ARCHITECT OF THE CAPITOL

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PERFORMANCE AND ACCOUNTABILITY
CITIZEN-CENTRIC REPORT
FISCAL YEAR 2024

Serve. Preserve. Inspire.

Citizen-Centric Report

Fiscal Year 2024 Performance and Accountability Highlights

ABOUT THE ARCHITECT OF THE CAPITOL

Who We Are: The Architect of the Capitol (AOC) is responsible for the care and operation of the U.S. Capitol campus, which includes over 18.5 million square feet of facilities, more than 570 acres of grounds and thousands of works of art. AOC employees work behind the scenes day and night to provide Congress and the Supreme Court with facilities and infrastructure to conduct their business. We inspire the public by providing tours, online programming and exhibits related to the U.S. Capitol, the surrounding grounds and the U.S. Botanic Garden.

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

Branch of Government: Legislative

Leadership: Thomas Austin, Architect of the Capitol

Workforce: 2,500 as of September 30, 2024

FY 2024 Budget Authority: $968 million

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

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

Did You Know?

The AOC serves as steward for the U.S. Capitol Building, the U.S. Capitol Visitor Center, the House and Senate office buildings, the Library of Congress buildings, the Supreme Court of the United States, the U.S. Botanic Garden, the Capitol Power Plant and other surrounding grounds and facilities. The major facilities on the Capitol campus that fall under the AOC's care are displayed below. A virtual tour of the Capitol campus is available at **www.capitol.gov.** To learn more about the AOC, watch our video, "We Are AOC": **www.aoc.gov/about-us/who-we-are.**

Map of the U.S. Capitol Campus

Performance Results in Brief

The AOC tracked progress toward four strategic goals:

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

As part of the development of a Bridge Strategic Plan covering FY 2022-FY 2025, the AOC measures six strategic objectives aligned with these goals:

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

View the AOC's FY 2024 performance highlights video: **www.aoc.gov/PAR**.

Summary of Key Performance Indicators

STRATEGIC GOAL / STRATEGIC OBJECTIVE	KPI TYPE	KPI	TARGET	RESULTS
Strategic Goal 1: Maintain Awe-Inspiring Facilities	Operational KPI	Cumulative Energy Intensity Use	≥48.0%	**51.7% Met**
Strategic Goal 1: Maintain Awe-Inspiring Facilities	Operational KPI	Facility Condition Index	<59.3%	**59.3% Not Met**
Strategic Goal 1: Maintain Awe-Inspiring Facilities	Operational KPI	Planned Work Order Performance	≥90.0%	**93.1% Met**
Strategic Goal 1: Maintain Awe-Inspiring Facilities	Operational KPI	Unplanned Work Order Performance	≥90.0%	**93.6% Met**
Strategic Goal 2: Provide Extraordinary Services	Operational KPI	Customer Satisfaction with Projects	>90.0%	**90.2% Met**
Strategic Goal 2: Provide Extraordinary Services	Operational KPI	Customer Satisfaction with Work Orders	>90.0%	**95.8% Met**
Strategic Goal 3: Foster an Innovative and Empowered Workforce	Operational KPI	External Safety Inspection Findings	<1,033	**347 Met**
Strategic Objective: AOC University	Strategic KPI	Satisfaction Rate for Training Availability	≥72.0%	**72% Met**
Strategic Objective: AOC University	Strategic KPI	Percentage of Courses With Participant Satisfaction Evaluations	≥15.0%	**9.0% Not Met**
Strategic Objective: AOC University	Strategic KPI	Supervisor Satisfaction for Work Unit Knowledge / Skills	≥86.0%	**85.0% Not Met**
Strategic Objective: Enterprise Asset Management	Strategic KPI	Augment AMS Manual to Include Requirements for Enterprise Metrics	Update Manual	**Manual Updated Met**
Strategic Objective: Enterprise Asset Management	Strategic KPI	Develop Deferred Maintenance and Capital Renewal Prototype	Develop Prototype	**Prototype Developed Met**
Strategic Objective: Enterprise Asset Management	Strategic KPI	Complete ISO Certification Process and Achieve ISO Certification for One System	Complete Certification	**Audit and Certification Achieved Met**
Strategic Objective: Human Capital Strategy	Strategic KPI	Time to Hire — Direct Hire Positions	≤50 Days	**52 Days Not Met**
Strategic Objective: Human Capital Strategy	Strategic KPI	Time to Hire — Competitive Positions	≤90 Days	**97 Days Not Met**
Strategic Objective: Human Capital Strategy	Strategic KPI	Internal Promotion Rate	≥8.0%	**11.6% Met**
Strategic Objective: Human Capital Strategy	Strategic KPI	Voluntary Turnover Rate	≤13.0%	**9.1% Met**
Strategic Objective: Human Capital Strategy	Strategic KPI	Average Cost Per Hire — Competitive Positions	≤$5,466	**$4,359 Met**
Strategic Objective: Human Capital Strategy	Strategic KPI	Employment Engagement	≥72.8%	**72.5% Not Met**
Strategic Objective: Human Capital Strategy	Strategic KPI	Career Ladder and Detail Positions	25	**157 Met**

Financial Results in Brief

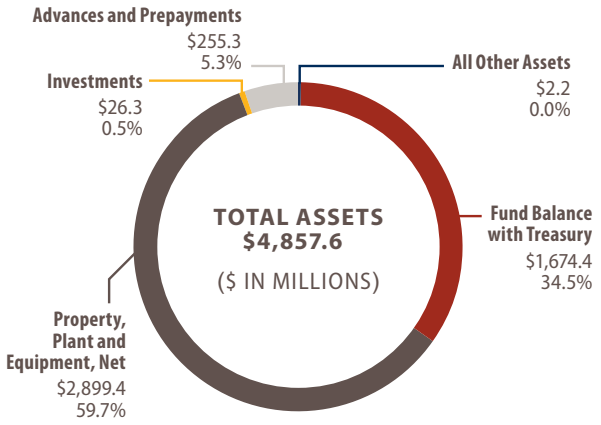
Select Financial and Related Nonfinancial Data ($ in Millions)

	FY 2024	FY 2023	PERCENT CHANGE
Total Assets	$ 4,857.6	$ 4,597.6	6%
Total Liabilities	$ 605.2	$ 563.4	7%
Total Net Position	$ 4,252.3	$ 4,034.2	5%
Total Revenues	$ 69.1	$ 62.8	9%
Total Net Cost of Operations	$ 781.3	$ 827.6	(6%)
Total Appropriations	$ 958.8	$ 1,344.3	(29%)
Facility Space Managed (Square feet)	> 18.5 million	> 18.5 million	N/A
Grounds Managed (Acres)	> 570	> 570	N/A
Workforce at Fiscal Year-End	2,500	2,530	-%

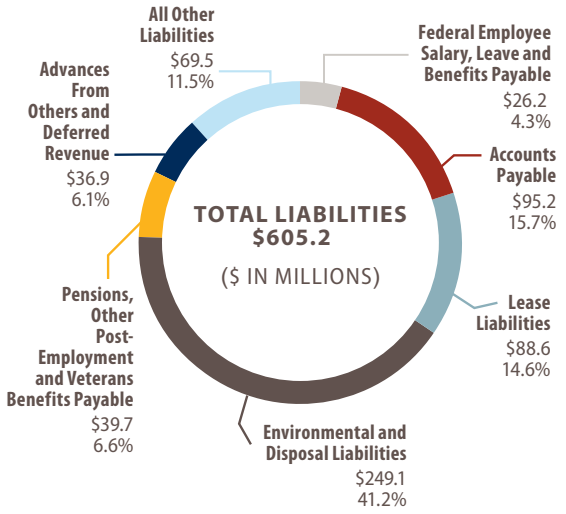
Independent Auditor's Internal Control Findings

CATEGORY	FY 2024	FY 2023
Material Weaknesses	None	None
Significant Deficiencies	None	None

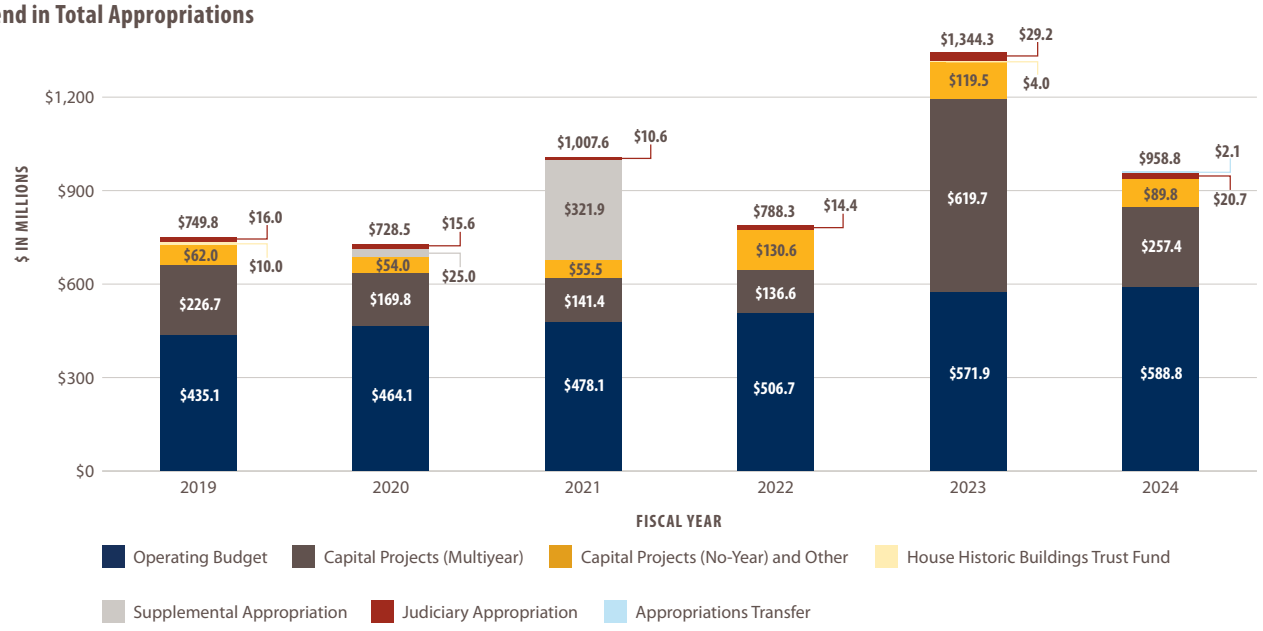
Summary of Total Assets



Summary of Total Liabilities



Trend in Total Appropriations



Forward-Looking Information in Brief

The AOC identified and prioritized the following critical enterprise-level risks for FY 2024:

Recruitment and Retention
Enterprise 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.

Critical Infrastructure Failure
Enterprise Risk Statement: The risk of critical infrastructure (i.e., vital building systems, facilities, roads, bridges, pipelines and power grids) failure due to aging facilities, extreme weather, accidents or cyberattacks will significantly delay the AOC mission and operations.

Deferred Maintenance and Capital Renewal
Enterprise 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.

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

Physical Security
Enterprise 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.

Expectations (External Communications)
Enterprise Risk Statement: The risk that the AOC does not manage the needs and expectations of key stakeholders based on the actual level of capacity the AOC has to fulfill requests.

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

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

Manager-Employee Engagement Expectations (Internal Communications)
Enterprise Risk Statement: The lack of intentional, routine and timely communications from management impacts employee engagement and alignment around AOC goals and priorities.

Data Quality and Governance
Enterprise 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 comprises data security.

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

The AOC's Office of Inspector General identified additional management opportunities and performance challenges facing the organization: accessibility, auditability and records retention, balancing safety, security and preservation, cybersecurity, human capital management, operational strategy and leadership challenges, waste and accountability and whistleblower protections.

The AOC Performance and Accountability Highlights provides a summary of the FY 2024 Performance and Accountability Report, following the Citizen-Centric Reporting model established by AGA. The full report is available online at: **www.aoc.gov/par**.

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

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www.aoc.gov