented reality experience, Who Are the People?

#### WHAT’S NEXT? FY 2024 PRIORITIES

- **Refresh Restaurant and Retail Spaces:** Develop a plan to refresh restaurant and retail spaces to create a more inviting, functional and memorable visitor experience.
- **Expand Educational Offerings:** Continue to develop and offer interactive, online education and resources.

## Appendix D

# Major Stone Repair and Preservation Projects

Nearly every building on the Capitol campus is constructed or faced with stone. A combination of weather, age and insufficient maintenance has resulted in damage to many of these historic stone edifices. This appendix summarizes the major ongoing stone repair, façade and preservation projects. Additional information is available online. [↗](#)



### CANNON RENEWAL

**Description:** The Cannon Building, constructed in 1908, is undergoing a complete renewal to restore its deteriorated stone façade. Other project components include restoration of wood-frame windows, construction of a new fifth floor and building systems upgrades.



### OLMSTED TERRACE PRESERVATION

**Description:** The stone and metal fixtures on the Olmsted Terrace, which date back to 1894, have deteriorated from exposure to weather. This ongoing six-phase project will clean and repair the marble and granite walls and approaches to the U.S. Capitol's base along the west, north and south façades.



### SUPREME COURT INTERIOR COURTYARD STONE CLEANING AND RESTORATION PROGRAM

**Description:** This project will restore the appearance and preserve the stone façade in the four courtyards of the Supreme Court of the United States. The project includes cleaning and restoring the stonework, restoring the bronze windows and doors, upgrading electrical and lighting systems and renovating the fountain mechanical systems.



### THURGOOD MARSHALL FAÇADE REPAIR PROGRAM

**Description:** The Thurgood Marshall Federal Judiciary Building, constructed in 1992, is faced in a stone veneer that is deteriorating. The AOC and the Administrative Office of the U.S. Courts have mutually approved a targeted, risk-based approach that prioritizes waterproofing and façade stabilization, especially around the areas nearest to public walkways.



### CAPITOL EXTERIOR PRESERVATION — STONE AND METAL

**Description:** The multiphase exterior restoration of the U.S. Capitol Building will extend the life expectancy of deteriorated stone and replace missing architectural elements on the building. The current project phase includes the installation of scaffolding and the initiation of paint stripping and stone repair and consolidation on the building's west façade.

## Appendix E

# Major Exhibitions and Programs

The USBG and CVC create and offer a wide range of exhibitions and educational programming for the visiting public.



The annual “Season’s Greenings” holiday exhibit includes a reconstruction of the U.S. Capitol made from plant material.

## U.S. BOTANIC GARDEN

### “Cultivate: Growing Food in a Changing World”

**July 2022 – Ongoing**

Agriculture, the science and technique of growing crops and livestock, impacts everyone’s daily life and not just because of the food we eat. This exhibit explores the topic from the people that grow the food, to the important cultural connections food provides, to modern techniques and scientific innovations that make agriculture more sustainable and productive. The exhibit comes to life through the stories of more than 75 people and organizations from the United States and around the world.

### “Discover the World of Orchids”

**February 2023 – April 2023**

This year marked the 27th annual joint orchid exhibit between the USBG and Smithsonian Gardens. The exhibit shares stories of the diversity of orchids, one of the largest plant families in the world, and how technology advances their conservation. Thousands of orchid blooms on display in the USBG Conservatory showcased the extensive orchid collections.

### “Season’s Greenings” Holiday Exhibit

**November 2022 – January 2023**

The USBG offered a gardenwide display to celebrate the holiday season. As part of the festivities, model trains ran daily through model farms crafted from plant parts in the gated outdoor gardens of the USBG. The Conservatory featured varieties of poinsettias grown by the Horticulture team, holiday decor and local landmarks created from plant material.

### Plants and Climate Change Education

**September 2022 – Ongoing**

The USBG assembled a cohort of peer institutions to explore how the public gardens community can contribute to plant-centered climate change education. The peer learning group, Plants and Climate Change Education, shares knowledge, resources and best practices to create model programs and educate audiences about the connection between plants and climate change and the importance of plants in the context of our changing world.

## Production Facility Open House

March 11, 2023

The USBG hosted its annual open house at its Production Facility. The Production Facility supports foliage, nursery crops and seasonal displays and exhibits, and contains all of the USBG collection not currently on display at the Conservatory, including orchids, medicinal plants, carnivorous plants and rare and endangered species. The event attracted 285 visitors and was supported by volunteers and employees who were on hand to answer questions and share information about the collection and plant care.

**Additional information on exhibits at the USBG is available online.** [↗](#)

## USBG Online Programming

Ongoing

The USBG offers a variety of online resources and educational programming related to gardening and plant science through workshops, “ask an expert” sessions, book talks, cooking demonstrations and more. School programs included in-person and virtual field trips that provide students a closer look at USBG’s plant collections and provide opportunities to learn more from plant specialists and science educators.

## U.S. CAPITOL VISITOR CENTER

### Exhibition Hall

The CVC restarted public programming in the Exhibition Hall in March 2023. A new special exhibit, “A Republic if You Can Keep It,” focused on the work of the first Congress. It was the first exhibit on display in the newly redesigned Exhibition Hall. Other programs included: Seen on Screen, Amending the Constitution, ArtiFACTS, What’s Happening in the Chambers? and Curator Connections, which allows visitors to explore highlights of Exhibition Hall with an exhibit curator.

### Capitol Conversations

This series of live, interactive online discussions related to the history of the U.S. Capitol and the Congress is presented weekly by CVC Visitor Guides and Visitor Assistants. During Capitol Conversations, CVC and Curator Division staff discuss the U.S. Capitol’s historic spaces, artwork, artifacts and related topics such as the creation of Arlington National Cemetery and how Congress has worked to honor veterans.

### Capitol Tours

The CVC fully reopened in FY 2023 with a return to in-person tours. In addition to open tours of the U.S. Capitol Building and an outdoor tour of the U.S. Capitol Grounds, the CVC brought back three popular specialty tours: Heroes of Civil Rights, Halls of The Senate and Votes for Women. The CVC also introduced a new specialty tour: Indigenous Peoples in Capitol Art. This tour explores how the U.S. Capitol’s art collection and the way the United States sees its Indigenous peoples have evolved and changed over time.

### Student Programs at the U.S. Capitol

The CVC continued to grow its student program offerings, and for the first time, offered both online and on-site options. The CVC added three new program modules to the roster, introduced the first module of online education resources developed for young learners called Symbols of the Capitol and launched its first online augmented reality offering Who Are the People? that explores several statues in Exhibition Hall.

**Additional information on exhibits at the CVC is available online.** [↗](#)



“A Republic if You Can Keep It,” focused on the work of the first Congress and was the first exhibit on display in the newly redesigned Exhibition Hall.

## Appendix F

### Capitol Campus Visitation Statistics

Fiscal Year 2023 represented the first full year the Capitol campus was fully open to visitors following the COVID-19 pandemic. **Table 28** provides the annual number of visitors to the U.S. Capitol Visitor Center, the U.S. Botanic Garden and the Library of Congress by fiscal year. **Table 29** provides the number of visitors by month.

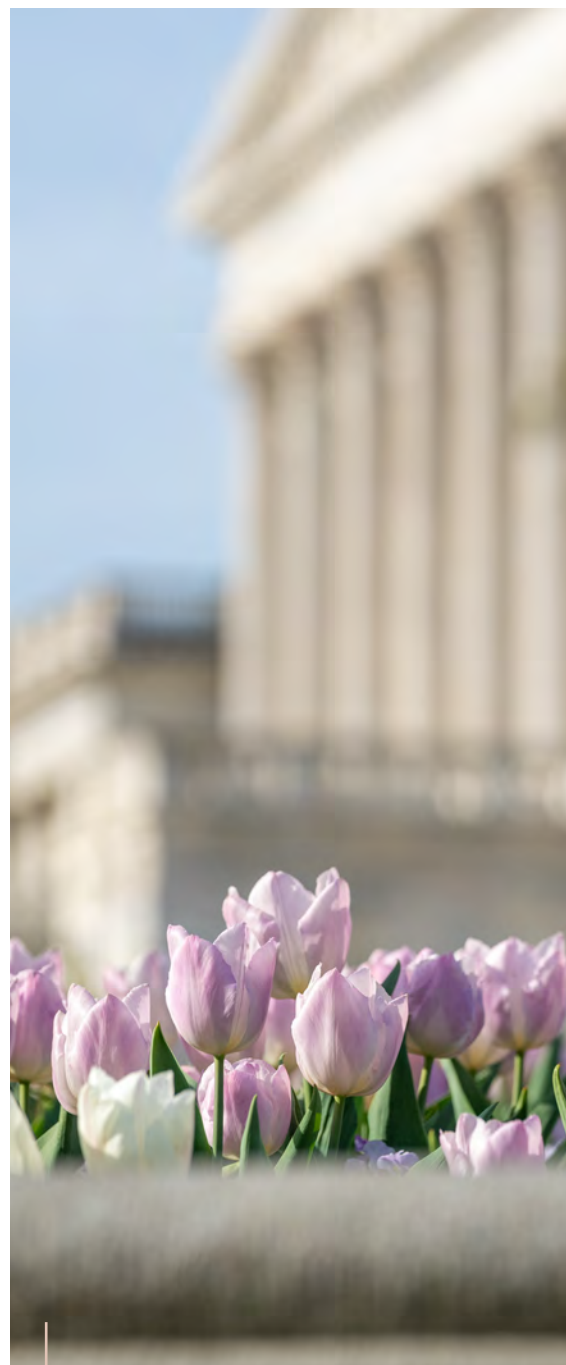
**Table 28. Number of Visitors by Year: FY 2018 – FY 2023**  
(Rounded to the Nearest 1,000)

FISCAL YEAR	U.S. CAPITOL VISITOR CENTER	U.S. BOTANIC GARDEN	LIBRARY OF CONGRESS
2018	2,376,000	952,000	1,605,000
2019	2,375,000	1,004,000	1,593,000
2020	723,000	448,000	549,000
2021	0	0	30,000
2022	317,000	502,000	375,000
2023	1,691,000	1,115,000	726,000
<b>Six-Year Average*</b>	<b>1,247,000</b>	<b>670,000</b>	<b>813,000</b>

\*The six-year average is impacted by the temporary closure of the Capitol campus due to the COVID-19 pandemic. These closures lasted from March 2020 through February 2022.

**Table 29. Number of Visitors by Month, FY 2023**  
(Rounded to the Nearest 1,000)

MONTH	U.S. CAPITOL VISITOR CENTER	U.S. BOTANIC GARDEN	LIBRARY OF CONGRESS
October	82,000	67,000	49,000
November	58,000	72,000	40,000
December	50,000	142,000	38,000
January	52,000	59,000	26,000
February	63,000	61,000	32,000
March	205,000	118,000	76,000
April	210,000	139,000	82,000
May	213,000	108,000	78,000
June	230,000	97,000	89,000
July	232,000	104,000	81,000
August	168,000	82,000	77,000
September	128,000	66,000	58,000
<b>Monthly Average</b>	<b>141,000</b>	<b>93,000</b>	<b>61,000</b>
<b>Total</b>	<b>1,691,000</b>	<b>1,115,000</b>	<b>726,000</b>



Spring flowers in bloom add to the iconic views of the U.S. Capitol from the U.S. Capitol Grounds.

## Appendix G

# Reimbursable Accounts Summary

The AOC has stewardship responsibility for multiple trust and revolving funds, along with reimbursable accounts. The trust and revolving funds are identified and described in **Section Three: Financial Information** under financial statement note 1.G. The reimbursable accounts are summarized below. The assets, liabilities and transactions associated with these reimbursable accounts are included in the audited financial statements.

### AOC REIMBURSEMENTS COLLECTED AND POSTED TO A SPECIFIC AOC APPROPRIATION

**Battery Recharging Fees** (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 used by Members of Congress or covered employees in the parking areas managed by the Senate Office Buildings, the House Office Buildings and the Library Buildings and Grounds jurisdictions. These recharging stations operate at no net cost to the federal government. The appropriations account for the Capitol Power Plant is credited with all fees or charges collected for the electricity provided by the recharging stations. Monies deposited are available for obligation in the fiscal year collected and the following fiscal year.

**Capitol Complex E85 Fuel Reimbursements** (2 U.S.C. § 2169, P.L. 110-140, Title V, § 502). The AOC operates an E85 fuel tank and pumping system. The pumping station is available for all E85 fuel compatible vehicles used by the AOC and other legislative branch agencies. All other legislative branch agencies that refuel vehicles at the station must reimburse the AOC for the fuel cost. Current users include House Sergeant at Arms, House Majority and Minority Whips, House Majority and Minority Leaders, Speaker of the House, Clerk of the House, House Chief Administrative Officer, Senate Garage, Senate Sergeant at Arms, Library of Congress, Supreme Court of the United States and the Office of Emergency Management.

**Disposition of Surplus or Obsolete Personal Property** (2 U.S.C. § 1817a, P.L. 111-68, Div. A, Title I, § 1301). The AOC is authorized to dispose of surplus or obsolete personal property

through interagency transfer, donation, sale, trade-in or discard. Amounts received from the disposition of personal property are available for the AOC's operations and 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** (P.L. 117-328, Div. I, Title I, and prior year Appropriations Acts). The Capitol Power Plant provides lighting, heating, power, water and sewer services for the Capitol campus and, on a reimbursable basis, other public buildings designated by Congress. These reimbursable services include heating the Government Publishing Office and Washington City Post Office and heating and providing chilled water for air conditioning the Supreme Court of the United States, the Union Station complex, the Thurgood Marshall Federal Judiciary Building and the Folger Shakespeare Library. The AOC is authorized to credit up to \$10 million of reimbursed amounts to the Capitol Power Plant's appropriation each fiscal year to offset operating costs. Any amounts more than \$10 million are deposited in the Treasury's general fund.

### AOC REIMBURSEMENTS COLLECTED AND TRANSFERRED TO THE U.S. TREASURY GENERAL FUND

**Rent from The Monocle Restaurant** (P.L. 91-382). The AOC is authorized to lease the lot where The Monocle Restaurant is located. All receipts from this lease are deposited in the Treasury's general fund.

**Other Collection.** Collected receipts from other activities, including purchase card rebates, restitution payments and vendor refunds, are deposited in the Treasury's general fund, unless otherwise authorized.



## Appendix H

# 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.

**Aspiring Leaders Program (ALP):** A competitive leadership program that provides opportunities for high-performing non-supervisory/lead employees.

**Backlog:** The total deferred maintenance plus capital renewal deficiencies that are expected to become deferred maintenance within a five-year window.

**Balanced Scorecard:** A strategic planning and management system that assists organizations to communicate what they are trying to accomplish, align day-to-day work with strategy, prioritize projects, products and services, and measure and monitor progress towards strategic targets.

**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, operational support 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, and energy / water / waste efficiencies.

**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, 20-year framework that guides the AOC in its mission to maintain, renovate and develop the Capitol campus. The document is updated approximately every 10 years.

**Chief Financial Officers Act of 1990 (CFO Act):** This act established a Chief Financial Officer in each major executive branch agency, assigned 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.

**Communities of Practice:** Groups of individuals from shared trades, crafts, professions or work responsibilities that are formed to facilitate the exchange of insights and best practices and provide in-house training and education opportunities.

**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 follow 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, relocating and installing partitions, completing custom woodworking and upholstery projects 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.

**COVID-19 (Coronavirus Disease 2019):** An infectious respiratory disease caused by the SARS-CoV-2 virus, a novel coronavirus discovered in 2019.

**Corrective Maintenance:** Corrective or emergency maintenance activities are those undertaken to identify, isolate and rectify an unscheduled deficiency of equipment or systems.

**C-Suite:** The group of executives with agencywide responsibility and authority to focus on operational performance, manage enterprise risk and maintain strong accountability. The C-suite consists of the principals in the Office of the Architect and the Functional Chiefs.

**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.

**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 have been used to finance needed energy preservation improvements for four operational jurisdictions (Capitol Building, House Office Buildings, Library Buildings and Grounds and Senate Office Buildings).

**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.

**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 recurring five-year program that assesses the condition of building components, systems, remaining useful life, deferred maintenance, capital renewal, capital improvement and capital construction requirements.

**Facility Condition Index (FCI):** Based on 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 Financial Management Improvement Act of 1996**

**(FFMIA):** A 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):**

A 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):** A 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):** A 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, 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.

**Integrated Design Process:** A design process using early collaboration among representatives of each stakeholder and participating consultants on the project. Unlike the conventional, or linear design process, integrated design requires broad stakeholder and consultant participation.

**Jurisdiction:** The AOC has oversight responsibility for several jurisdictions. Each jurisdiction is responsible for a designated geographic area and/or facility 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 that should be granted preservation consideration. At the AOC these typically (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 (two statues each) 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.

**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**.

**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 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.

**Strategic Plan:** A document that sets organizational goals and develops a blueprint for the agency's future direction.

**Sustainable SITES Initiative® (SITES®):** A standards and certification system for sustainable landscape development and management created through a partnership of 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.

**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 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 cast-iron Dome began in 1855 and was finished in 1866.

**U.S. Capitol Grounds:** The U.S. Capitol Grounds are comprised of the approximately 286 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 (CVC):** The U.S. Capitol Visitor Center is the newest addition to the U.S. Capitol Building. The facility opened in December 2008 and is located underground on the east side of the U.S. Capitol.

## Appendix I

# Abbreviations and Acronyms

<b>A</b>		<b>D</b>	
<b>ACM</b>	Asbestos-Containing Materials	<b>DATA Act</b>	<i>Digital Accountability and Transparency Act</i>
<b>ADA</b>	<i>Americans with Disabilities Act</i>	<b>DBID</b>	Data and Business Intelligence Division
<b>AFSCME</b>	American Federation of State, County and Municipal Employees	<b>DI/DR</b>	Diversity, Inclusion and Dispute Resolution
<b>AGA</b>	Association of Government Accountants	<b>DM&amp;R</b>	Deferred Maintenance and Repairs
<b>AIA</b>	American Institute of Architects	<b>DOL</b>	U.S. Department of Labor
<b>AICPA</b>	American Institute of Certified Public Accountants	<b>E</b>	
<b>AOC</b>	Architect of the Capitol	<b>EAM</b>	Enterprise Asset Management
<b>AMP</b>	Asset Management Plan	<b>EAMSC</b>	EAM Steering Committee
<b>B</b>		<b>EAP</b>	Employee Assistance Program
<b>BASnet</b>	Building Automation System Network	<b>EEO</b>	Equal Employment Opportunity
<b>BBTU</b>	Billion British Thermal Unit	<b>EISA2007</b>	<i>Energy Independence and Security Act of 2007</i>
<b>BFEM</b>	Treasury's Budget Formulation and Execution Manager	<b>EPAct</b>	<i>Energy Policy Act of 2005</i>
<b>C</b>		<b>ERM</b>	Enterprise Risk Management
<b>CAO</b>	Chief Administrative Officer	<b>ESPC</b>	Energy Savings Performance Contract
<b>CAP</b>	Cross-Agency Priority Goals	<b>ETS</b>	Enterprise Training Solutions
<b>CARES Act</b>	<i>Coronavirus Aid, Relief and Economic Security Act</i>	<b>EUI</b>	Energy Usage Intensity
<b>CARS</b>	Central Accounting Reporting System	<b>F</b>	
<b>CBA</b>	Collective Bargaining Agreement	<b>FAIA</b>	Fellow, American Institute of Architects
<b>CCM</b>	Certified Construction Manager	<b>FASAB</b>	Federal Accounting Standards Advisory Board
<b>CCMP</b>	Capitol Complex Master Plan	<b>FBWT</b>	Fund Balance with Treasury
<b>CCRC</b>	Central Contractor Registration Connector	<b>FCA</b>	Facility Condition Assessment
<b>CDO</b>	Chief Data Officer	<b>FCI</b>	Facility Condition Index
<b>CEAR</b>	Certificate of Excellence in Accountability Reporting	<b>FECA</b>	<i>Federal Employees Compensation Act</i>
<b>CERCLA</b>	<i>Comprehensive Environmental Response, Compensation and Liability Act</i>	<b>FEGLI</b>	Federal Employees Group Life Insurance
<b>CFM</b>	Certified Facilities Manager	<b>FEHB</b>	Federal Employees Health Benefits
<b>CFO</b>	Chief Financial Officer	<b>FERS</b>	Federal Employees Retirement System
<b>CFO Act</b>	<i>Chief Financial Officers Act</i>	<b>FEVS</b>	Federal Employee Viewpoint Survey
<b>CGFM</b>	Certified Government Financial Manager	<b>FFCRA</b>	<i>Families First Coronavirus Response Act</i>
<b>CHW</b>	Chilled Water	<b>FFMIA</b>	<i>Federal Financial Management Improvement Act</i>
<b>CIR</b>	Collections Information Repository	<b>FISMA</b>	<i>Federal Information Security Management Act</i>
<b>COTS</b>	Commercial Off-the-Shelf	<b>FMFIA</b>	<i>Federal Managers' Financial Integrity Act of 1982</i>
<b>COVID-19</b>	Coronavirus Disease 2019	<b>FMLA</b>	<i>Family and Medical Leave Act</i>
<b>CPP</b>	Certified Professional Photographer	<b>FSO</b>	Financial Systems Office
<b>CSRS</b>	Civil Service Retirement System	<b>FY</b>	Fiscal Year
<b>CVC</b>	U.S. Capitol Visitor Center		
<b>CWIP</b>	Construction Work-in-Progress		

**G**

<b>GAAP</b>	Generally Accepted Accounting Principles
<b>GAO</b>	U.S. Government Accountability Office
<b>GPO</b>	U.S. Government Publishing Office
<b>GPRA</b>	<i>Government Performance and Results Act</i>
<b>GPRAMA</b>	<i>GPRA Modernization Act</i>
<b>GSA</b>	U.S. General Services Administration
<b>GSF</b>	Gross Square Feet
<b>GTAS</b>	Governmentwide Treasury Account Symbol Adjusted Trial Balance System

**H**

<b>HCMD</b>	Human Capital Management Division
<b>HR Act</b>	<i>Architect of the Capitol Human Resources Act</i>
<b>HUBZone</b>	Historically Underutilized Business Zones

**I**

<b>I&amp;I</b>	Injuries and Illnesses
<b>IBEW</b>	International Brotherhood of Electrical Workers
<b>ICS</b>	Inventory Control System
<b>IPAC</b>	Intragovernmental Payment and Collection
<b>IPM</b>	Integrated Pest Management
<b>IPP</b>	Invoice Processing Platform
<b>IRMD</b>	Integrated Risk Management Division
<b>ISO</b>	International Organization for Standardization
<b>ITD</b>	Information Technology Division

**J**

<b>JCCIC</b>	Joint Congressional Committee on Inaugural Ceremonies
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**K**

<b>KBTU</b>	Thousand British Thermal Units
<b>KCF</b>	Thousand Cubic Feet
<b>KGal</b>	Kilogallons
<b>kWh</b>	Kilowatt Hours
<b>KPI</b>	Key Performance Indicator

**L**

<b>LBFMS</b>	Legislative Branch Financial Management System
<b>LEED AP</b>	Leadership in Energy and Environmental Design Accredited Professional
<b>Library</b>	Library of Congress

**M**

<b>MB</b>	Megabytes
<b>MD&amp;A</b>	Management's Discussion and Analysis
<b>MMBTU</b>	Metric Million British Thermal Units
<b>MODA</b>	Multi-Objective Decision Analysis
<b>MWh</b>	Megawatt Hours

**N**

<b>NFC</b>	National Financial Center
<b>NIST</b>	National Institute of Standards and Technology

**O**

<b>OAP</b>	Office of Attending Physician
<b>OCAO</b>	Office of the Chief Administrative Officer
<b>OCE</b>	Office of the Chief Engineer
<b>OCFO</b>	Office of the Chief Financial Officer
<b>OCO</b>	Office of the Chief of Operations
<b>OCISO</b>	Office of the Chief Security Officer
<b>OCWR</b>	Office of Congressional Workplace Rights
<b>ODS</b>	Operational Data Store
<b>OGC</b>	Office of General Counsel
<b>OIG</b>	Office of Inspector General
<b>OMB</b>	Office of Management and Budget
<b>OPM</b>	U.S. Office of Personnel Management
<b>OSHA</b>	Occupational Safety and Health Administration

**P**

<b>P3</b>	Public-Private Partnership
<b>PAM</b>	Payment Automation Manager
<b>PAR</b>	Performance and Accountability Report
<b>PCES</b>	Performance, Communication and Evaluation System
<b>PE</b>	Professional Engineer
<b>PIIA</b>	<i>Payment Integrity Information Act of 2019</i>
<b>PIC</b>	Project Information Center
<b>P.L.</b>	Public Law
<b>PMIS</b>	Project Management Information System
<b>PP&amp;E</b>	Property, Plant and Equipment
<b>PTIB</b>	Photography and Technical Imaging Branch
<b>PY</b>	Prior Year

**Q**

<b>QFR</b>	Quarterly Financial Review
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**R**

<b>RISE</b>	Respect, Integrity, Safety, Empowerment
<b>RMAB</b>	Records, Management and Archives Branch
<b>RPA</b>	Robotic Process Automation

**S**

<b>SAM</b>	System for Award Management
<b>SAMP</b>	Strategic Asset Management Plan
<b>SCC</b>	Office of Safety and Code Compliance
<b>SCNP</b>	Statement of Changes in Net Position
<b>SFFAS</b>	Statement of Federal Financial Accounting Standards
<b>SITES®</b>	Sustainable SITES Initiative
<b>SNC</b>	Statement of Net Cost
<b>SSAA</b>	Senate Sergeant at Arms

**T**

<b>Treasury</b>	U.S. Department of Treasury
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**U**

<b>UCFE</b>	Unemployment Compensation for Federal Employees
<b>UESC</b>	Utility Energy Service Contract
<b>ULO</b>	Unliquidated Obligation
<b>USBG</b>	U.S. Botanic Garden
<b>U.S.C.</b>	United States Code
<b>USSGL</b>	U.S. Standard General Ledger

**V**

<b>VEMP</b>	Visitor Experience Master Plan
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## Appendix J

### Websites

PAGE	DESCRIPTION	URL
1	PAR	<a href="https://www.aoc.gov/what-we-do/publications/performance-accountability-report">https://www.aoc.gov/what-we-do/publications/performance-accountability-report</a>
1	PAR Highlights Report	<a href="https://www.aoc.gov/what-we-do/publications/performance-accountability-report">https://www.aoc.gov/what-we-do/publications/performance-accountability-report</a>
8	AOC Areas of Expertise	<a href="https://www.aoc.gov/what-we-do/areas-expertise">https://www.aoc.gov/what-we-do/areas-expertise</a>
10	AOC YouTube Channel	<a href="https://www.youtube.com/uscapitol">https://www.youtube.com/uscapitol</a>
11	Organizational Structure	<a href="https://www.aoc.gov/about-us/organizational-structure">https://www.aoc.gov/about-us/organizational-structure</a>
12	AOC OIG Reports	<a href="https://aocoig.oversight.gov">https://aocoig.oversight.gov</a>
13	Tholos Magazine	<a href="https://www.aoc.gov/what-we-do/publications/tholos-magazine">https://www.aoc.gov/what-we-do/publications/tholos-magazine</a>
13	Office of the Chief Administrative Officer	<a href="https://www.aoc.gov/about-us/organizational-structure/office-chief-administrative-officer">https://www.aoc.gov/about-us/organizational-structure/office-chief-administrative-officer</a>
13	Office of the Chief Engineer	<a href="https://www.aoc.gov/about-us/organizational-structure/office-chief-engineer">https://www.aoc.gov/about-us/organizational-structure/office-chief-engineer</a>
13	Office of the Chief Financial Officer	<a href="https://www.aoc.gov/about-us/organizational-structure/office-chief-financial-officer">https://www.aoc.gov/about-us/organizational-structure/office-chief-financial-officer</a>
13	Office of the Chief of Operations	<a href="https://www.aoc.gov/about-us/organizational-structure/office-chief-operations">https://www.aoc.gov/about-us/organizational-structure/office-chief-operations</a>
13	Office of the Chief Security Officer	<a href="https://www.aoc.gov/about-us/organizational-structure/office-chief-security-officer">https://www.aoc.gov/about-us/organizational-structure/office-chief-security-officer</a>
13	Capitol Building Jurisdiction	<a href="https://www.aoc.gov/about-us/organizational-structure/office-chief-operations/capitol-building-jurisdiction">https://www.aoc.gov/about-us/organizational-structure/office-chief-operations/capitol-building-jurisdiction</a>
13	Capitol Grounds and Arboretum Jurisdiction	<a href="https://www.aoc.gov/about-us/organizational-structure/office-chief-operations/capitol-grounds-arboretum-jurisdiction">https://www.aoc.gov/about-us/organizational-structure/office-chief-operations/capitol-grounds-arboretum-jurisdiction</a>
14	Capitol Power Plant Jurisdiction	<a href="https://www.aoc.gov/about-us/organizational-structure/office-chief-operations/capitol-power-plant-jurisdiction">https://www.aoc.gov/about-us/organizational-structure/office-chief-operations/capitol-power-plant-jurisdiction</a>
14	House Office Buildings Jurisdiction	<a href="https://www.aoc.gov/about-us/organizational-structure/office-chief-operations/house-office-buildings-jurisdiction">https://www.aoc.gov/about-us/organizational-structure/office-chief-operations/house-office-buildings-jurisdiction</a>
14	Library Buildings and Grounds Jurisdiction	<a href="https://www.aoc.gov/about-us/organizational-structure/office-chief-operations/library-buildings-grounds-jurisdiction">https://www.aoc.gov/about-us/organizational-structure/office-chief-operations/library-buildings-grounds-jurisdiction</a>
14	Senate Office Buildings Jurisdiction	<a href="https://www.aoc.gov/about-us/organizational-structure/office-chief-operations/senate-office-buildings-jurisdiction">https://www.aoc.gov/about-us/organizational-structure/office-chief-operations/senate-office-buildings-jurisdiction</a>
14	Supreme Court Building and Grounds Jurisdiction	<a href="https://www.aoc.gov/about-us/organizational-structure/office-chief-operations/supreme-court-building-grounds-jurisdiction">https://www.aoc.gov/about-us/organizational-structure/office-chief-operations/supreme-court-building-grounds-jurisdiction</a>
15	U.S. Botanic Garden Jurisdiction	<a href="https://www.aoc.gov/about-us/organizational-structure/office-chief-operations/botanic-garden-jurisdiction">https://www.aoc.gov/about-us/organizational-structure/office-chief-operations/botanic-garden-jurisdiction</a>
15	U.S. Capitol Visitors Center Jurisdiction	<a href="https://www.aoc.gov/about-us/organizational-structure/capitol-visitor-center-jurisdiction">https://www.aoc.gov/about-us/organizational-structure/capitol-visitor-center-jurisdiction</a>
21	Capitol Grounds Recognized as Level III Arboretum	<a href="https://www.aoc.gov/about-us/news-notice/us-capitol-grounds-recognized-level-iii-arboretum">https://www.aoc.gov/about-us/news-notice/us-capitol-grounds-recognized-level-iii-arboretum</a>
30	U.S. Botanic Garden Plant Collections	<a href="https://www.usbg.gov/plant-collections">https://www.usbg.gov/plant-collections</a>
26	American Experience Augmented Reality App	<a href="https://www.meta.com/experiences/1545812398780175/">https://www.meta.com/experiences/1545812398780175/</a>
33	Willa Cather Statue	<a href="https://www.aoc.gov/explore-capitol-campus/art/willa-cather-statue">https://www.aoc.gov/explore-capitol-campus/art/willa-cather-statue</a>
123	Trees on the Capitol Grounds	<a href="https://www.aoc.gov/explore-capitol-campus/buildings-grounds/capitol-building/capitol-grounds/trees">https://www.aoc.gov/explore-capitol-campus/buildings-grounds/capitol-building/capitol-grounds/trees</a>
154	Payment Accuracy Website	<a href="https://www.paymentaccuracy.gov/">https://www.paymentaccuracy.gov/</a>
178	Stone Preservation Projects Capitol Campus	<a href="https://www.aoc.gov/what-we-do/projects/stone-preservation-capitol-campus">https://www.aoc.gov/what-we-do/projects/stone-preservation-capitol-campus</a>
180	Exhibits at the USBG	<a href="https://www.usbg.gov/visit/exhibits">https://www.usbg.gov/visit/exhibits</a>
180	Exhibits at the CVC	<a href="https://www.visitthecapitol.gov/explore/exhibitions">https://www.visitthecapitol.gov/explore/exhibitions</a>
191	AOC Website	<a href="https://www.aoc.gov">https://www.aoc.gov</a>
191	The Architect's Virtual Capitol	<a href="https://www.aoc.gov/virtual-capitol">https://www.aoc.gov/virtual-capitol</a>

## Appendix K

# Acknowledgements

This Performance and Accountability Report was produced with the energies and talents of the AOC staff. To these dedicated individuals, we offer our sincerest thanks. We recognize the following individuals for their contributions:

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This report is issued with data as of November 15, 2023.



Appendix L

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

## 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

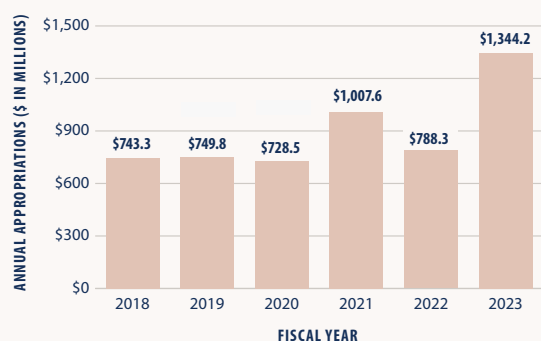
Dollars in Millions

	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

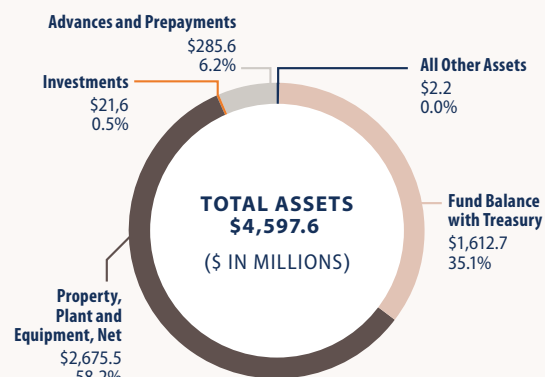
	FY 2023	FY 2022
Material Weakness	None	Control Gap Identified for Retrospective Reviews of Estimates
Significant Deficiencies	None	None

### Trend in Total Appropriations



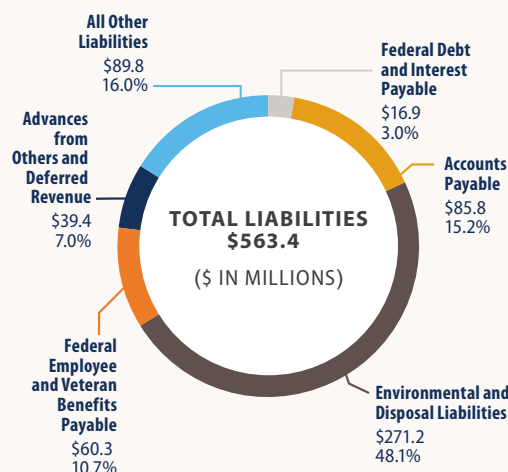
Total appropriations increased by \$556 million (71 percent) over the FY 2022 amount in FY 2023.

### Summary of Total Assets



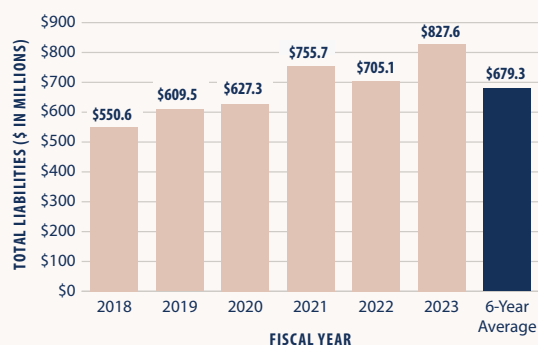
Total assets increased by \$636 million (16 percent) over the FY 2022 amount in FY 2023.

### Summary of Total Liabilities



Total liabilities increased by \$84 million (17 percent) over the FY 2022 amount in FY 2023.

### Trend in Net Cost of Operations



The Net Cost of Operations increased by \$123 million (17 percent) over the FY 2022 amount in FY 2023.



The Capitol campus fully reopened to pre-COVID-19 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.

## For more information about the Architect of the Capitol, visit our website at: [www.aoc.gov](http://www.aoc.gov)


Electronic copies of this report and its companion highlights report are available on the AOC website: [www.aoc.gov/par](http://www.aoc.gov/par).

### WE WOULD LIKE TO HEAR FROM YOU

We welcome your comments on how we can make this report more informative for our readers. Please send your comments to: [aocpar@aoc.gov](mailto:aocpar@aoc.gov)


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A full directory of the AOC's official social media accounts is available at: [www.aoc.gov/social-media-directory](http://www.aoc.gov/social-media-directory)

### RELATED WEBSITES

U.S. Botanic Garden: [www.usbg.gov](http://www.usbg.gov)

U.S. Capitol Visitor Center: [www.visitthecapitol.gov](http://www.visitthecapitol.gov)

### THOLOS MAGAZINE

Tholos, the AOC's quarterly digital employee magazine, provides stories that communicate the AOC's mission to serve, preserve and inspire. The magazine is available at: [www.aoc.gov/what-we-do/publications/tholos-magazine](http://www.aoc.gov/what-we-do/publications/tholos-magazine).



### THE AOC ON MOBILE DEVICES

An e-reader mobile version of this report is available (for mobile tablets only) in the Apple iTunes Store and the Android Google Play store.

The mobile apps provide information about the agency and the Capitol campus for staff, visitors and the American public. The apps include:

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



This report is issued with data as of November 15, 2023.



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