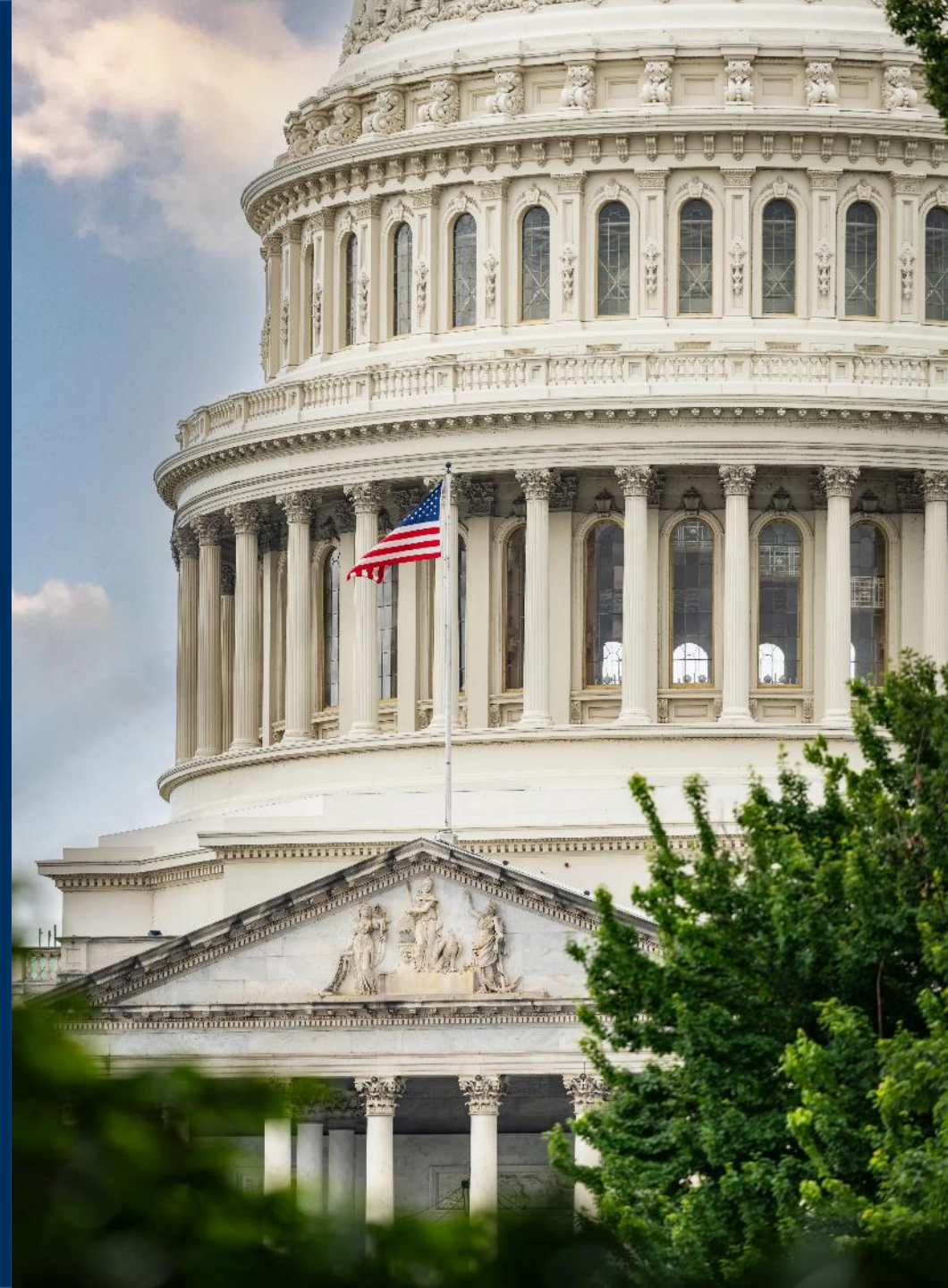


AGA CERTIFICATE OF EXCELLENCE IN ACCOUNTABILITY REPORTING (CEAR)

AGA CEAR Preparer Training
August 12, 2026



CEAR Program Preparer Training | CEAR Award and CEAR Best-in-Class Recipient

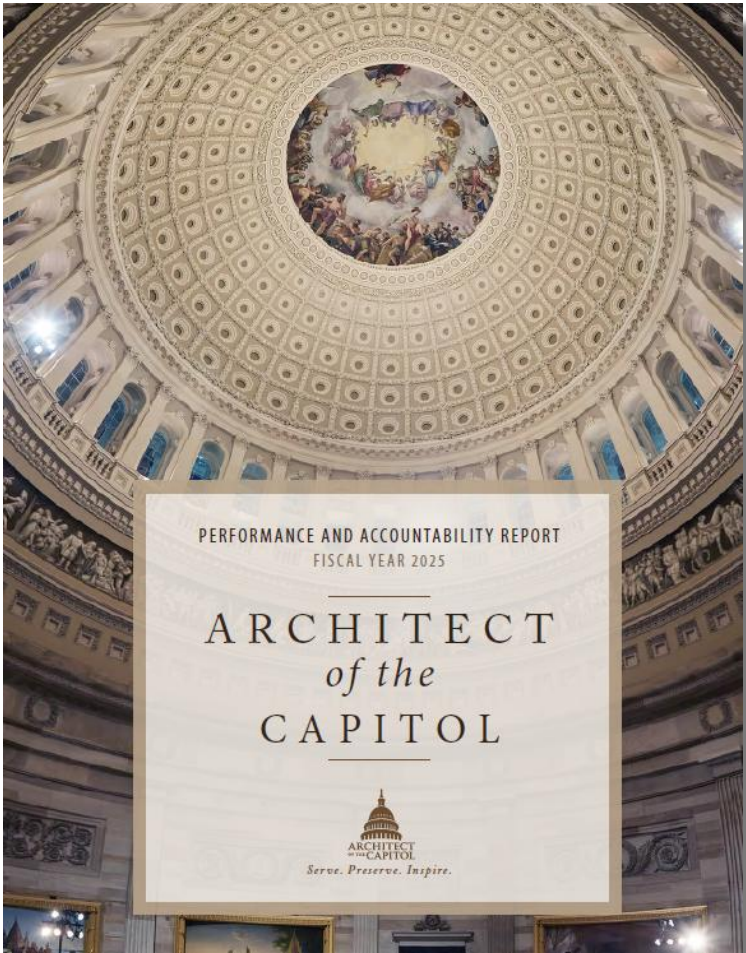
FY 2025 AGA CEAR Award Recipient

Architect of the Capitol (AOC) - 14th year

FY 2025 CEAR Best-In-Class: Engaging Report Elements That Tell the Agency's Story

The report begins with an excellent introductory section that provides insights into the agency's mission and values, engaging the reader to learn more about the agency. The overall report is exceptionally well organized, visually appealing, and written in clear, concise language, with a citizen-centric focus that effectively communicates the agency's value to the taxpayer. Further, the report is enhanced with infographics, videos, hyperlinks, and interesting photographs, including personnel recognition, that bring the agency's mission to life.

CEAR Program Preparer Training | Building an Engaging Report



MORE THAN A REPORT:

The Architect of the Capitol's (AOC) Performance and Accountability Report (PAR) does more than present financial results. It communicates the agency's **mission**, **accomplishments**, and **stewardship** while providing transparency and accountability to Congress and the public.

START WITH A STRONG FOUNDATION:

- **Plan** – Define goals, responsibilities, and key milestones.
- **Research** – Review guidance and benchmark effective reports.
- **Develop** – Draft, review, refine, and validate content throughout the process.

CEAR Program Preparer Training | Make It Interactive

ARCHITECT of the CAPITOL
II
MANAGEMENT'S DISCUSSION AND ANALYSIS

Watch Our Video:
A Mission We Love



Other videos detailing the agency's mission and accomplishments are available on the AOC YouTube channel.

Mission, Vision, Core Values, and Customer Service Philosophy

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
Shared workplace values influence the choices made and the actions taken to carry out the agency's mission. The 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.

Customer Service Philosophy
To serve, preserve, and inspire with excellence and expertise.



An ornate bronze lamp base on the west side of the Thomas Jefferson Building, preserved and maintained as part of the ongoing stewardship of the building's historic architecture.

Previous Section
Previous View
Table of Contents
Next Section



We are AOC

<https://www.youtube.com/watch?v=0SaWXjW1wVY>



CEAR Program Preparer Training | Use Color with Purpose

SECTION THREE 90 Financial Information

Financial Statements

Architect of the Capitol

BALANCE SHEET

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

	2023	2022
ASSETS (Note 2)		
Intragovernmental		
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	\$ 1,909,141	\$ 1,299,768
Other than Intragovernmental		
Cash and Other Monetary Assets (Note 4)	\$ 53	\$ 37
Accounts Receivable, Net (Note 6)	650	275
Inventory and Related Property, Net (Note 7)	962	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	\$ 2,688,414	\$ 2,661,638
TOTAL ASSETS	\$ 4,597,555	\$ 3,961,406
LIABILITIES (Note 11)		
Intragovernmental		
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	\$ 49,076	\$ 36,257
Other than Intragovernmental		
Accounts Payable	\$ 83,514	\$ 76,065
Federal Debt and Interest Payable (Note 12)	16,892	31,864
Federal Employee and Veteran Benefits Payable	60,365	65,370
Environmental and Disposal Liabilities (Note 13)	271,197	183,422
Other Liabilities (Note 14)	82,437	86,818
Total Other than Intragovernmental	\$ 514,305	\$ 443,539
TOTAL LIABILITIES	\$ 563,381	\$ 479,796
Commitments and Contingencies (Note 16)		
NET POSITION		
Total Unexpended Appropriation (Consolidated)	\$ 1,633,124	\$ 1,038,109
Total Cumulative Results of Operations (Consolidated)	2,401,050	2,443,501
TOTAL NET POSITION	\$ 4,034,174	\$ 3,481,610
TOTAL LIABILITIES AND NET POSITION	\$ 4,597,555	\$ 3,961,406

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

ARCHITECT of the CAPITOL • 2023 Performance and Accountability Report

25,000,000+ Visitors welcomed to the U.S. Capitol since the opening of the Capitol Visitor Center in 2008

of the U.S. Capitol Building

ARCHITECT of the CAPITOL • 2023 Performance and Accountability Report

ARCHITECT of the CAPITOL | 104 | 2024 Performance and Accountability Report

Financial Statements

Architect of the Capitol

BALANCE SHEETS

As of September 30, 2024, and 2023 (Dollars in Thousands)

	2024	2023
ASSETS (Note 2)		
Intragovernmental Assets		
Fund Balance with Treasury (Note 3)	\$ 1,674,104	\$ 1,612,659
Investments, Net (Note 5)	14,451	10,318
Accounts Receivable, Net (Note 6)	660	598
Advances and Prepayments (Note 10)	235,235	285,566
Total Intragovernmental Assets	\$ 1,944,720	\$ 1,909,141
Other Than Intragovernmental Assets		
Cash and Other Monetary Assets (Note 4)	\$ 60	\$ 53
Accounts Receivable, Net (Note 6)	658	650
Inventory and Related Property, Net (Note 7)	947	962
Property, Plant and Equipment, Net (Note 8)	2,899,411	2,675,467
Advances and Prepayments (Note 10)	5	4
Investments, Net (Note 5)	11,851	11,258
Total Other Than Intragovernmental Assets	\$ 2,912,822	\$ 2,688,414
TOTAL ASSETS	\$ 4,857,542	\$ 4,597,555
Stewardship Property, Plant and Equipment (Note 9)		
LIABILITIES (Note 11)		
Intragovernmental Liabilities		
Accounts Payable	\$ 1,390	\$ 2,326
Advances from Others and Deferred Revenue (Note 10)	36,521	39,423
Other Liabilities (Note 14)	7,779	7,327
Total Intragovernmental Liabilities	\$ 45,690	\$ 49,076
Other Than Intragovernmental Liabilities		
Accounts Payable	\$ 93,708	\$ 83,514
Federal Debt and Interest Payable (Note 12)	587	16,892
Federal Employee Salary, Leave and Benefits Payable	26,183	35,158
Pensions, Post-Employment and Veterans Benefits Payable	39,687	43,539
Environmental and Disposal Liabilities (Note 13)	249,086	271,197
Other Liabilities (Note 14)	16,361	17,465
Contract Holdback	279	172
Contingent Liabilities (Notes 14 and 16)	-	-
Lease Liabilities (Notes 14 and 15)	88,594	-
Other Liabilities Without Related Budgetary Obligations	44,527	44,527
Capital Lease Liabilities	-	1,831
Total Other Than Intragovernmental Liabilities	\$ 539,146	\$ 514,305
TOTAL LIABILITIES	\$ 585,236	\$ 563,381
Commitments and Contingencies (Note 16)		
NET POSITION		
Total Unexpended Appropriation	\$ 1,667,913	\$ 1,633,124
Total Cumulative Results of Operations	2,584,403	2,401,050
TOTAL NET POSITION	\$ 4,252,316	\$ 4,034,174
TOTAL LIABILITIES AND NET POSITION	\$ 4,857,542	\$ 4,597,555

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

Previous Section

Previous View

Table of Contents

Next Section

29,000,000+ Visitors welcomed to the U.S. Capitol since the opening of the U.S. Capitol Visitor Center in 2008

Expansions of the U.S. Capitol Building

Previous View

Table of Contents

Next Section

ARCHITECT of the CAPITOL • 102 • FINANCIAL INFORMATION

Financial Statements

Architect of the Capitol

Balance Sheet

As of September 30, 2025 (Dollars in Thousands)

	2025
ASSETS (Note 2)	
Intragovernmental Assets	
Fund Balance with Treasury (Note 3)	\$ 1,516,483
Investments, Net (Note 5)	19,375
Accounts Receivable, Net (Note 6)	949
Advances and Prepayments (Note 10)	327,428
Total Intragovernmental Assets	\$ 1,864,435
Other than Intragovernmental Assets	
Cash and Other Monetary Assets (Note 4)	\$ 41
Accounts Receivable, Net (Note 6)	659
Inventory and Related Property, Net (Note 7)	1,304
General and Right-to-Use Property, Plant, and Equipment, Net (Note 8)	2,999,404
Advances and Prepayments (Note 10)	2
Total Other than Intragovernmental Assets	\$ 3,001,410
TOTAL ASSETS	\$ 4,865,845
Stewardship Property, Plant, and Equipment (Note 9)	
LIABILITIES (Note 11)	
Intragovernmental Liabilities	
Accounts Payable	\$ 948
Advances from Others and Deferred Revenue (Note 10)	\$ 36,528
Other Liabilities (Note 13)	7,729
Total Intragovernmental Liabilities	\$ 39,005
Other than Intragovernmental Liabilities	
Accounts Payable	\$ 88,330
Federal Employee Salary, Leave, and Benefits Payable	29,571
Post-Employment Benefits Payable	37,554
Environmental and Disposal Liabilities (Note 12)	231,427
Other Liabilities (Note 13)	23,117
Contract Holdback	890
Contingent Liabilities (Notes 13 and 15)	99,150
Lease Liabilities (Notes 13 and 14)	40,708
Other Liabilities Without Related Budgetary Obligations	560
Interest Payable	531,007
Total Other than Intragovernmental Liabilities	\$ 590,112
TOTAL LIABILITIES	\$ 590,112
Commitments and Contingencies (Note 15)	
NET POSITION	
Total Unexpended Appropriations	\$ 1,598,577
Total Cumulative Results of Operations	2,677,156
TOTAL NET POSITION	\$ 4,275,733
TOTAL LIABILITIES AND NET POSITION	\$ 4,865,845

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

Previous Section

Previous View

Table of Contents

Next Section

Uniquely Skilled Employees

9 Expansions of the U.S. Capitol Building

13 Number of Architects of the Capitol

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

Previous View

Table of Contents

Next Section

CEAR Program Preparer Training | Visualize Key Information

ARCHITECT of the CAPITOL • 1 • INTRODUCTION

About This Report

The Performance and Accountability Report (PAR) provides Congress and the American public with a comprehensive overview of the agency's financial and operational performance for Fiscal Year (FY) 2025 (October 1, 2024–September 30, 2025). Prepared in accordance with Office of Management and Budget (OMB) Circular A-136, Financial Reporting Requirements, the report reflects the AOC's ongoing commitment to transparency, accountability, and sound financial management.

The financial statements are prepared using Generally Accepted Accounting Principles (GAAP), aligning with governmentwide standards to promote fiscal integrity.¹ Where appropriate, the AOC incorporates relevant legislation and guidance into financial management 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*

¹ Most federal financial management and reporting requirements are applicable only to executive branch agencies. As a legislative branch agency, these requirements are not mandatory for the AOC. However, the agency adopts policies as best practices where applicable to agency operations.

- *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 review of the agency's FY 2025 priorities, accomplishments, and financial accountability. Capital Highlights, infographics, charts, tables, and photographs offer additional insight into mission activities and annual performance.

Optimized for digital viewing, the PAR features navigation buttons on the bottom of each page to move between sections and the table of contents. Hyperlinks to videos, websites, and social media platforms provide additional information and are indicated by this symbol: . The associated URLs are included in [Appendix J](#).

The downloadable PDF version of the PAR is Section 508-compliant. The report is also available in versions compatible with Apple and Android tablets. 

INFOGRAPHIC: Getting to Know the AOC

3
HIDDEN TREASURES ON CAPITOL HILL
• Chief of the Architect of the Capitol
• Supreme Court, U.S. Capitol Grounds
• Bartholdi Fountain and Gardens, U.S. Botanic Garden

2,667
Uniquely Skilled Employees

570
Acres of Grounds
The Capitol campus is comprised of more than 30 buildings and 18.5 million square feet of facilities

30,000,000+ Visitors welcomed to the U.S. Capitol since the opening of the U.S. Capitol Visitor Center in 2008

9
Expansions of the U.S. Capitol Building

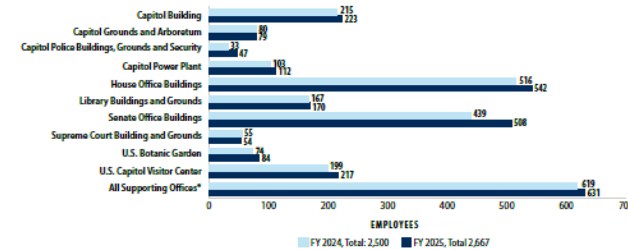
1. Original North Drawing Wing 1793-1800
2. Original South Drawing Wing 1793-1800
3. Center Section and Rotunda 1818-24
4. Powell Library and Senate Wing 1821-42
5. East Portico 1821-42
6. Terrace 1838-42
7. East Front Extension 1848-52
8. Cleveland Hall Room 1880-82
9. U.S. Capitol Visitor Center 2001-08

1793
The year George Washington laid the cornerstone of the U.S. Capitol Building

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

ARCHITECT of the CAPITOL • 8 • MANAGEMENT'S DISCUSSION AND ANALYSIS

FIGURE 2: Workforce by Location



* Positions under the All Supporting Offices category include the organizations supporting the operating jurisdictions and also includes the Office of the Chief Engineer, the Office of the Chief Administrative Officer and others.

The AOC workforce, comprised of approximately 2,700 employees plus seasonal staff and contractors, works around the clock to maintain and preserve the buildings and grounds of the Capitol campus while supporting more than 30,000 daily occupants and millions of visitors annually. Figure 2 shows the distribution of the agency's permanent employees by location. The highly diverse workforce includes architects, carpenters, custodians, electricians, engineers, gardeners, historic preservation specialists, masons, mechanics, painters,

planners, plasterers, plumbers, sheet metal workers, upholsterers, woodcrafters, and other skilled tradespeople. These professionals combine modern techniques with centuries-old trade skills to fulfill AOC's stewardship responsibilities. The infographic: *Architect of the Capitol Responsibilities* provides a visual overview of the agency's mission and core functions. Additional information about the workforce is available online. 

INFOGRAPHIC: Architect of the Capitol Responsibilities



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

← Previous Section

← Previous View

Table of Contents

Next Section →

CEAR Program Preparer Training | Guide your Readers

Navigation of Online Report

Table of Contents

Introduction (Unaudited)	Inside Front Cover	Notes to the Financial Statements	106
About the Cover	Inside Front Cover	Required Supplementary Information (Unaudited)	132
About This Report	1	A: Combining Statement of Budgetary Resources	132
Message From the Architect of the Capitol	2	B: Deferred Maintenance and Repairs	135
How This Report Is Organized	4	C: Heritage Assets	136
Table of Contents	5	Section Four: Other Information (Unaudited)	148
Section One: Management's Discussion and Analysis (Unaudited)	6	Overview	149
Overview	7	Summary of Financial Statements Audit and Management Assurances	150
About the AOC	7	The Inspector General's Statement of Management Opportunities and Performance Challenges	151
History of the AOC	9	Agency Response to the Inspector General	178
Mission, Vision, Core Values and Customer Service Philosophy	11	Payment Integrity	181
Organizational Structure	12	Real Property Capital Planning	182
Performance Highlights	17	Energy and Sustainability Program Management Report	183
Enterprise Risk Management	36	Small Business Accomplishments Report	187
Financial Highlights	52	Human Capital Management Report	188
Financial Management Systems Framework	59	Appendices (Unaudited)	196
Financial Management Systems Improvement Strategy	61	Appendix A: Architects of the Capitol	197
Analysis of Systems, Control and Legal Compliance	62	Appendix B: Major Facilities	198
Federal Managers' Financial Integrity Act of 1982	62	Appendix C: The AOC Jurisdictions	200
Architect's Statement of Assurance	63	Appendix D: Major Stone Repair and Preservation Projects	206
Summary of Financial Statements Audit Material Weaknesses and Nonconformances	64	Appendix E: Major Exhibitions and Programs	207
Other Financial Compliances	64	Appendix F: Capitol Campus Visitation Statistics	210
The Year in Photos (Unaudited)	66	Appendix G: Reimbursable Accounts Summary	211
Section Two: Performance Information (Unaudited)	70	Appendix H: Glossary	212
Overview	71	Appendix I: Abbreviations and Acronyms	215
Introduction	71	Appendix J: Websites	217
Data Validation and Verification	73	Appendix K: Acknowledgements	220
Strategic Goal 1: Maintain Awe-Inspiring Facilities	74	Appendix L: Citizen-Centric Report	221
Strategic Goal 2: Provide Extraordinary Services	77	Capitol Highlights (Unaudited)	
Strategic Goal 3: Foster an Innovative and Empowered Workforce	80	200 Years of the U.S. Capitol Rotunda	24
Strategic Goal 4: Operate as One Team, Dedicated to One Mission	82	Honoring President Jimmy Carter in the Rotunda	27
Strategic Objectives	87	Preserving the Historic Cherry Trees	32
Section Three: Financial Information	91	Supporting the 60th Presidential Inauguration	35
Overview (Unaudited)	91	Staff Recognized for More Than 35 Years of Services	86
Introducing the Principal Financial Statements (Unaudited)	91	The National Statuary Hall Collection	145
Message From the Chief Financial Officer (Unaudited)	92	Infographics (Unaudited)	
Inspector General Transmittal (Unaudited)	94	Getting to Know the AOC	1
Independent Auditors' Report	96	Architect of the Capitol Responsibilities	8
Architect of the Capitol's Response to the Inspector General (Unaudited)	100	Legislative Branch Financial Management System Users	59
Financial Statements	102	Human Capital by the Numbers	194

Financial Statements

Architect of the Capitol Balance Sheet

As of September 30, 2025 (Dollars in Thousands)

	2025
ASSETS (Note 2)	
Intragovernmental Assets	
Fund Balance with Treasury (Note 3)	\$ 1,516,483
Investments, Net (Note 5)	19,575
Accounts Receivable, Net (Note 6)	949
Advances and Prepayments (Note 10)	327,428
Total Intragovernmental Assets	\$ 1,864,435
Other than Intragovernmental Assets	
Cash and Other Monetary Assets (Note 4)	\$ 41
Accounts Receivable, Net (Note 6)	659
Inventory and Related Property, Net (Note 7)	1,304
General and Right-to-Use Property, Plant, and Equipment, Net (Note 8)	2,999,404
Advances and Prepayments (Note 10)	2
Total Other than Intragovernmental Assets	\$ 3,001,410
TOTAL ASSETS	\$ 4,865,845
Stewardship Property, Plant, and Equipment (Note 9)	
LIABILITIES (Note 11)	
Intragovernmental Liabilities	
Accounts Payable	\$ 948
Advances from Others and Deferred Revenue (Note 10)	30,328
Other Liabilities (Note 13)	7,729
Total Intragovernmental Liabilities	\$ 39,005
Other than Intragovernmental Liabilities	
Accounts Payable	\$ 88,330
Federal Employee Salary, Leave, and Benefits Payable	29,571
Post-Employment Benefits Payable	37,354
Environmental and Disposal Liabilities (Note 12)	231,427
Other Liabilities (Note 13)	
Contract Holdback	23,117
Contingent Liabilities (Notes 13 and 15)	890
Lease Liabilities (Notes 13 and 14)	99,150
Other Liabilities Without Related Budgetary Obligations	40,708
Interest Payable	560
Total Other than Intragovernmental Liabilities	\$ 551,107
TOTAL LIABILITIES	\$ 590,112
Commitments and Contingencies (Note 15)	
NET POSITION	
Total Unexpended Appropriations	\$ 1,598,577
Total Cumulative Results of Operations	2,677,156
TOTAL NET POSITION	\$ 4,275,733
TOTAL LIABILITIES AND NET POSITION	\$ 4,865,845

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

CEAR Program Preparer Training | Guide your Readers

Navigation of Physical Report

Strategic Goal 3: Foster an Innovative and Empowered Workforce.....	80	Capitol Highlights (Unaudited)	
Strategic Goal 4: Operate as One Team, Dedicated to One Mission	82	200 Years of the U.S. Capitol Rotunda.....	24
Strategic Objectives.....	87	Honoring President Jimmy Carter in the Rotunda.....	27
Section Three: Financial Information	91	Preserving the Historic Cherry Trees.....	32
Overview (Unaudited).....	91	Supporting the 60th Presidential Inauguration	35
Introducing the Principal Financial Statements (Unaudited)	91	Staff Recognized for More Than 35 Years of Services.....	86
Message From the Chief Financial Officer (Unaudited)	92	The National Statuary Hall Collection.....	145
Inspector General Transmittal (Unaudited).....	94	Infographics (Unaudited)	
Independent Auditors' Report.....	96	Getting To Know the AOC.....	1
Architect of the Capitol's Response to the Inspector General (Unaudited).....	100	Architect of the Capitol Responsibilities	8
Financial Statements	102	Legislative Branch Financial Management System Users.....	59
		Human Capital by the Numbers	194

Navigation of Online Report

ARCHITECT of the CAPITOL • 102 • FINANCIAL INFORMATION	
Financial Statements	
Architect of the Capitol Balance Sheet As of September 30, 2025 (Dollars in Thousands)	
	2025
ASSETS (Note 2)	
Intragovernmental Assets	
Fund Balance with Treasury (Note 3)	\$ 1,516,483
Investments, Net (Note 5)	19,575
Accounts Receivable, Net (Note 6)	949
Advances and Prepayments (Note 10)	327,428
Total Intragovernmental Assets	\$ 1,864,435
Other than Intragovernmental Assets	
Cash and Other Monetary Assets (Note 4)	\$ 41
Accounts Receivable, Net (Note 6)	659
Inventory and Related Property, Net (Note 7)	1,304
General and Right-to-Use Property, Plant, and Equipment, Net (Note 8)	2,999,404
Advances and Prepayments (Note 10)	2
Total Other than Intragovernmental Assets	\$ 3,001,410
TOTAL ASSETS	\$ 4,865,845
Stewardship Property, Plant, and Equipment (Note 9)	
LIABILITIES (Note 11)	
Intragovernmental Liabilities	
Accounts Payable	\$ 948
Advances from Others and Deferred Revenue (Note 10)	30,328
Other Liabilities (Note 13)	7,729
Total Intragovernmental Liabilities	\$ 39,005
Other than Intragovernmental Liabilities	
Accounts Payable	\$ 88,330
Federal Employee Salary, Leave, and Benefits Payable	29,571
Post-Employment Benefits Payable	37,354
Environmental and Disposal Liabilities (Note 12)	231,427
Other Liabilities (Note 13)	
Contract Holdback	23,117
Contingent Liabilities (Notes 13 and 15)	890
Lease Liabilities (Notes 13 and 14)	99,150
Other Liabilities Without Related Budgetary Obligations	40,708

CEAR Program Preparer Training | Showcase Employee Contributions

SECTION TWO

74

Performance Information

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 Young, Phil Davis, Kevin Gaskin, Geoffrey Lane, Emila Collins, Dasha Trickett, Seven 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 CVCs 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.

ARCHITECT of the CAPITOL • 2023 Performance and Accountability Report

ARCHITECT of the CAPITOL • 83 • PERFORMANCE INFORMATION



AOC employees recognized for embodying the mission to serve, preserve, and inspire pose in front of the U.S. Capitol. Pictured are Patrick Easton, Jessica Suarez-Benilla, Natalie McCorkle, Maryellen Bradford, Kenneth Patrick, Michael Shirven, and William "Jesse" Simmons.

Operate as One Team, Dedicated to One Mission

The AOC cultivates an environment that values growth, cooperation, inclusivity, and accountability. The following employees are recognized for embodying the AOC mission to serve, preserve, and inspire.

YARED AMANUEL

Office of the Chief Administrative Officer

Yared collaborates across the agency to analyze operations and improve processes. As a continuous process improvement manager, he has led initiatives to develop Standard Operating Procedures (SOPs), and organizational playbooks, streamline and enhance operational frameworks, and implement process improvements. Through these efforts, Yared has enhanced organizational performance and strengthened the agency's ability to deliver on its mission.

WILLIAM BENNETT

Capitol Building

As Maintenance Mechanic General Supervisor, William oversees the nine trade shops. He is instrumental in ensuring equipment is properly maintained and operational and is the first point of contact when urgent issues arise. Senior management relies on his expertise to assess problems, direct emergency repairs, and guide timely communication with the congressional community. He also plays a leadership role during winter weather events, ensuring the U.S. Capitol remains accessible.

ARCHITECT of the CAPITOL • 84 • 2024 Performance and Accountability Report

Operate as One Team, Dedicated to One Mission

The AOC cultivates an environment that values growth, cooperation, inclusivity and accountability. In FY 2024, AOC leadership recognized the following employees for embodying the AOC mission to serve, preserve and inspire.



Left to Right: Emily Mueller, Kimberly Coats, Jewett Rouseborough, Ann Powell (bottom), Matthew Hedner (top), Derek Falzo, Doree Soriano (bottom), Patricia Sanchez (top), Doree McKen, Jacob Field, Lanie Lee (bottom), Kevin Salazar (top), Keith Adams, Doreen's tip a quail.

H ADAMS AND JAMIE LEE *Office of the Chief Engineer*

General engineer, and Jamie, an architect, oversee team's role for major AOC procurement initiatives valued at over \$200 annually—about a fifth of the agency's overall budget. Under their leadership, these initiatives are executed efficiently, effectively and at the highest level of integrity.

ERTO AVILA-ALICEA

Office of the Chief Security Officer

As an influential program manager, he served as the Acting Director for the SIP division and manages contractor efforts for \$100-million projects. His performance in these roles highlights his leadership.

ALD BROOKS AND DOMENICO

SQUALE Library Buildings and Grounds

Both, both decorative painters, demonstrated craftsmanship in restoring the historic paneling in the S. Rubenstein Treasury Gallery. They meticulously restored the painting, sketched and installed the artwork, often working around the clock to complete the project.

KIMBERLY COATS *Capitol Building*

Kimberly consistently takes the lead in planning and executing high-profile congressional special events for the jurisdiction, a role that falls outside her duties as a business financial analyst. Her ability to deliver superior service and ensure seamless event execution reflects her commitment to leadership and diversity.

BRIAN DUCHESNEAU

Office of the Chief of Operations

Brian's leadership as a Customer Service Program Manager was pivotal in delivering a comprehensive CX training program that reached 93 percent of the AOC workforce and resulted in a 94 percent favorability rating from participants.

DEREK FALZO *Office of Safety and Code Compliance*

Derek's leadership, dedication and expertise as an Industrial Hygienist have impacted key safety initiatives and elevated overall safety standards at the Capitol campus.

JACOB FIELD *U.S. Capitol Visitor Center*

Jacob, recognized as a CVC Employee of the Year, provides extraordinary customer service, delivers exceptional U.S. Capitol tours and supports the CVC team by mentoring his colleagues.

Previous Section

Previous View

Table of Contents

Next Section

CEAR Program Preparer Training | Share Interesting Insights

ARCHITECT of the CAPITOL • 25 • MANAGEMENT'S DISCUSSION AND ANALYSIS

Did You Know?

In honor of the 60th Presidential Inauguration, more than 2,000 flags were flown over the U.S. Capitol. AOC staff processed and repaired requests from Members' offices, and on Inauguration Day began flying flags, at dawn, completing the final flag before the ceremony began.

The Capitol Grounds and Arboretum Jurisdiction maintains and preserves the historic landscape of the 286-acre Capitol campus, including Union Square—the 13-acre site between the U.S. Capitol's West Front and the National Mall. It provides professional grounds management, vehicle and equipment maintenance, sustainable irrigation, masonry restoration, and landscape elements and memorials preservation. The jurisdiction also manages snow removal and trash collection services. Additionally, it supports major events such as presidential inaugurations, lying in state ceremonies, National Law Enforcement Officers Memorial services, and the Capitol Christmas Tree selection and display.

The Capitol Police Buildings, Grounds, and Security Jurisdiction provides facility operations and management functions under the oversight of the OSCO. The jurisdiction is responsible for the maintenance, care, and operation of seven buildings that support the U.S. Capitol Police and other legislative branch organizations, as well as the physical security infrastructure and enhancements for those facilities. In addition, the jurisdiction manages the execution of security-related and sensitive facility infrastructure projects.

The Capitol Power Plant Jurisdiction manages the facilities that generate and distribute steam and chilled water to heat and cool the U.S. Capitol and 22 other facilities across the Capitol campus and surrounding area. It maintains the campus electrical distribution system, 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 five million square feet of facility space, including the Cannon, Ford, Longworth, Otwell, and Rayburn House Office Buildings, as well as underground garages, annexes, and tunnels. The jurisdiction provides infrastructure maintenance and repairs, conducts building and safety inspections, delivers client services, responds to emergencies, addresses compliance issues, executes abatement activities, and implements energy savings initiatives. It oversees food service operations and maintains pedestrian



Brass doors in the historic Senate Office Building are included in a broader effort to conserve the building's historic entrances.

tunnels and subway systems connecting the House office buildings and the U.S. Capitol. It also represents the interests of congressional operations during capital projects and building renewals, serving as an agent of the House of Representatives. In addition, the jurisdiction manages the biennial congressional office suite selection and moves for U.S. House Members.

The Library Buildings and Grounds Jurisdiction is responsible for the lifecycle maintenance, operation, development, and stewardship of the Library of Congress' facilities and surrounding grounds. Its real property portfolio spans 4.4 million square feet and includes the Thomas Jefferson Building, John Adams Building, James Madison Memorial Building, the Special Services Facility Center, the Packard Campus for Audio-Visual Conservation (Culpeper, Virginia), the Library Collections Storage Facilities (Fort Meade, Maryland), and other leased facilities.

The Senate Office Buildings Jurisdiction oversees office and committee spaces for the U.S. Senate. It 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 construction and renovation projects, coordinates Senate office and committee moves, and manages Senate garage and health and fitness facilities. It oversees food service operations, maintains pedestrian tunnels and subway systems connecting the Senate office buildings and the U.S. Capitol, and promotes sustainability and energy-reduction initiatives. In addition, the jurisdiction ensures compliance with accessibility, environmental, and safety standards and provides customer service to senators, staff, and visitors to the Senate buildings.

The Supreme Court Building and Grounds Jurisdiction operates and maintains the Supreme Court and the Thurgood Marshall Building. The jurisdiction is responsible for the structural and mechanical care and maintenance of the Supreme Court and its grounds, performing these responsibilities under the direction of the Marshal of the Supreme Court. The AOC receives funding for these activities through the federal judiciary branch's annual appropriation



The west facade of the Supreme Court of the United States illuminated at night, with scaffolding in place for exterior restoration work.

bill. The AOC provides care, maintenance, minor construction, and capital project support to the Administrative Office of the U.S. Courts in the Thurgood Marshall Building on a reimbursable basis.

The U.S. Botanic Garden (USBG) Jurisdiction oversees the maintenance, operation, and construction of all Botanic Garden facilities, including the Conservatory, the Regional Garden, the Pollinator Garden, the First Ladies Water Garden, the Rose Garden, and the Bartholdi Fountain and Gardens. It is also responsible for the Botanic Garden Administration Building and a plant production and support facility, which includes 34 greenhouse bays, outdoor nurseries, and areas for storage and maintenance. In addition, the jurisdiction serves as steward of a diverse plant collection and provides ongoing educational programs, tours, and exhibits. As a leader in plant conservation, the USBG was a founding member of the Sustainable SITES Initiative, which promotes sustainable landscape practices. The Architect serves as acting director of the USBG and reports on its operations to Congress.

The U.S. Capitol Visitor Center (CVC) Jurisdiction manages the Capitol Visitor Center, visitor programs, exhibits, and the use of meeting spaces. The underground facility serves as the public entrance to the U.S. Capitol and includes Exhibition Hall, where exhibits highlight the history of the legislative branch, the legislative process, and the architecture and art of the U.S. Capitol. The Capitol Visitor Center also features a restaurant, two orientation theaters, a large auditorium, two on-site gift shops, and an online gift shop. The Chief Executive Officer for Visitor Services oversees the Capitol Visitor Center, reporting administratively to the Architect and operating under the Chief of Operations. Since its opening in 2008, more than 30 million people have visited the Capitol Visitor Center.

Did You Know?

The AOC oversees 3,984 plant accessions and 45,999 living specimens at the USBG. These plants are used for exhibition, research, and exchange with other institutions, and include historic specimens dating back to the 1842 U.S. Exploring Expedition. The Botanic Garden also serves as a rescue center for endangered plants that have been illegally trafficked and recovered through border inspections, supporting international conservation efforts in partnership with the Convention on International Trade in Endangered Species.

ARCHITECT of the CAPITOL • 26 • MANAGEMENT'S DISCUSSION AND ANALYSIS

TABLE 2. Performance Goals and KPIs

STRATEGIC OBJECTIVE	PERFORMANCE GOALS	MET	NOT MET	STRATEGIC KPIs	MET	NOT MET
AOC University	2	2	0	1	0	1
Enterprise Asset Management	7	5	2	3	3	0
Human Capital Strategy	3	2	1	4	4	0
Capitol Complex Master Plan and Strategic Plan	4	1	3	0	N/A	N/A

Performance Goals and Strategic KPIs

The strategic plan includes 16 FY 2025 performance goals that support the achievement of the strategic objectives. Strategic KPIs, aligned with these objectives, were used to measure progress. Table 2 shows the number of performance goals and strategic KPIs associated with each of the four strategic objectives. Section Two: Performance Information provides a detailed description of the strategic objectives, performance goals, and strategic KPIs under each applicable strategic goal. The results of the strategic KPIs are provided under each corresponding strategic goal.

Operational KPIs

Operational KPIs represent the most critical metrics for tracking ongoing agency operations. These indicators are aligned with the strategic goals and quantify performance in relation to those goals. Table 3 shows the number of operational KPIs associated with each strategic goal and provides an overview of FY 2025 results. Detailed metrics and available historical trend data for each KPI are presented under the respective strategic goals in Table 4 through Table 6.

TABLE 3. Operational KPIs

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

Enterprise-Level Risks

The Enterprise Risk Management program identifies enterprise-level risks with the highest likelihood of occurrence and the greatest potential impact on mission-critical activities. Each of these risks is crosswalked to strategic goals. Additional information on the enterprise-level risks and the corresponding response strategies is provided in the Enterprise Risk Management section.

Data Validation and Verification

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

Did You Know?

The AOC is responsible for managing a unique real estate portfolio. It includes offices, congressional committee rooms, legislative chambers, a court chamber, exhibition space, botanical conservatory, plant production facilities, a visitor center, gift shops, restaurants, a power plant, utility tunnels, book storage modules, and others.

← Previous Section | Previous View | Table of Contents | Next Section →

← Previous Section | Previous View | Table of Contents | Next Section →

← Previous Section | Previous View | Table of Contents | Next Section →

CEAR Program Preparer Training | Share Interesting Insights

Did You Know?

In honor of the 60th Presidential Inauguration, more than 2,300 flags were flown over the U.S. Capitol. AOC staff processed and prepared requests from Members' offices, and on Inauguration Day, began flying flags at dawn, completing the final flag before the ceremony began.

Did You Know?

The AOC oversees 8,984 plant accessions and 45,999 living specimens at the USBG. These plants are used for exhibition, research, and exchange with other institutions, and include historic specimens dating back to the 1842 U.S. Exploring Expedition. The Botanic Garden also serves as a rescue center for endangered plants that have been illegally trafficked and recovered through border inspections, supporting international conservation efforts in partnership with the Convention on International Trade in Endangered Species. [Learn more](#)

Did You Know?

The AOC is responsible for managing a unique real estate portfolio. 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 othersites.

CEAR Program Preparer Training | Spotlight Accomplishments

ARCHITECT of the CAPITOL • 32 • MANAGEMENT'S DISCUSSION AND ANALYSIS



CAPITOL HIGHLIGHT

Preserving the Historic Cherry Trees

The Capitol campus is home to several groves of flowering cherry trees, including some dating back to Japan's original 1912 gift. These trees are a notable feature of the landscape and represent a living legacy of international diplomacy and cultural exchange. AOC arborists provide year-round care for the trees, including health monitoring, pruning, and structural maintenance.

In FY 2025, a preservation initiative to support the oldest and most vulnerable specimens included a visit by Master Gardener Kurato Fujimoto of Kenroku-en, one of Japan's oldest and most respected walking gardens, to the Capitol Grounds. Fujimoto provided hands-on training in *hozaue*, a traditional Japanese technique for supporting heavy or extended limbs using handcrafted timber props.

Following the training, arborists assessed each tree's structure, measured limb reach and height, and fabricated supports up to 30 feet long. Each was secured with palm fiber rope and padding to protect the bark and allow air circulation. In several cases, the new timber props replaced older steel supports to reduce the risk of long-term damage. Nineteen of the braces were installed on historic cherry trees near the U.S. Capitol and the Library of Congress ahead of peak bloom.

This initiative underscores the value of international collaboration in preservation work. By combining centuries-old Japanese horticultural practices with in-house technical expertise, the AOC strengthened its stewardship of these historic heritage assets.

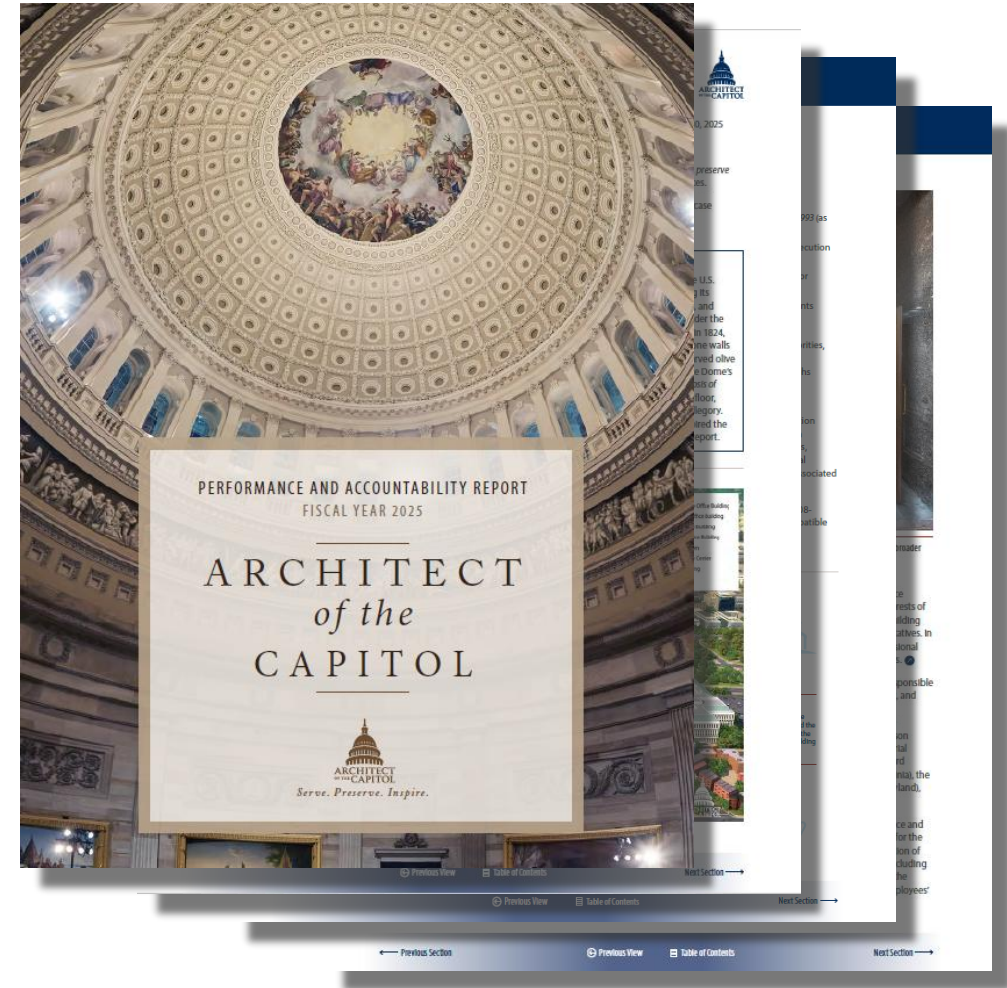
← Previous Section ⌕ Previous View 📄 Table of Contents Next Section →



Unique Capitol Cherry Tree Preservation
<https://www.youtube.com/watch?v=5rcTGQ-uh40>

CEAR Program Preparer Training | Key Takeaways

- Design with your audience in mind
- Use visuals and navigation to improve readability
- Highlight the people, projects, and accomplishments behind the numbers
- Create a consistent experience from cover to conclusion
- Remember that every report is an opportunity to tell your agency's story





To view AOC's PAR



www.aoc.gov/par



aocpar@aoc.gov

