



PERFORMANCE & ACCOUNTABILITY HIGHLIGHTS

Architect of the Capitol • Fiscal Year 2021

SERVE | PRESERVE | INSPIRE



FISCAL YEAR 2021

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 Capitol campus, which includes more than 18.4 million square feet of facilities, more than 570 acres of grounds and thousands of works of art. The AOC’s employees work behind the scenes day and night to provide Congress and the Supreme Court with facilities and infrastructure to conduct their business. We inspire the public by providing tours, online programming and exhibits of 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: J. Brett Blanton, Architect of the Capitol

Number of Permanent Employees: 2,249 as of September 30, 2021

FY 2021 Budget Authority: \$1.008 billion (including \$321.9 million in emergency security supplemental funding)

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

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 depicted in **Figure 1**. 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.

FIGURE 1
Map of the U.S. Capitol Campus



Performance Results in Brief

In Fiscal Year (FY) 2021, 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

Eight strategic objectives and 19 key performance indicators (KPI) support the goals. The high-level KPIs, summarized in **Table 1**, measure the agency's most critical actions taken in line with the Strategic Plan.

In October 2020, the AOC added seven additional initiatives to its FY 2021 Performance Plan. These new Architect's Strategic Initiatives (ASI) include:

- Reorganization: Building a structure to support the AOC's people and mission
- AOC University: Training for the future
- Building Official: Keeping agency staff and customers safe
- Cultural Behaviors Transformation: Strengthening the AOC's values
- Enterprise Asset Management: Providing the tools to track and maintain current assets and plan for future needs
- Human Capital Strategy: Attracting and incentivizing the best possible workforce
- Vision 2100 Master and Strategic Plans: Building a legacy



View the AOC's FY 2021 Highlights video:
www.aoc.gov/PAR.

TABLE 1
 Summary of High-Level Key Performance Indicators

HIGH-LEVEL KEY PERFORMANCE INDICATOR	FY 2020 Target	FY 2020 Actual	FY 2020 Results	FY 2021 Target	FY 2021 Actual	FY 2021 Results
STRATEGIC GOAL: Maintain Awe-Inspiring Facilities						
Reduce Cumulative Energy Intensity Use. Decrease campuswide energy consumption through efficient utility usage.	≥ 40.0%	50.8%	Met	≥ 42.0%	48.8%	✔ Met
Facility Condition Index. Reduce the percent of the AOC major buildings in poor or fair condition.	≤ 44.4%	48.1%	Not Met	≤ 48.1%	55.6%	✘ Not Met
STRATEGIC GOAL: Provide Extraordinary Services						
Customer Satisfaction with Projects. Maintain high customer satisfaction with projects.	≥ 90.0%	95.0%	Met	≥ 90.0%	94.9%	✔ Met
Tenant Survey. Measure how well the AOC provides services to its facility occupants.	N/A	N/A	Not Applicable	≥ 90.0%	79.0%	✘ Not Met
STRATEGIC GOAL: Foster an Innovative and Empowered Workforce						
External Safety Inspection Findings. Reduce the safety findings identified by the Office of Congressional Workplace Rights.	< 1,162	1,492	Not Met	< 1,247	2,050	✘ Not Met
Injuries and Illnesses Rate. Reduce the annual injuries and illnesses rate.	≤ 2.23%	1.67%	Met	≤ 1.67%	1.62%	✔ Met
STRATEGIC GOAL: Operate as One Team, Dedicated to One Mission						
No FY 2021 KPIs are aligned with this strategic goal.						

Financial Results in Brief

As evidence of our commitment to financial accountability and transparency, in FY 2021 the AOC:

- Received its 17th consecutive unmodified (clean) audit opinion on its financial statements
- Received its 10th consecutive Certificate of Excellence in Accountability Reporting (CEAR) award from the Association of Government Accountants (AGA)
- Prioritized the AOC’s COVID-19 mitigation efforts by ensuring funds were available for personal protective equipment and cleaning supplies, while supporting the development of COVID-19 impact reports and dashboards to facilitate *Coronavirus Aid, Relief, and Economic Security Act* (CARES Act) compliance
- Deployed multiple financial system updates, including the upgrade of its core financial management system (Momentum®) and its inventory management software (Maximo®); both the Momentum® and Maximo® systems migrated their data center to the Microsoft® Azure cloud

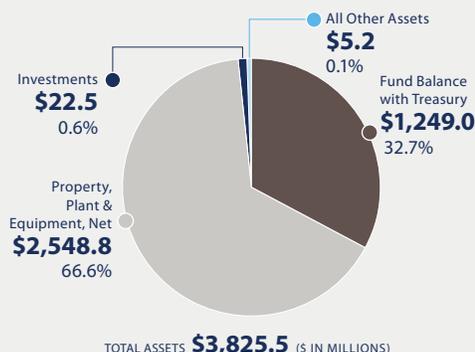
TABLE 2
Select Financial and Related Nonfinancial Data (\$ in millions)

	FY 2021	FY 2020	PERCENT CHANGE
Total Assets	\$3,825.5	\$3,498.7	9%
Total Liabilities	\$452.2	\$403.7	12%
Total Net Position	\$3,373.3	\$3,095.0	9%
Total Revenues	\$76.9	\$86.8	(11%)
Total Net Cost of Operations	\$755.7	\$627.3	20%
Total Appropriations (per Statement of Budgetary Resources)	\$1,007.6	\$728.5	38%
Facility Space Managed (square feet)	More than 18.4 million	More than 18.4 million	-%
Grounds Managed (acres)	More than 570	More than 570	-%
Permanent Employees at Fiscal Year-End	2,249	2,251	-%

TABLE 3
Independent Auditor’s Internal Control Findings

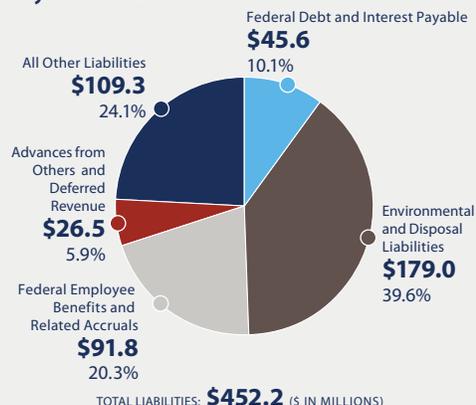
CATEGORY	FY 2021	FY 2020
Material Weaknesses	Control Gap Identified for Retrospective Reviews of Estimates	None
Significant Deficiencies	None	None

FIGURE 2
Summary of Total Assets



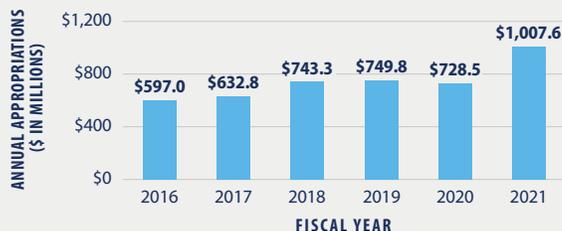
As of September 30, 2021, the AOC’s property, plant and equipment (net of depreciation) represented two-thirds of the agency’s total assets.

FIGURE 3
Summary of Total Liabilities



As of September 30, 2021, the AOC’s environmental and disposal liabilities amounted to \$179 million (near 40 percent of total liabilities), an increase of \$100 million over FY 2020 due to increased asbestos abatement costs and agency estimation methodology changes.

FIGURE 4
Trend in Total Appropriations



In FY 2021, the AOC’s appropriations included \$321.9 million of supplemental funding for security upgrades following the events of January 6, 2021, (\$300 million) and to respond to the COVID-19 pandemic (\$21.9 million).



The Russell Senate Office Building is undergoing a multiphase restoration to preserve the exterior stonework of the historic building. The AOC's backlog in deferred maintenance and capital renewal projects are among the most significant challenges identified in this year's Performance and Accountability Report.

Forward-Looking Information in Brief

The AOC has identified the following as the agency's most significant challenges for FY 2022 and beyond:

Backlog in Deferred Maintenance and Capital Renewal Projects:

Resource constraints have deferred maintenance and delayed important capital renewal work, causing increasing deterioration of buildings and grounds. Significant investments are needed for preservation and to ensure the future safety of building occupants and visitors. As of September 30, 2021, the AOC estimated the backlog at \$2.05 billion.

Campus Security: The AOC is responsible for supporting the U.S. Capitol Police and providing physical security infrastructure around the Capitol campus. The AOC continues to focus on meeting security and safety requirements while also ensuring that preservation and accessibility needs are met.

Cybersecurity: The security of information systems and data is one of the largest challenges that federal agencies face. The AOC is not an exception and its various information systems are vital to the continuity of AOC operations.

Energy Stewardship and Sustainability: The AOC strives to maximize energy savings throughout the Capitol campus and in all its improvement projects. Although the AOC's facilities are largely composed of historic buildings that were not built to modern energy usage standards, the AOC has focused on improving their energy conservation capabilities.

Management of Concurrent Construction Projects: The AOC is concurrently undertaking multiple major construction, renewal and restoration projects. The AOC must ensure that each project is delivered safely, remains on time and within budget, and is of the highest possible quality, while creating minimal disruptions to the agency's clients.

Attracting, Developing and Retaining a Skilled and Engaged Workforce:

The AOC requires a skilled, specialized and engaged workforce to achieve its mission and deliver services to stakeholders. The AOC's Human Capital Strategy includes efforts to attract, develop and retain talented staff.

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 Capitol campus. The AOC does this while addressing operational needs, applicable regulations, and unique and challenging working conditions.

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

The AOC Performance and Accountability Highlights provides a summary of the AOC's FY 2021 Performance and Accountability Report, following the Citizen-Centric Reporting model established by the Association of Government Accountants (AGA). The full report is available online at: www.aoc.gov/par. Please send any questions or comments to aocpar@aoc.gov.



For more information about the AOC, visit our website at: www.aoc.gov.

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www.aoc.gov