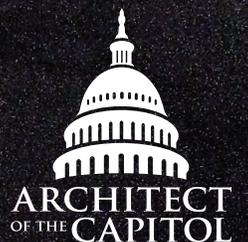


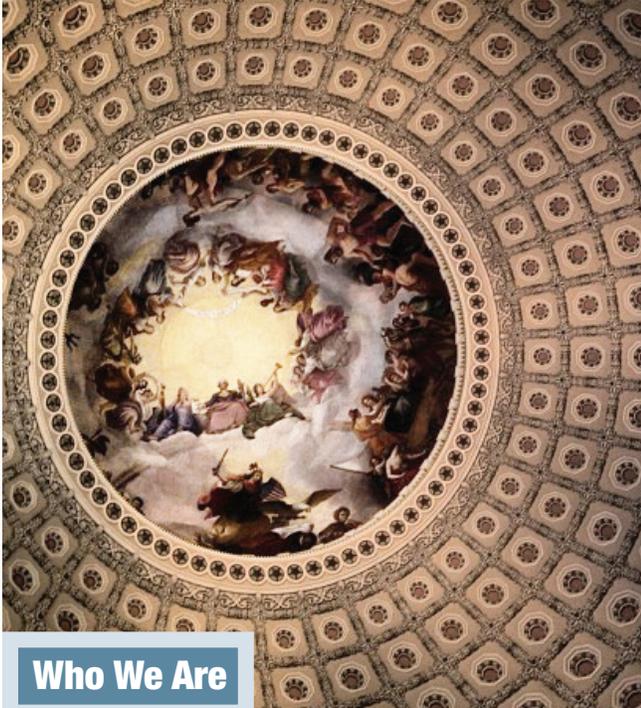
Architect of the Capitol  
2014

# Performance and Accountability Highlights

SERVE ♦ PRESERVE ♦ INSPIRE



## A Fiscal Year 2014 Performance and Financial Summary Report to Congress and the Citizens of the United States



### Who We Are

### Architect of the Capitol

**What We Do:** The Architect of the Capitol (AOC) is a nonpartisan, professional services office with responsibility for over 17.4 million square feet of facilities and more than 587 acres of grounds. AOC is responsible for the maintenance, renovation and new construction of the buildings and grounds on Capitol Hill.

**Established:** In 1876 by congressional legislation

**Branch of Government:** Legislative

**Mission:** Serve Congress and the Supreme Court, preserve America's Capitol and inspire memorable experiences for our visitors

**Leadership:** The Honorable Stephen T. Ayers, FAIA, LEED AP, Architect of the Capitol

**Number of Full-Time Equivalents:** 2,085 as of September 30, 2014

**FY 2014 Budget Authority:** \$602.0 million\*

\*Note: Reflects Legislative Branch appropriations only. Excludes the Supreme Court Building and Grounds jurisdiction.



### Did you know?

- The U.S. Capitol Dome, symbol of American democracy, is plagued by over 1,600 cracks and has deteriorated due to age and weather. In January 2014, AOC began a multi-year restoration project to repair these deficiencies.
- AOC has the unique role of preserving and restoring the Capitol's architectural and fine art heritage assets. In FY 2014, AOC's curatorial highlights included the continuation of several mural conservation projects and completion of bronze preservation work.
- AOC has received permits to construct a natural gas Cogeneration Plant, allowing the Capitol Power Plant to use natural gas 100 percent of the time.
- The century-old Cannon House Office Building has never undergone a comprehensive modernization and faces serious safety, health, environmental and operational issues. In FY 2014, AOC began site preparation for a 10-year, over \$752 million building renewal project.
- AOC's General Administration appropriation centrally funds common services supporting AOC's engineering, safety, energy, construction, preservation and business needs. This allows AOC to establish economies of scale that increase efficiency and reduce costs.
- AOC continued to achieve significant efficiencies through cost savings initiatives. Key savings were made possible through contract renegotiation, overtime management, technology expansion, energy and water reduction measures and the use of fewer contractors.
- Conditions have deteriorated at the historic Olmsted Terrace spanning three sides of the U.S. Capitol. In FY 2014, AOC started a phased, multi-year project to repair, clean and preserve the Terrace's marble walls.
- The Capitol Visitor Center supports hundreds of congressionally-sponsored special events annually. In FY 2014, special events included statue unveilings, awards ceremonies, concerts and the President's State of the Union Address.
- AOC has increasingly relied on shared services to reduce agency costs and achieve operational efficiencies. In FY 2014, AOC began the phased migration of AOC's Human Resources Information System.
- In December 2013, the CBS news program *60 Minutes* aired the feature "The Capitol Dome" to coincide with the 150th anniversary of the Dome's completion.

Serve | Preserve | Inspire

## Fiscal Year 2014 Performance Highlights

### One Team, One Mission

- Collaboration across the organization resulted in continued cost savings through contract renegotiation, technology expansion, and energy and water reduction.
- AOC held quarterly risk summits and began developing an enterprise risk management plan to identify, analyze, evaluate, treat and monitor agency risks.

**TABLE 1: AOC Strategic Goals**

Goal 1	One Team, One Mission
Goal 2	Innovative and Empowered Workforce
Goal 3	Awe-Inspiring Facilities
Goal 4	Extraordinary Services

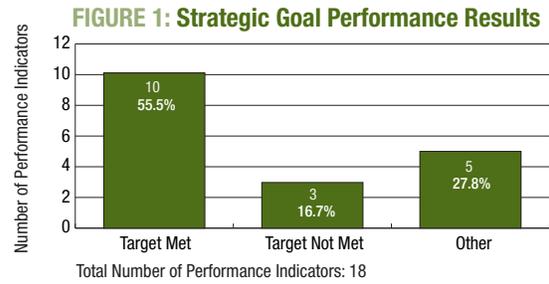
### Innovative and Empowered Workforce

- Two major initiatives were launched to enhance the professional and personal growth of AOC supervisors and employees: “Building Leaders” and “New Year, New You.”
- AOC developed the Career Coach Concept—an initiative devoted to helping employees broaden their skill set and stay challenged.
- AOC provided upward mobility to employees using the Architect’s Mobility Program (AMP) and capitalized on the sharing of professional knowledge with the Exchange of Critical Expertise and Learning (ExCEL) Program.

**TABLE 2: Summary of Select Performance Indicators**

Key Performance Indicator	FY 2013 Target	FY 2013 Actual	FY 2014 Target	FY 2014 Actual	FY 2014 Results
<b>STRATEGIC GOAL 1: One Team, One Mission</b>					
<b>Reduction in Usage of Overtime:</b> Reduce overtime hours used to fulfill the mission through improved planning and scheduling.	<139,518* hours	121,428* hours	<121,428 hours	128,179 hours	<b>Target Not Met</b>
<b>STRATEGIC GOAL 2: Innovative and Empowered Workforce</b>					
<b>Volume of Honor Awards:</b> Recognize employees who have gone above and beyond the call of duty and who have demonstrated service excellence, extraordinary teamwork or ingenuity in solving challenges.	No Target Established	601	No Target Established	422	<b>Other</b>
<b>STRATEGIC GOAL 3: Awe-Inspiring Facilities</b>					
<b>Preventive Maintenance Work Order Timeliness:</b> Complete routine facility maintenance work on schedule.	≥90.0%	90.0%	≥90.0%	82.9%	<b>Target Not Met</b>
<b>Injuries and Illnesses Rate:</b> Targeted to be less than the previous year’s rate.	<3.85%*	3.28%	<3.28%	2.95%	 <b>Target Met</b>
<b>Reduction in Energy Consumption:</b> Decrease energy consumption through effective utility usage.	≤-24.0%	-26.0%*	≤-27.0%	-25.5%	<b>Target Not Met</b>
<b>STRATEGIC GOAL 4: Extraordinary Services</b>					
<b>Service Request Work Orders Timeliness:</b> Complete service request work orders on time.	≥90.0%	89.7%	≥90.0%	92.9%	 <b>Target Met</b>

Note: Figures adjusted from prior year reported amounts are marked with an asterisk (\*).



### Awe-Inspiring Facilities

- AOC completed major construction projects including the Supreme Court West Facade Restoration, West Refrigeration Plant Revitalization Phase I, and the Thomas P. O’Neill, Jr. Federal Building (with the General Services Administration).
- Work continued on AOC’s major restoration projects that include the multi-year Capitol Dome Restoration Project and the century-old Cannon House Office Building.

### Extraordinary Services

- AOC began planning for a seamless 114th Congressional transition resulting from the November 2014 elections.
- AOC welcomed over 2.0 million visitors to the Capitol Visitor Center and the U.S. Botanic Garden welcomed nearly 1.2 million visitors in FY 2014.
- AOC developed and implemented a new, two-day orientation program to improve the employee onboarding experience.

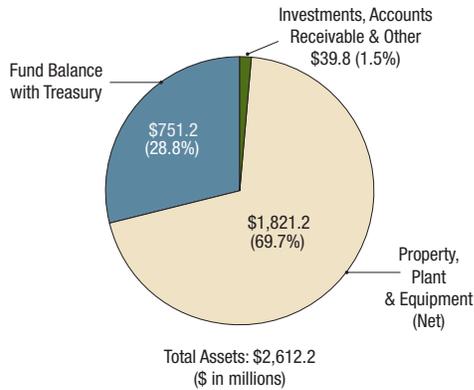
## Fiscal Year 2014 Financial Highlights

An independent audit of the AOC's financial statements resulted in an unmodified (clean) audit opinion in FY 2014.

**TABLE 3: Select Financial Data (\$ in millions)**

	FY 2014	FY 2013	Percent Change
Total Assets	\$2,612.2	\$2,501.8	4%
Total Liabilities	\$351.9	\$347.0	1%
Total Net Position	\$2,260.3	\$2,154.7	5%
Total Revenues	\$47.6	\$52.8	(10%)
<b>Total Net Cost of Operations</b>			
Total Net Cost of Operations	\$531.8	\$545.5	(2%)
<b>Total Enacted Appropriations</b>			
Total Enacted Appropriations	\$602.0	\$534.3	13%
<b>Facility Space Managed</b>			
Facility Space Managed	over 17.4 million sq. ft.	17.4 million sq. ft.	Increased
<b>Actual FTEs at Fiscal Year-End</b>			
Actual FTEs at Fiscal Year-End	2,085	2,100	(1%)

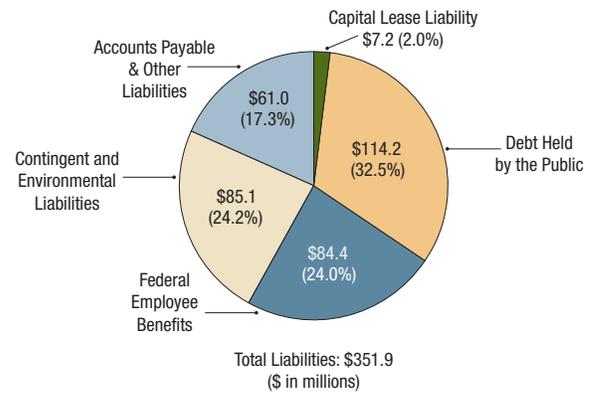
**FIGURE 2: Summary of Total Assets**



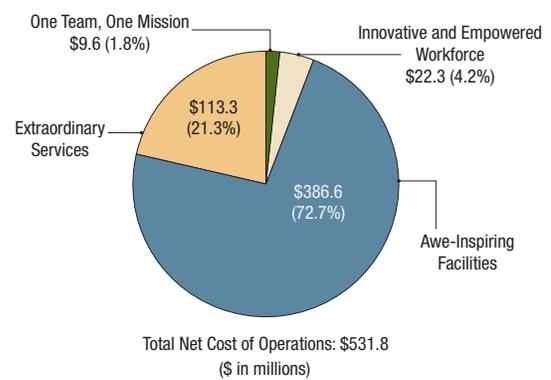
**TABLE 4: Independent Auditors' Internal Control Findings**

Category	Audit Findings	
	FY 2014	FY 2013
Material Weaknesses	None	None
Significant Deficiencies	Three	None

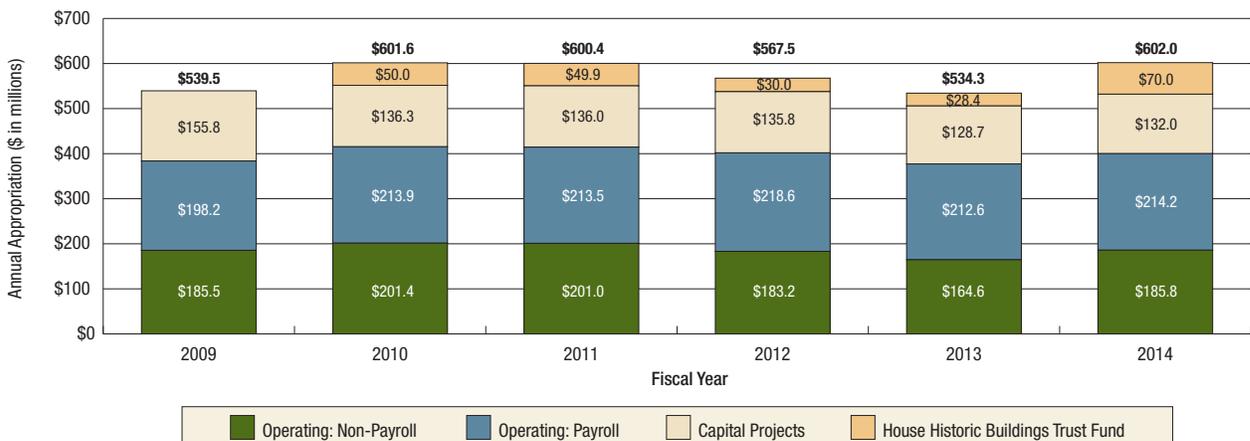
**FIGURE 3: Summary of Total Liabilities**



**FIGURE 4: Net Cost of Operations by Strategic Goal**



**FIGURE 5: Trend in Total Appropriation**



Note: Excludes Supreme Court Building and Grounds (included in the Judiciary Branch appropriation).



Cracked and missing stone on the U.S. Capitol illustrates AOC's challenge to proactively address its significant backlog of deferred maintenance and capital renewal needs across Capitol Hill.

## What's Next? Future Challenges and Priorities

- **Stress on Budgetary Resources.** In a constrained budgetary environment, the cost of complying with requirements related to energy, safety and security, coupled with a large deferred maintenance backlog and the growing cost of day-to-day operations, puts increased stress on the agency's limited resources. The AOC strives to prioritize its projects and continuously become more efficient to meet this challenge.
- **Deferred Maintenance and Capital Renewal Backlog.** The AOC strives to proactively address the significant deferred maintenance and capital renewal needs across Capitol Hill to ensure the historic fabric of the Congressional buildings and grounds is preserved before the damage becomes too great. In FY 2014, AOC's total deferred maintenance and capital renewal backlog is estimated at \$1.3 billion (the same as last year's amount).
- **Energy Stewardship and Sustainability.** The AOC is required to meet annual reductions in energy consumption. AOC did not meet the FY 2014 energy reduction target of 27 percent. Meeting future targets will be difficult since projects that yielded quick financial paybacks are already in place.
- **Physical Security of Facilities.** The AOC is responsible for supporting the U.S. Capitol Police and providing other security functions around Capitol Hill. The AOC must continue to focus on meeting strict security requirements, while also ensuring that safety, historic preservation and accessibility needs are met.
- **Workplace Safety and Health.** The AOC is responsible for ensuring that safety and health standards are met for those who work at or visit the U.S. Capitol. At the same time, AOC must balance operational needs, applicable regulations and challenging working conditions that are unique to Capitol Hill. The agency establishes this culture by placing people first and practicing safety always.
- **Management of Concurrent Projects.** The AOC is undertaking many needed major construction and restoration projects concurrently. To be successful, AOC must focus on each long-term project to ensure they remain on-time and under-budget, while also ensuring that this additional workload does not impact the agency's people and day-to-day customers.

The AOC Inspector General identified additional challenges facing the organization. These include: enhancing internal controls, improving human capital management, and property accountability and surplus property disposal.

This *AOC Citizen's Report* provides a brief summary of AOC's FY 2014 performance and fiscal results contained in the *Performance and Accountability Report (PAR)*. The full AOC PAR is available at [www.aoc.gov/performance-accountability-report](http://www.aoc.gov/performance-accountability-report) or by scanning the QR code below.

**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 December 3, 2014.



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The complete FY 2014 AOC *Performance and Accountability Report* is available online at:  
**[www.aoc.gov/performance-accountability-report](http://www.aoc.gov/performance-accountability-report)**



United States Capitol • Washington, DC 20515

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