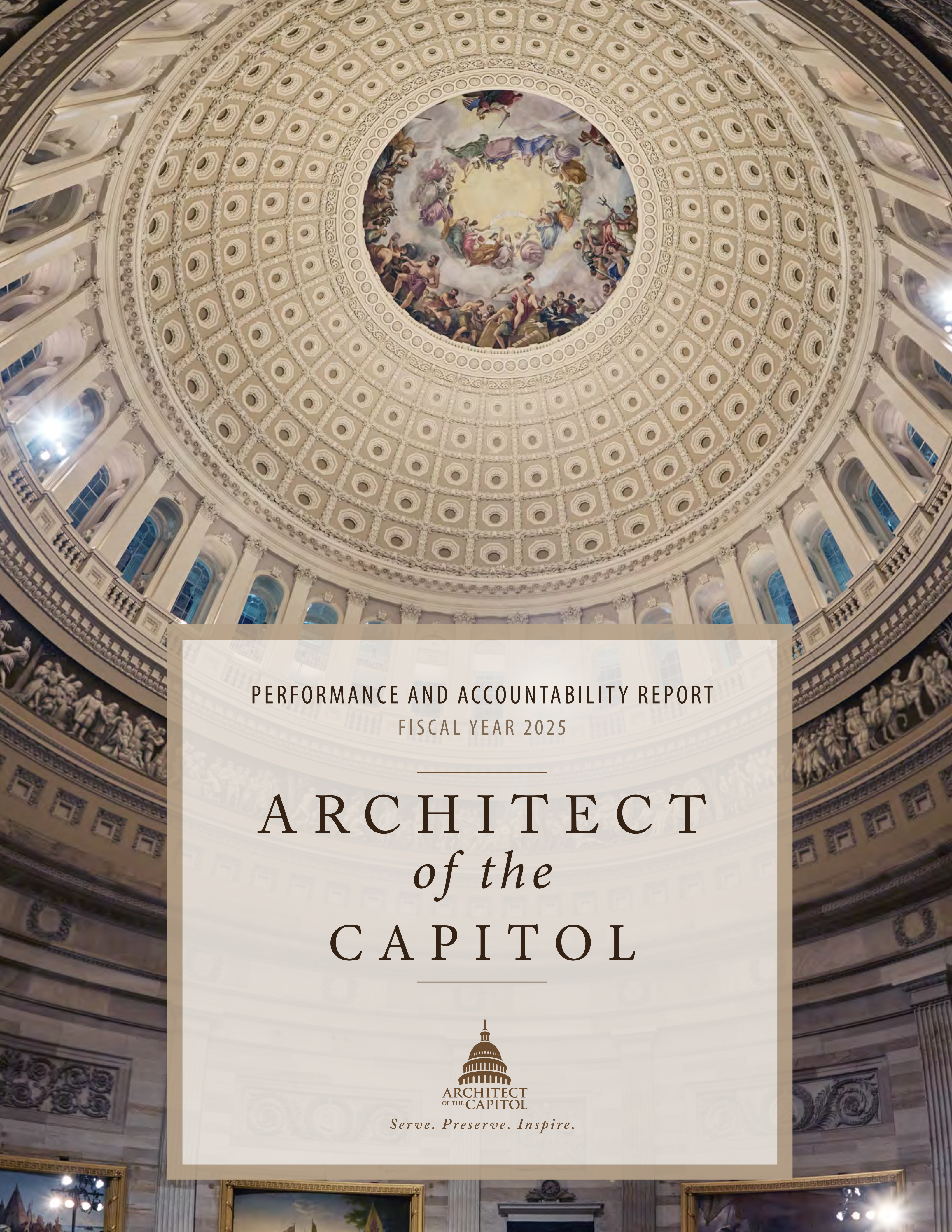


PERFORMANCE AND ACCOUNTABILITY REPORT

FISCAL YEAR 2025

ARCHITECT *of the* CAPITOL

ARCHITECT OF THE CAPITOL

Serve. Preserve. Inspire.

Introduction

Who We Are: The Architect of the Capitol (AOC) is charged with preserving, maintaining, and operating the facilities and grounds of the United States Capitol campus. This responsibility spans more than 18.5 million square feet of facilities, 570 acres of grounds, and thousands of historic works of art, architectural features, and botanical assets. The agency serves as the steward of the nation's most iconic landmarks, including the U.S. Capitol, House and Senate office buildings, the Library of Congress, the Supreme Court of the United States, the U.S. Botanic Garden, and the U.S. Capitol Visitor Center.

With a dedicated workforce of approximately 2,700 employees providing 24/7 support, the AOC maintains a safe and modern work environment for 30,000 daily occupants and welcomes close to four million annual visitors to the Capitol campus.

Established: The origins of the agency date to 1793, when President George Washington laid the ceremonial cornerstone of the U.S. Capitol. Nearly a century later, in 1876, Congress formally established the AOC as the steward of the U.S. Capitol's care and maintenance.

Branch of Government: Legislative

Leadership: Architect of the Capitol Thomas E. Austin

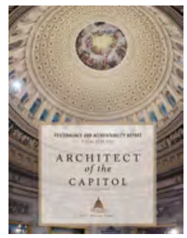
Workforce: Approximately 2,700 as of September 30, 2025

Fiscal Year 2025 Appropriations: $855 million

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.

About the cover



The cover image captures the U.S. Capitol Rotunda, highlighting its stonework, sculptural details, and central fresco. Completed under the direction of Charles Bulfinch in 1824, the Rotunda features sandstone walls with fluted Doric pilasters, carved olive branch wreaths, and classical figures encircling the Dome's interior. Overhead, Constantino Brumidi's *Apotheosis of Washington* crowns the Dome 180 feet above the floor, symbolizing the nation's ideals through art and allegory. The Dome's classic details and craftsmanship inspired the design elements featured throughout this year's report.

FIGURE 1. Map of the U.S. Capitol Campus

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*
- *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*

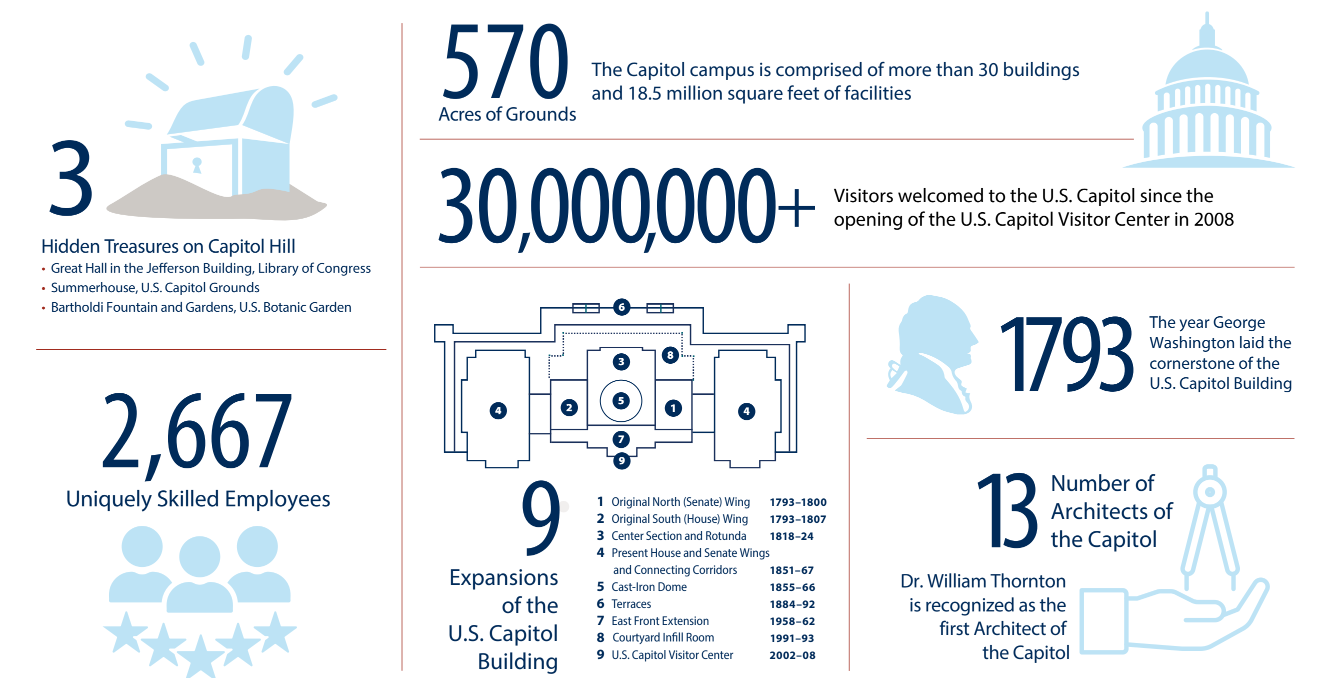
The PAR provides a review of the agency's FY 2025 priorities, accomplishments, and financial accountability. Capitol Highlights, infographics, charts, tables, and photographs offer additional insight into mission activities and annual performance.

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.

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.

INFOGRAPHIC: Getting to Know the AOC



Message From the Architect of the Capitol

It is both a profound privilege and great honor to serve as the 13th Architect of the Capitol. Since beginning my tenure in June 2024, I have been continually inspired by the dedication and expertise of our workforce and the enduring importance of our mission. Together, we are entrusted with safeguarding and enhancing the U.S. Capitol campus, a responsibility that demands not only technical excellence and historic sensitivity, but also transparency, accountability, and vision.

A Legacy of Stewardship and Service

Our stewardship encompasses more than 18.5 million square feet of facilities, 570 acres of grounds, and thousands of works of art. Our employees work around the clock to preserve the Capitol's legacy while ensuring that our buildings and grounds remain safe, secure, and functional for Members of Congress, staff, and the public. This includes the continuous operation and maintenance of historic structures, the delivery of infrastructure and modernization projects, and the execution of ceremonial and civic events that define the nation's democratic traditions.

This year, we delivered a wide range of complex, high-impact projects across the Capitol campus. We completed a multiphased Courtyard Restoration Project at the Supreme Court, entered the close out phase of the Cannon Renewal Project, and executed nearly half a million work orders to maintain and improve critical infrastructure, life safety systems, and campus operations. We supported the start of the 119th Congress, completing 192 House transitions and 30 Senate moves, the highest number Senate moves since 2015. In addition, we played a central role in several major national events, including the certification of the 2024 Presidential election, the Lying in State of President Jimmy Carter, and the 60th Presidential Inauguration. We also welcomed nearly four million visitors to the Capitol and enhanced the public's experience through expanded programming, improved accessibility, and upgraded wayfinding and amenities.

Collectively, these accomplishments reflect not only the scale and complexity of our mission, but also the skill and dedication of the workforce that makes them possible.

Preserving Infrastructure and Managing Risk

Maintaining and modernizing the Capitol complex remains a central priority and our biggest challenge. To meet this challenge, the AOC continues to strengthen its long-range planning and data-driven decision-making to ensure resources are directed where they are needed most. The Capitol Complex Master Plan (CCMP) provides the strategic framework for addressing deferred maintenance and capital renewal across the campus for the next 20 years. The CCMP draws on critical information, including condition assessments, space utilization studies, and lifecycle projections, to guide investment decisions, prioritize projects, and align resources across the campus. These insights are essential to ensure that limited resources are directed where they are needed most.

Building on this foundation, the Capitol Campus Blueprint (CCB) targets the most urgent and actionable priorities across four key areas: the Rayburn Renewal for House Office Buildings, the Russell Renewal for Senate Office Buildings, security infrastructure improvements including the United States Capitol Police headquarters and precinct, and utility capacity and resiliency upgrades at the Capitol Power Plant and campus tunnels.

In FY 2025, the AOC initiated planning for the Rayburn Renewal, one of the largest and most urgent infrastructure projects on the Capitol campus. Aging mechanical systems, persistent leaks, and structural issues have made a full-scale renewal essential. Timely investment is critical to prevent further deterioration, reduce hazards, and keep vital building systems operational.

To ensure long-term planning translates into effective action, we continued to advance our Enterprise Risk Management (ERM) program and Enterprise Asset Management (EAM) program as core tools for aligning resources, priorities, and performance. The AOC's ERM program strengthens our ability to assess and respond to enterprisewide risks, from funding shortfalls and aging systems to workforce capacity and environmental challenges. In parallel, the AOC's EAM program enables a more integrated, lifecycle-based approach to managing facilities, equipment, and infrastructure, providing the data needed to forecast capital renewal and maintenance requirements.

While these planning frameworks have strengthened our strategic decision-making, sustained funding remains essential to address the full spectrum of infrastructure needs. Deferred maintenance and renewal requirements across the Capitol campus continue to be significant, reflecting decades of underinvestment in aging systems. Addressing these needs through timely, prioritized investment is essential to manage risk, control long-term costs, and support the essential operations of Congress, the Supreme Court, and the Library of Congress.

As modernization and renewal efforts advance, the AOC remains equally focused on ensuring safety, security, and operational readiness across the Capitol complex.

Ensuring Safety and Operational Readiness

Physical security and life safety remain a top priority. We continue to work closely with the United States Capitol Police and the House and Senate Sergeants at Arms to strengthen security across the Capitol campus. This includes major system replacement projects, infrastructure improvements, and planning to support the needs of our security partners. We also made progress in emergency preparedness and hazard mitigation. Investments in training, medical surveillance, and infrastructure hardening helped reduce risks and support operational continuity. Equally important, we continued to prioritize staff safety, ensuring our workforce is equipped to respond during emergencies and assist visitors. These efforts reflect an integrated approach to safety, one that combines protection, readiness, and a culture of preparedness.

Strengthening and Supporting the Workforce

Our workforce remains our greatest asset. We improved hiring outcomes and reduced our vacancies from 11 to 6 percent. A wage-grade salary study identified critical compensation gaps, initiating planning for targeted adjustments to support retention and workforce stability. Recruiting and retaining the skills required to maintain and modernize the Capitol complex, particularly in trades, remains a challenge amid national skilled labor shortages. Guided by our Human Capital Management Plan, we are expanding recruitment pipelines, developing staff, and investing in engagement strategies that reflect a deeper understanding of the work being done and the people doing it.

Conclusion

The FY 2025 Performance and Accountability Report reflects our progress and determination in the face of operational and financial challenges. While funding constraints required difficult tradeoffs, they also sharpened our focus on mission priorities, long-term planning, and strategic use of resources. For the 21st consecutive year, we received an unmodified audit opinion on the financial statements. As presented in the Architect's Statement of Assurance, I provide my assurance that the financial and performance data presented in this report is complete, reliable, and accurate.

Each accomplishment in this report reflects the professionalism of the approximately 2,700 men and women who make up our workforce. Their work, often behind the scenes, ensures the Capitol campus remains an enduring symbol of democracy. Together, we will continue to preserve the historic Capitol campus while embracing innovation and responsible stewardship. It is an honor to lead this exceptional agency and I am committed to ensuring our legacy of service, preservation, and inspiration continues for generations to come.

Thomas E. Austin, PE, CCM, PMP
Architect of the Capitol
January 23, 2026

How This Report Is Organized

Section One: Management's Discussion and Analysis

The Management's Discussion and Analysis (MD&A) section provides a concise overview of the agency's history, mission, roles, responsibilities, and organizational structure. It outlines the strategic planning framework, highlights key fiscal year accomplishments, and reports on performance against the goals set in the strategic plan. The MD&A also highlights financial outcomes, describes financial management systems, and affirms compliance with financial laws and regulations. Additionally, this section includes an overview of ERM program efforts, offering insight into the critical risks facing the agency.

Section Two: Performance Information

The Performance Information section provides a detailed view of the strategic plan, including the strategic planning process, performance goals, strategic objectives, and key performance indicators (KPI). It includes a comprehensive review of FY 2025 accomplishments and their alignment with the plan.

Section Three: Financial Information

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

Section Four: Other Information

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

Appendices

The appendices include a list of individuals who have served as Architect of the Capitol, major facilities under the agency's stewardship, additional accomplishments and priorities for the jurisdictions, descriptions of major stone and preservation projects, exhibitions and visitor attendance statistics, a glossary of key terms, a compilation of abbreviations and acronyms, a directory of referenced websites, and links to pertinent online information and media platforms.

Certificate of Excellence in Accountability Reporting Program

The Association of Government Accountants (AGA) recognized the FY 2024 PAR with a Certificate of Excellence in Accountability Reporting (CEAR)—marking the 13th time the AOC has earned this distinction. The CEAR program, established in conjunction with the Chief Financial Officer Council and OMB, enhances federal agency financial and program accountability by recognizing high-quality reports and promoting effective reporting practices.

The report also received a Best-in-Class award for its discussion of the Enterprise Risk Management program, the annual risk assessment, and how identified risks align with the challenges reported by the Office of Inspector General. The CEAR special awards further promote innovation and improvement in federal financial and performance reporting.

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One

Management's Discussion & Analysis

Overview

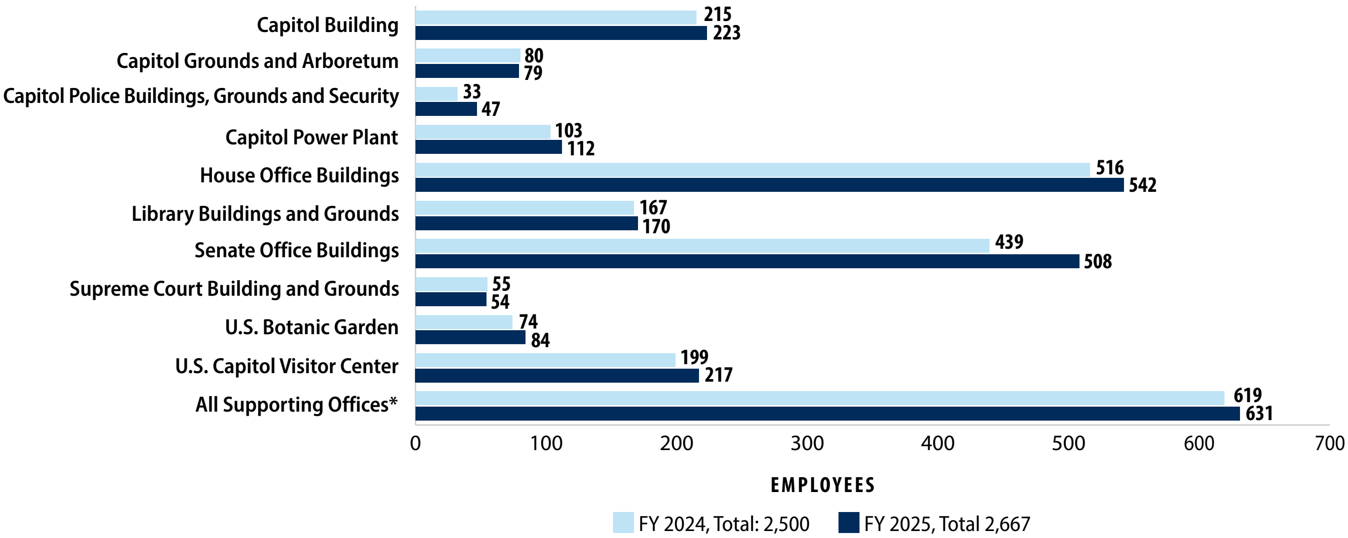
This section introduces the AOC, providing context on the agency's mission, vision, history, core values, customer service philosophy, and organizational structure. It offers a high-level summary of FY 2025 activities and performance, highlighting progress toward strategic priorities and enterprisewide goals. This section also addresses critical risks facing the agency and outlines mitigation strategies to address those risks. It includes an overview of the financial position, financial management systems, and ongoing operational challenges of the AOC. Additionally, the section provides information on compliance with applicable federal financial laws and regulations, and management assurances that fulfill reporting requirements under the *Federal Managers' Financial Integrity Act of 1982*, the *Federal Financial Management Improvement Act of 1996*, and OMB Circular A-123.

About the AOC

The AOC is responsible for the operations and care of more than 18.5 million square feet of facilities and 570 acres of grounds across the Capitol campus, including thousands of historic works of art, architectural features, and botanical assets. The agency's stewardship extends to some of the nation's most iconic landmarks, including the U.S. Capitol Building, the House and Senate office buildings, the Supreme Court, the Library of Congress, the U.S. Botanic Garden, the U.S. Capitol Visitor Center, and the Capitol Grounds.

Previous Section Previous View Table of Contents Next Section

FIGURE 2. Workforce by Location



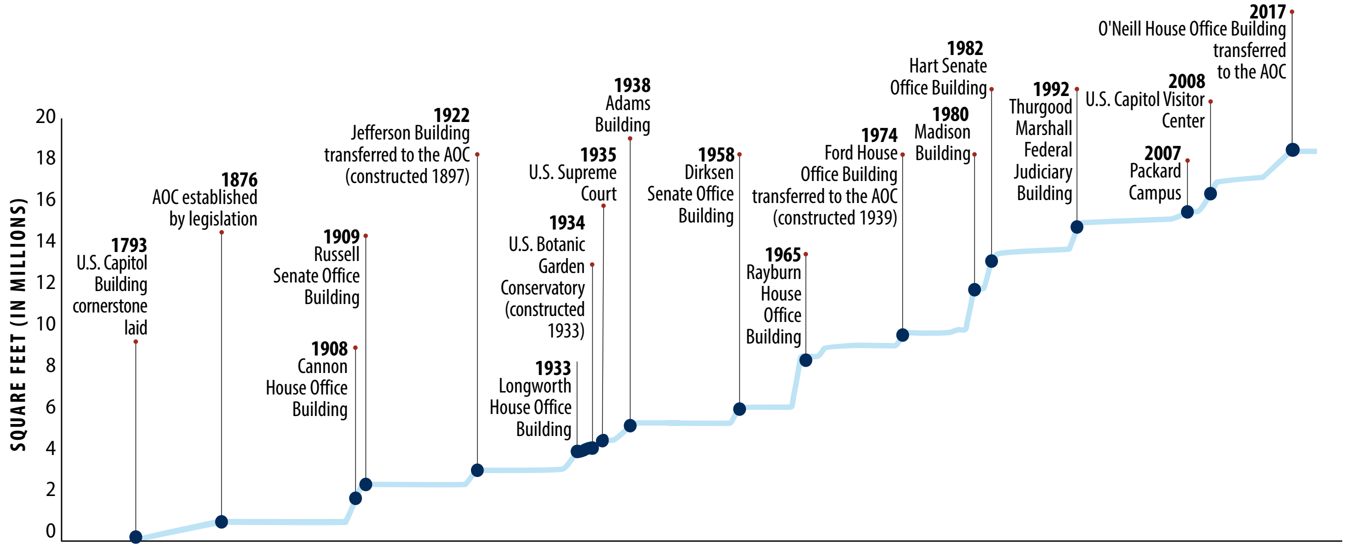
* Positions under the All Supporting Offices category include the organizations supporting the operating jurisdictions and also includes the Office of the Chief Engineer, the Office of the Chief Administrative Officer and others.

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.

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.

The Capitol campus supports the daily operations of both Congress and the Supreme Court, while serving as a destination for millions of visitors. The AOC plays a vital role in maintaining the safety, functionality, and preservation of the campus, ensuring continued access to this historic site.

While most AOC-managed facilities are located on or near Capitol Hill in Washington, D.C., the agency's responsibilities extend throughout the National Capital Region. **Figure 1**, located on the inside front cover of this report, provides an annotated map of major facilities on Capitol Hill. Appendix B lists the facilities under AOC stewardship. **Figure 3** illustrates the historical expansion of the agency's responsibilities from the construction of the U.S. Capitol to the present day.

Did You Know?

As part of the nation's 250th anniversary in 2026, known as the Semiquincentennial, the AOC is supporting preparations across the Capitol campus to celebrate the historic milestone. Congress has authorized the agency to create and bury a time capsule on the west lawn of the U.S. Capitol, to be opened on July 4, 2276. Its contents will reflect the era through messages from congressional leadership, significant legislation, and cultural artifacts.

History of the AOC

1790-1800

The agency's origins date to 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 commissioners appointed Pierre Charles L'Enfant to design 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 with a central dome won the public competition for the design of the U.S. Capitol. Construction began in 1793, when President George Washington laid the ceremonial cornerstone. By 1800, Congress had convened in the U.S. Capitol for the first time, establishing not just a seat of government, but the beginning of more than two centuries of continuous care, construction, and preservation.

1801-1900

In 1802, Congress unified the responsibilities of the Board of Commissioners under a single role: the Commissioner of Public Buildings and Grounds. This position assumed responsibility for the care of the U.S. Capitol, which at the time housed Congress, the Library of Congress, the Supreme Court, district courts and other offices, as well as the U.S. Capitol Grounds. After British troops set fire to the U.S. Capitol in 1814, the building was rebuilt and enlarged to support the growing needs of Congress. During the 1850s and 1860s, construction

A view of the East Plaza and House-side exterior of the U.S. Capitol at daybreak.

of the cast-iron Dome and the north and south extensions was overseen by the Architect of the Capitol Extension, a newly created position. In 1867, Congress merged the duties of the Commissioner of Public Buildings and Grounds with those of the Architect of the Capitol Extension. From 1874 to 1892, the U.S. Capitol Grounds were expanded in accordance with the visionary plan of American landscape architect Frederick Law Olmsted. In 1876, Congress formally established the Architect of the Capitol as a permanent office within the federal government's legislative branch.

1901-2000

The agency's mission expanded in scope and scale throughout the 20th century as the physical and institutional footprint of the Capitol grew. During this period, the agency assumed responsibility for additional facilities, including the Library of Congress's Thomas Jefferson Building and the U.S. Botanic Garden. As the demands of Congress, the Supreme Court, and the Library of Congress increased, the agency led a period of major construction on Capitol Hill. This included three House office buildings, three Senate office buildings, the Supreme Court, the Thurgood Marshall Federal Judiciary Building, the Library of Congress' John Adams and James Madison Memorial Buildings, and the generator and boiler facilities of the Capitol Power Plant. In 1960, the U.S. Capitol was designated a National Historic Landmark, affirming its cultural and historical significance. By the end of the century, the symbolic groundbreaking for the U.S. Capitol Visitor Center marked a new chapter in expanding public access to the seat of American democracy.

2001-Present

In the early 21st century, the agency continued to expand and modernize the Capitol campus. The completion of the U.S. Capitol Visitor Center in 2008 marked a significant investment in public access and infrastructure. In 2011, the AOC assumed responsibility for Union Square, the 13-acre site between the U.S. Capitol and the National Mall. The agency acquired the O'Neill House Office Building in 2017 and completed construction of the Cogeneration Plant at the Capitol Power Plant in 2018, advancing energy efficiency across the complex. Today, a wide range of restoration, renewal, and modernization projects are underway. More than two centuries after its origins, the agency's stewardship endures, quietly sustaining the Capitol's operations, infrastructure, and historical legacy.

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.

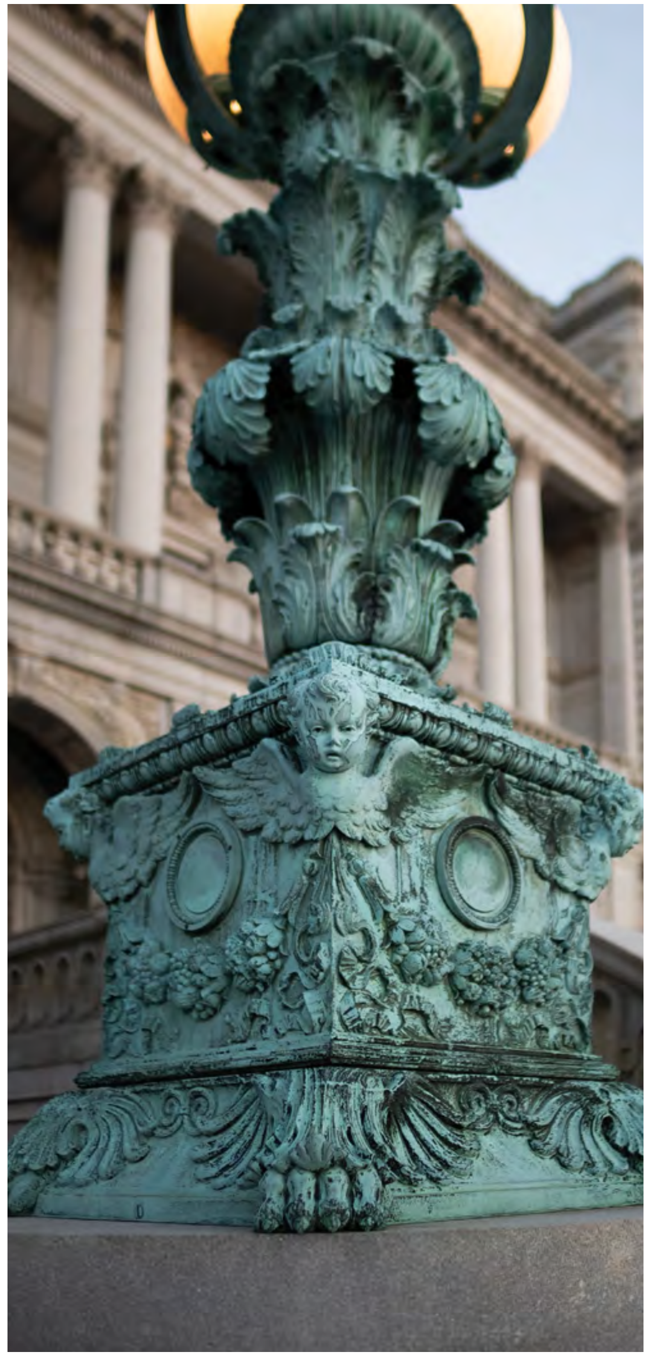
Core Values

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.

Organizational Structure

The Architect of the Capitol

The Architect of the Capitol is both the U.S. legislative branch agency responsible for the maintenance of the Capitol campus and the title of the agency's leader.[2] The Architect is supported by a team of senior executives who provide oversight, strategic direction, and operational support to the agency's jurisdictions. These jurisdictions serve as the frontline facility managers and service providers for Congress and the Supreme Court. The organizational structure promotes efficiency, supports effective mission delivery, and advances the overarching agency vision.

Figure 4 presents the organizational structure as of September 30, 2025. Additional information is available online.

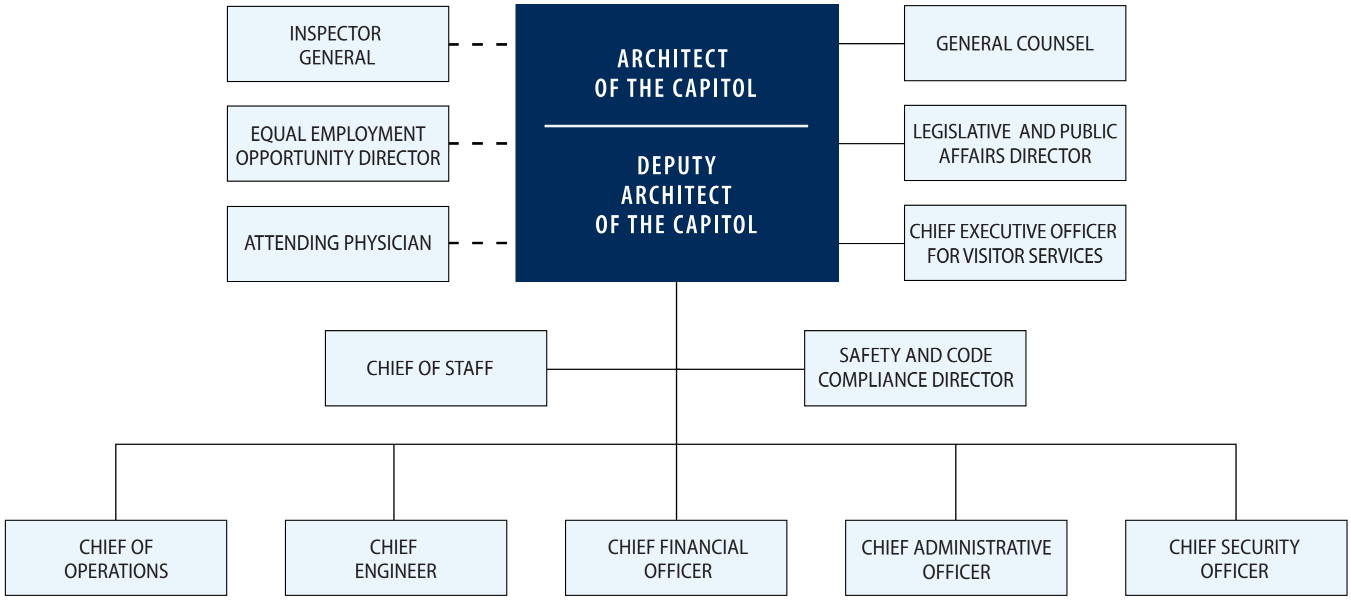
In addition to leading the agency, the Architect serves in several statutory and advisory roles, including acting director of the U.S. Botanic Garden, member of the Capitol Police Board and the Congressional Accessibility Services Board, and ex officio member of the U.S. Capitol Preservation Commission and the National Building Museum. The Architect also serves on the District of Columbia Zoning Commission, the President's Advisory Council on Historic Preservation, the National Capital Memorial Advisory Commission, the Art and Architecture Committee to the Washington Metropolitan Area Transit Authority, and the National Institute for the Conservation of Cultural Property.

Office of the Architect

The Office of the Architect provides enterprise-level leadership and vision, guiding the agency through regulatory, legal, and political requirements and challenges. The office includes the Architect of the Capitol, the Deputy Architect of the Capitol, the Chief of Staff, the General Counsel, the Director of Legislative and Public Affairs, and the Director of Safety and Code Compliance. The Chief Executive Officer of the U.S. Capitol Visitor Center reports directly to the Architect. The Equal Employment Opportunity (EEO) Director has a split reporting relationship with the Architect. The Inspector General and the Attending Physician operate independently, with administrative reporting relationships to the Architect. The Office of the Architect is funded through the Capital Construction and Operations appropriation.

2 The abbreviation "AOC" refers to the agency. The terms "Architect of the Capitol" and "Architect" refer to the head of the agency.

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 Director has a direct reporting relationship to the Architect of the Capitol and reports administratively to the Chief Administrative Officer. The Office of Attending Physician is an independent legislative branch office supported by the AOC. The Chief Executive Officer for Visitor Services reports administratively to the Architect of the Capitol but operates under the Chief of Operations.

The Deputy Architect of the Capitol assists the Architect with day-to-day executive management of the Capitol campus.

The Chief of Staff provides executive support to the Architect and the Deputy Architect, advises agency leaders, and coordinates initiatives and projects.

The Equal Employment Opportunity Director oversees efforts to maintain a workplace free from discrimination and harassment, supports a respectful and professional work environment, and ensures that supervisors and employees proactively engage in conflict resolution.

The Office of Attending Physician (OAP) is responsible for providing emergency medical assistance to Members of Congress, Justices of the Supreme Court, congressional staff, and the millions of visitors to the Capitol campus each year. The OAP also provides primary care to Members of Congress and participates in the planning for, and response to, disasters that could impact the congressional community. The OAP operates multiple health units throughout the Capitol campus. Although it is a separate legislative branch office, the OAP receives administrative support from the AOC and is directed by the Attending Physician.

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

The Office of Inspector General (OIG) promotes the integrity, efficiency, and effectiveness of agency operations and programs. It conducts independent audits and investigations, reviews existing and proposed legislation and regulations, recommends policies to improve economy and efficiency, and works to detect and prevent fraud and abuse. The OIG issues a semiannual report to Congress, which, along with other OIG reports, is available online.

The Office of Legislative and Public Affairs is responsible for strategic communication initiatives, legislative affairs, and media and community relations. It oversees communications with Members of Congress and their staff, as well as external parties, including the press, government agencies, and the public. The office also creates a variety of resources for agency stakeholders, including publications, graphics, videos, and web content.

The Office of Safety and Code Compliance (SCC) leads efforts to strengthen safety culture, reduce injuries, and ensure compliance with fire, environmental, and occupational safety regulations. The office establishes policy related to safety, environmental protection, and fire prevention, oversees compliance with applicable codes and industry standards, and serves as the primary point of contact with regulatory agencies on matters involving occupational safety and health, fire protection, and the environment.

A lottery chip is drawn during the House office move selection for third- and fourth-term Members of Congress.

Office of the Chief Administrative Officer (OCAO)

The OCAO provides administrative and business support. It encompasses several key divisions and offices: AOC University; the Curator Division; Equal Employment Opportunity Division; the Human Capital Management Division (HCMD); the Information Technology Division; the Office Services Division; the Policy and Special Programs Division; and the Acquisition and Material Management Division.

Office of the Chief Engineer (OCE)

The 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). It also manages the energy and sustainability program, provides in-house construction services for project-funded work, supports critical Capitol campus systems, and oversees the EAM program and building automation systems.

Office of the Chief Financial Officer (OCFO)

The OCFO manages the financial needs of the agency's offices and jurisdictions. It carries out the core functions of budgeting, accounting, financial systems operations, program analysis and evaluation, enterprise data management, and enterprise risk management. The office provides real-time financial analysis and information to promote economies of scale, support evidence-based decision-making, and maximize performance.

Office of the Chief of Operations (OCO)

The OCO oversees nine of the ten jurisdictions.[3] Each jurisdiction is funded by a separate appropriation and is described in more detail below. These jurisdictions report to the Chief of Operations, as shown in **Figure 5**.

Office of the Chief Security Officer (OCSO)

The OCSO operates in a dual role, serving as a jurisdiction providing facility operations under the Capitol Police Buildings, Grounds and Security jurisdiction, as well as a central agency role, coordinating interagency emergency preparedness and internal security programs and policies, including personnel suitability and badging, continuity of operations, critical infrastructure and resiliency programs, and emergency management programs.

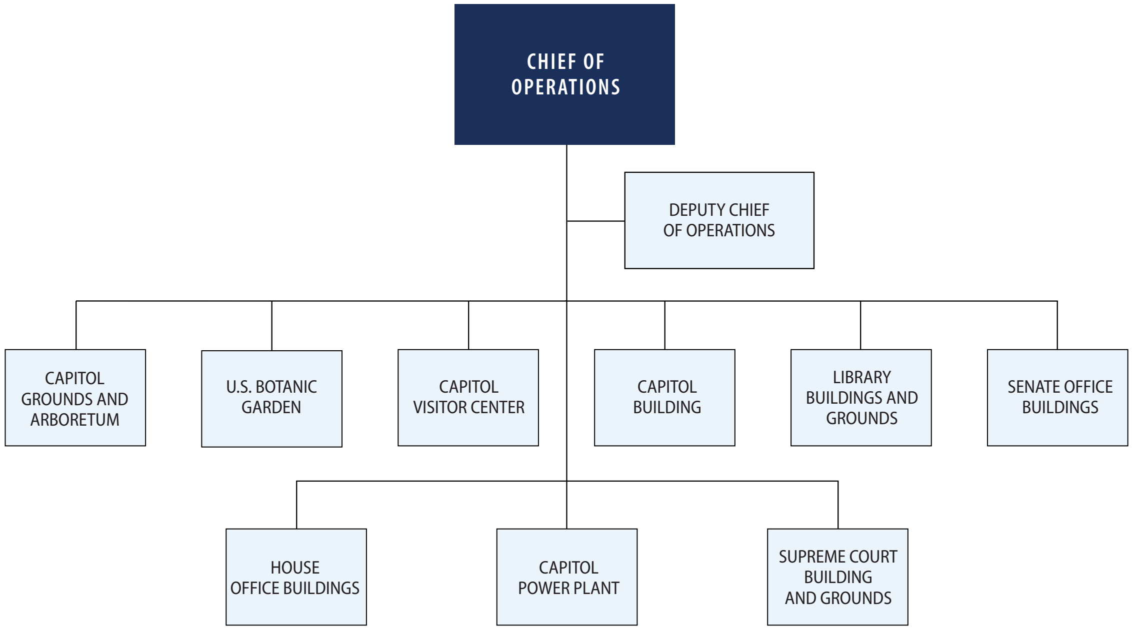
Jurisdictions

Ten jurisdictions manage distinct parts of the Capitol campus and provide frontline services to Congress and the Supreme Court. Each jurisdiction is funded by a separate appropriation.

The Capitol Building jurisdiction is responsible for the care, stewardship, and facility maintenance of the U.S. Capitol and the U.S. Capitol Visitor Center. Its services include carpentry, custodial support, electrical systems, elevator maintenance, heating and air conditioning, insulation, labor, masonry, painting, plumbing, and sheet metal work. The jurisdiction supports special events held on the Capitol campus (see **Figure 7**) and manages programs related to occupational safety and health, sustainability, recycling and energy management, and fire detection and suppression systems. In addition, it oversees the Capitol Flag Program, which allows citizens to request a flag that has been flown over the U.S. Capitol.

3 The Capitol Police Buildings, Grounds, and Security jurisdiction is managed by the Office of the Chief Security Officer.

FIGURE 5. The Office of the Chief of Operations



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.

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

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 OCSO. 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, O'Neill, 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 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 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 west façade of the Supreme Court of the United States illuminated at night, with scaffolding in place for exterior restoration work.

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 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.

An escalator at the U.S. Capitol is inspected to ensure safe and reliable operation.

Performance Highlights

Strategic Planning Framework

The AOC uses best practice elements of the Balanced Scorecard approach to guide strategic planning and performance management. This framework translates strategy into actionable goals by aligning daily operations with long-term objectives and measuring progress through KPIs. It has supported the agency's strategic progress by strengthening communication of priorities, aligning projects to strategic goals, and enabling consistent performance tracking.

Published in FY 2022, the Bridge Strategic Plan is a transitional roadmap grounded in the Balanced Scorecard framework. It connects strategic goals and objectives with the agency's mission and vision, providing a structured approach to guide decision-making and track performance through FY 2025.

In FY 2026, the agency is tranisitioning to a longer-term strategic planning horizon aligned with the Capitol Complex Master Plan (CCMP), a 20-year vision for the preservation and modernization of the Capitol campus. This evolving approach will better reflect the multi-decade nature of the agency's preservation and modernization efforts. Additional details on this transition and strategy are provided in **Section 2: Performance Information**.

The Bridge Strategic Plan includes four strategic goals, along with a set of related strategic objectives developed during the agency's organizational transformation. To support implementation, the plan includes annual performance goals and operational and strategic KPIs. Operational KPIs measure progress toward the agency's strategic goals, while strategic KPIs track performance against the supporting strategic objectives. This framework provides a clear link between the agency's mission, strategic direction, and day-to-day operations.

Strategic Goals

Strategic Goal 1: Maintain Awe-Inspiring Facilities

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

Strategic Goal 2: Provide Extraordinary Services

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, vision, and values.

Strategic Goal 3: Foster an Innovative and Empowered Workforce

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.

Strategic Goal 4: Operate as One Team, Dedicated to One Mission

We support the success of others by prioritizing the AOC's mission, values, vision, and goals ahead of the interests of any individual, work group, or business unit.

Strategic Goals Overview

Goals One and Two—Maintain Awe-Inspiring Facilities and Provide Extraordinary Services—are both internally and externally focused. The first addresses the maintenance, operation, and preservation of facilities, buildings, grounds, and assets, while the second centers on delivering exceptional services to clients, visitors, and employees.

Goals Three and Four—Foster an Innovative and Empowered Workforce and Operate as One Team, Dedicated to One Mission—are internally focused. The third emphasizes employee growth, development, and engagement, while the fourth seeks to build a workplace culture rooted in collaboration, innovation, and responsible stewardship.

Narrative summaries of program highlights under each strategic goal are provided below. For each goal, the related operational KPIs, strategic objectives, performance goals, strategic KPIs, and enterprise-level risks are also identified.

Strategic Objectives

Each strategic objective supports one or more strategic goals and helps sharpen the agency's overall focus and direction. **Table 1** provides descriptions of each objective. **Section Two: Performance Information** offers a detailed discussion of each strategic objective along with the associated FY 2025 performance.

TABLE 1. Strategic Objectives

STRATEGIC OBJECTIVE	DESCRIPTION
AOC University	This strategic objective assists the agency in developing highly skilled and engaged employees by fostering enterprisewide learning and knowledge. It focuses on ensuring that employees have the right skills at the right time to succeed in their jobs. To achieve this objective, the AOC provides world-class training and education to employees, supports proactive succession planning, facilitates knowledge transfer, and effectively advances the agency's mission and the strategic goal to Foster an Innovative and Empowered Workforce.
Enterprise Asset Management	This objective provides a comprehensive asset management strategy that informs work priorities and supports data-driven fiscal decision-making. It 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.
Human Capital Strategy	This objective provides a framework for human capital management, focusing on talent acquisition, professional development, and employee engagement and retention. It promotes agencywide collaboration to develop and execute robust recruitment strategies, proactive workforce planning, and initiatives to identify and address skill gaps. The objective ensures workforce readiness, recognizes and rewards exceptional performance, and enhances employee well-being. These efforts enable the agency to attract, acquire, develop, engage, and retain a talented, diverse, and highly skilled workforce and support the agency's mission and strategic goal to Foster an Innovative and Empowered Workforce.
Capitol Complex Master Plan and Strategic Plan	This objective creates an integrated approach to strategic and physical planning, developing a unified vision for the future. It aligns goals, priorities, decisions, and resources to achieve that shared vision. The CCMP will provide a 20-year outlook for the physical campus and project development. The Strategic Plan will establish enterprise-level guidance and direction, setting goals, objectives, and KPIs with a five-year horizon. The objective supports the strategic goals to Maintain Awe-Inspiring Facilities and Operate as One Team, Dedicated to One Mission.

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 Awe-Inspiring 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* (GPRAMA), 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, a botanic conservatory, plant production facilities, a visitor center, gift shops, restaurants, a power plant, utility tunnels, book storage modules, and other sites.

The U.S. Capitol and Lower Senate Park blanketed in snow following a winter storm.

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. This goal also focuses on ensuring a sustainable, efficient use of resources, and ensuring a safe, healthy, and secure campus and work environment.

Table 4 provides the results for the four operational KPIs associated with this strategic goal. Each of the operational KPIs were met this fiscal year.

Related Strategic Objectives:

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

Related Enterprise-Level Risks:

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

TABLE 4. Maintain Awe-Inspiring Facilities Operational KPIs

OPERATIONAL KPI	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 TARGET	FY 2025 RESULTS
Reduce Cumulative Energy Intensity Use. Reduce energy use across the Capitol campus.	50.8% **Met**	48.8% **Met**	48.3% **Met**	51.4% **Met**	51.7% **Met**	≥50%	50.0% **Met**
Facility Condition Index. Reduce the percent of major buildings in poor or fair condition.	48.1% **Not Met**	55.6% **Not Met**	51.9% **Not Met**	59.3% **Not Met**	59.3% **Not Met**	≤59.3%	59.3% **Met**
Planned Work Order Performance. Maintain on-time completion rate of 90 percent.	N/A	N/A	92.1% **Met**	93.2% **Met**	93.1% **Met**	≥90%	95.1% **Met**
Unplanned Work Order Performance. Maintain on-time completion rate of 90 percent.	N/A	N/A	94.1% **Met**	93.2% **Met**	93.6% **Met**	≥90%	96.2% **Met**

Capital Project Delivery

Congressional Hearing Room Renovations: The long-term effort to modernize congressional hearing rooms continued, with upgrades advancing across both Senate and House office buildings. As part of the 15-to-20-year Senate Hearing Room Renovation Program, hearing room construction was completed on the Committee on Health, Education, Labor, and Pensions, and renovation began on the Environment and Public Works Committee room. Final construction documents were completed for the Banking, Housing, and Urban Affairs Committee room, and design work began for the Agriculture Committee room. Each renovation project involves significant infrastructure improvements, including advanced lighting, audiovisual and heating, ventilating, and air-conditioning (HVAC) systems, life safety and accessibility upgrades, and updated furnishings. In the House office buildings, modernization work advanced with renovations underway in the Oversight and Accountability Committee hearing room, including audiovisual upgrades, furniture replacement, and modifications to the dais. This work will ensure the committee has reliable technology and accessibility features to support their legislative duties. In addition, subflooring was replaced in the Ways and Means Committee hearing room to address aging, deteriorated flooring, enabling continued use of this historic space for committee operations.

Refrigeration Plant Revitalization: Significant progress continued under the multiphase Refrigeration Plant Revitalization Program. Phase 5 reached substantial completion, including full piping replacement, commissioning of self-cleaning water filters and particle precipitators, installation of over pressurization protection for the chilled water system, and mechanical connections to accommodate temporary chillers. At the West Refrigeration Plant, efforts focused on replacing basement piping, improving emergency egress, and increasing chilled water system reliability. A new contract was awarded for combined Phases 6 and 7 to replace aging electrical switchgear, pumps, and ventilation systems, and further improve life safety conditions. Phase 8 design activities also continued, with a focus on replacement of the final aging chiller and modernization of plant controls. These efforts strengthen cooling system performance, support energy conservation, and improve the resilience of campuswide utility services.

Elevator Modernization: Elevator modernization efforts continued across the Capitol campus. Replacing aging machines and control systems, some dating to the 1930s, improves safety, reliability, accessibility, efficiency, and rider experience. Five elevators were modernized in the Dirksen Senate Office Building, with upgrades initiated for two additional elevators in the Dirksen and Russell Senate Office Buildings. Using in-house contracts rather than a general contractor reduced the cost by approximately $400,000 per elevator, resulting in potential long-term savings of over $17 million for 44 elevator modernizations in the Senate buildings. In the John Adams Building, the only service elevator failed, prompting expedited work that led to a full modernization completed within 14 months of contract award. This project serves as a pilot for the broader elevator reliability upgrade initiative at Library of Congress facilities.

An elevator in the Russell Senate Office Building upgraded as part of a campus-wide initiative to modernize aging systems.

Cannon Renewal: House Members and staff moved into renovated office suites in the south wing of the Cannon House Office Building, marking a major milestone in Phase 4, the close-out phase of the 10-year renewal effort. The south corridor reopened, which restored continuous circulation around the building for the first time in eight years, an important operational advancement. The project modernized critical infrastructure, upgraded building systems, and improved life safety and accessibility. Restoration efforts also preserved historic features, including repaired stone façades, original windows, and decorative architectural elements such as marble columns and cornices. With the completion of interior renovations, the Capitol's oldest congressional office building returned to full operation.

Preservation Projects and Initiatives

U.S. Capitol Exterior Stone and Metal Preservation: Preparation and planning continued for the fourth and final phase of the preservation project focusing on restoring the East Front's historic façade. This project will address stone deterioration and failing joints, water infiltration, waterproofing repairs, corroded metal work, and surface staining through the east façade. Specialized cleaning, repairs, and restoration treatments will extend the lifespan of the original materials and historic architectural detail.

Supreme Court South Courtyard Restoration: The final phase of the project finished ahead of schedule, with restoration of the two South Courtyards completed. Work in this phase included repointing mortar joints, cleaning marble walls and ornamentation, performing pinning and dutchman repairs, removing copper and environmental staining, and laser-cleaning intricate marble details. Bronze windows and lampposts were restored to a statuary bronze finish. Revitalization of the courtyard fountains included marble basin repairs and the installation of advanced water treatment systems that improve energy efficiency and operational safety.

Thurgood Marshall Façade Stabilization: Construction advanced on the multiphase façade stabilization project, addressing long-standing exterior deficiencies. Three of the seven phases reached between 80 and 95 percent completion this fiscal year. Work included replacing joint sealant and the weep system, repairing stone, conducting grout sampling, performing non-destructive testing to assess anchorage conditions, repairing the bird deterrent system, and replacing the netting system. Once complete, the project will stabilize the building's exterior integrity, prevent long-term deterioration, and allow reopening of the community green space that is currently used for construction staging.

Brumidi Corridors Maintenance: Regular examination and ongoing maintenance of the Brumidi Corridors continue to safeguard the condition of these historic spaces. Beginning over 20 years ago in the 1990s, conservators have restored

Plaster repairs in the first floor Senate Connecting Corridor of the U.S. Capitol help preserve the historic vaulted ceiling.

the corridors as close to their original appearance as possible. These efforts have stabilized mural conditions and improved the appearance of this heavily trafficked historic space.

Capitol Square Cultural Landscape Restoration: Restoration of Capitol Square's historic landscape advanced with improvements around the Capitol Visitor Center entrance, including the South Hill and South Entrance. Guided by Frederick Law Olmsted's original vision, the project reestablished the late 1800s landscape using a mix of native and non-invasive plants to restore shrubs, small trees, and ground-level vegetation. Modern and sustainable horticultural practices, including air tilling, soil amendments, and protection of mature tree roots, preserved the integrity of the historic design.

Facilities Maintenance

Utility Services and Infrastructure Repairs: Infrastructure resilience across the Capitol campus was strengthened through major utility upgrades, emergency response efforts, and improved system planning. The AOC completed a dependency analysis of critical systems, including water, power, sewer, steam, and fuel, and developed a prototype information technology (IT) tool to visualize system interdependencies and support response planning. Utility-related emergencies such as water main leaks, gas infiltration, and power outages were quickly addressed, ensuring uninterrupted service. Steam and power reliability were strengthened through equipment upgrades and rapid response to utility incidents. Targeted repairs to streetlight cabling improved lighting reliability and public safety. Collectively, these efforts enhance operational continuity and safety across the Capitol campus.

Facility Condition Assessments: FCAs were completed at the James Madison Memorial Building, the Thomas Jefferson Building, and the Hart Senate Office Building. The assessments followed a standardized process aligned with federal evaluation practices, including using the with the American Society for Testing and Materials, or ASTM International, Uniformat II classification system and asset lifecycle frameworks, to assess core building systems, code compliance, and overall operational condition. These efforts provide essential data for evaluating facility health, identifying repair and upgrade needs, and optimizing capital investment decisions.

Computerized Maintenance Management System Enhancements: Two major initiatives to improve facilities maintenance through the Computerized Maintenance Management System (CMMS) progressed this fiscal year. The enterprise mobile licensing model was fully deployed, providing users remote management capability for work orders. This eliminated ad-hoc licensing processes, reduced administrative overhead, accelerated work order closeouts, and saved an estimated $750,000, while also supporting real-time inspections, safety reporting, and performance tracking. Additionally, a predictive maintenance model was developed to integrate sensor data and Internet of Things technologies with the CMMS, allowing for automated work order generation based on equipment faults. This included system assessments, data analysis, and a roadmap to streamline operations, improve data accuracy, and extend asset lifecycle through proactive maintenance.

Thurgood Marshall Building Cyclical Finish Replacement: The multi-year cyclical finish replacement program progressed with completion of interior upgrades on the approximately 46,500-square-foot fourth floor. Work included demolition and replacement of flooring, paint, ceiling tiles, HVAC components, and acoustic treatments. Construction was phased without swing space and required careful coordination of furniture relocations, effective stakeholder communication, and protection of adjacent areas. The project is on schedule and within budget, with strong tenant satisfaction reported.

Equipment and Asset Management: The Equipment Catalog, a comprehensive framework for capturing critical asset information such as technical specifications, maintenance requirements, and lifecycle data, was expanded to cover additional asset classes and to strengthen asset tracking, maintenance planning, and data-informed decision-making. Heritage assets were also added, ensuring historically significant assets are properly documented and maintained in line with preservation standards. The expanded catalog establishes a robust standard for asset information, improving visibility into inventory and maintenance needs. These improvements support more reliable condition assessments, streamlined maintenance scheduling, and enhanced capital planning.

Facilities Operations

Life Safety System Upgrades: Multiple initiatives were undertaken to strengthen life-safety systems. At the Capitol Power Plant, legacy flame scanners on four boilers were upgraded with an in-house solution that introduced self-checking features, improving reliability and reducing the risk of catastrophic failure. At the Thurgood Marshall Building and the James Madison Memorial Building, actions advanced to replace aging fire alarm systems with modern, addressable systems designed to reduce false alarms and enhance reliability.
In the West Refrigeration Plant, improvements included critical egress upgrades to ensure safer evacuation routes. In the

Dirksen Senate Office Building, three ladders in high-voltage electrical vaults were replaced with stainless-steel models, restoring safe maintenance access. At the Botanic Garden Production Facility, infrastructure was installed to support a temporary backup boiler, and water treatment processes were improved to extend the life of aging boilers. At the Thomas Jefferson Building, work neared completion on the first of four egress stairs that will serve occupants on all levels on the north side of the building. These proactive measures enhance safety, address regulatory requirements, and ensure operational continuity across the Capitol campus.

Emergency Readiness: Emergency preparedness and response capabilities were significantly enhanced. A comprehensive seven-year update of the Base Emergency Action Response Plan was finalized, incorporating lessons learned, clarifying roles, and adding three new utility response plans for water service interruptions. An interim Emergency Operations Center was established, equipped with essential communications infrastructure to support coordinated response during National Special Security Events and other emergencies. To support rapid incident response, approximately 1,400 Civil Disturbance Unit lockers were installed across six campus buildings, enabling quick access to emergency gear. In addition, the Capitol Visitor Center and Library Buildings and Grounds jurisdictions updated their Emergency Action Response Plans to align with agencywide standards, and facility tours were conducted for four D.C. Fire Department battalions to enhance interagency coordination and first responder readiness. Together, these efforts strengthened the campus's ability to respond effectively to emergencies and safeguard people, facilities, and operations.

Security and Infrastructure: The Lights and Landscape Enhancement Project to improve safety and visibility around the Supreme Court progressed. The project focuses on landscape modifications and lighting infrastructure upgrades to support security operations and surveillance. Enhancements followed principles of Crime Prevention Through Environmental Design, improving sightlines, deterring criminal activity, and enabling better monitoring of the grounds. Additionally, multiple Senate Office Building entrances were reconfigured with upgraded security screening equipment, and two previously closed access points were reopened. These improvements reduced tenant and visitor wait times and enhanced the overall flow and accessibility of Senate Office Building facilities.

CAPITOL HIGHLIGHT

200 Years of the U.S. Capitol Rotunda

October 2024 marked the 200th anniversary of the U.S. Capitol Rotunda, an enduring symbol of American democracy and the ceremonial heart of the Capitol. Completed in 1824 under Architect of the Capitol Charles Bulfinch, the Rotunda has hosted many of the nation's most significant moments, including presidential inaugurations, lying in state ceremonies, and Congressional Gold Medal presentations.

A wide range of skilled trades and technical staff are involved in the care of the Rotunda. Stone masons, plasterers, painters, electricians, conservators, and building engineers work to preserve historic finishes, maintain essential systems, and ensure the space is fully functional. AOC teams also manage lighting, environmental controls, and security coordination to support both daily operations and high-profile ceremonial use.

On the 200th anniversary of its completion, the Rotunda remains one of the nation's most significant interior spaces. Its ensuring beauty and function reflect the AOC's careful preservation and the dedicated work of staff who safeguard this historic landmark for future generations.

New drapery is hung in preparation for the 2025 Presidential Inauguration.

Strategic Goal 2:

Provide Extraordinary Services

This strategic goal addresses the delivery of high-quality professional and integrated services that exceed customer expectations. It focuses on support services provided to Congress and the Supreme Court and their staff and employees, as well as services provided to the millions of annual visitors to the Capitol campus, whether for business or tourism, and to those engaging with the agency virtually through its online programs.

Figure 6 presents monthly FY 2025 visitation statistics for the Capitol Visitor Center, the U.S. Botanic Garden, and the Library of Congress. Additional campus visitation statistics are provided in **Appendix F**.

Related Strategic Objectives:

- Enterprise Asset Management

Related Enterprise-Level Risks:

- Expectations (External Communications)
- Artificial Intelligence Use & Adoption
- IT Infrastructure
- Cybersecurity

As shown in **Table 5**, there are three operational KPIs associated with this strategic goal. The agency met its targeted performance for one of the three operational KPIs.

TABLE 5. Provide Extraordinary Services Operational KPIs

OPERATIONAL KPI	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025 TARGET	FY 2025 RESULTS
Customer Satisfaction with Projects. Maintain high customer satisfaction for completed projects.	95.0% **Met**	94.9% **Met**	96.4% **Met**	93.2% **Met**	90.2% **Met**	≥90%	85.2% **Not Met**
Customer Satisfaction with Work Orders. Maintain high customer satisfaction for completed work orders.	N/A	N/A	N/A	N/A	95.8% **Met**	≥90%	96.1% **Met**
Tenant Survey. How well does the AOC provide services to its facility occupants.	N/A	79.0% **Not Met**	N/A	76.0% **Not Met**	N/A	≥90%	72% **Not Met**

Client Services

119th Congress Office Moves: The agency led office transition efforts for the 119th Congress, coordinating high-volume moves while minimizing disruption and maintaining continuity of operations. The effort involved relocating 192 House office building suites, including 65 for newly elected Members and 127 for returning Members, along with the integration of 24 newly constructed suites in the Cannon House Office Building. The six-day House Suite Selection Lottery involved extensive coordination with Members and staff. A complex daisy chain move strategy was executed using twice-daily shifts, including weekends, to reduce congestion. In the Senate office buildings, 30 Member and committee office moves were completed, the highest total since 2015. The 100 Senate suites and 441 House suites were documented using 360-degree photography to support planning and future transitions. Across both chambers, the agency utilized the moves to complete infrastructure upgrades and accessibility improvements. These efforts ensured uninterrupted congressional operations, enhanced functionality and safety, and demonstrated the AOC's commitment to responsive, high-quality service.

National Event Support: More than 40 major national events, including the State of the Union, the 60th Presidential Inauguration, and the swearing-in of the 119th Congress, took place in the U.S. Capitol and on the U.S. Capitol grounds this year. Agency support of these events included behind-the-scenes planning, on-site logistical execution, and interagency coordination. Security and emergency response planning were a central focus, with four National Special Security Events occurring over a 29-day period. Ceremonial events such as Gold Medal presentations, memorial observances, and the Lying in State of former President Jimmy Carter were executed under compressed timelines and challenging weather conditions. Coordination with congressional partners, law enforcement, and event organizers resulted in secure, dignified, and seamless experiences for some of the most complex and high-visibility events on Capitol Hill. **Figure 7** provides a listing of some of the special events held on the Capitol campus this fiscal year.

The inaugural platform is constructed in the U.S. Capitol Rotunda following a rapid relocation of the ceremony indoors due to severe weather.

Go Behind the Scenes of Inauguration Construction

Architect of the Capitol Thomas E. Austin shares insights on the construction of the platform for the 60th Presidential Inauguration, highlighting the craftsmanship, coordination, and ceremonial traditions—including the first nail event—that bring this historic project to life. Watch the video

Visitor Services

Educational Programming and Exhibits: Public engagement expanded across the Capitol campus through a variety of educational programs, digital outreach, and curated exhibits. New initiatives, such as the "Object Spotlight" video series, connected audiences with the history, symbols, and living traditions of the Capitol, reaching more than 25,000 viewers both on-site and online. Seasonal programming, including content developed for the Cherry Blossom Festival and Arbor Day, highlighted collaboration among education staff, horticulturists, and subject matter experts. At the Botanic Garden, interactive exhibitions, family science activities, and community-based workshops promoted learning in areas such as plant adaptation, pollination, and sustainable agriculture, reaching more than 80,000 people through educational programs offered on-site and online. Together, these efforts strengthened public understanding of the Capitol's history, environment, and civic role. More information on the events and exhibits held at the Capitol Visitor Center and the Botanic Garden is included in **Appendix E**.

Accessibility: Campuswide accessibility improvements addressed 1,986 barriers identified by the Office of Congressional Workplace Rights (OCWR). Efforts included infrastructure upgrades, Americans with Disabilities Act (ADA) compliant walkways and entrances, enhanced signage, and digital wayfinding installations. Design documents were completed for Phase II of the Capitol Square ADA Barriers Remediation project, incorporating lessons from Phase I to address remaining gaps. This effort marked a critical milestone in advancing accessibility across one of the campus's most historic and heavily used areas. A collaborative redesign led by the Capitol Visitor Center produced a new, user-friendly campus accessibility map, consolidating outdated versions into a unified resource. Additional improvements included 24-hour accessible entrances, interior mobility enhancements such as ramps and handrails, and in-house captioning capabilities to enhance access to public programs and events.

Visitor Experience: The Capitol Visitor Center launched a year-long, four-season study to evaluate the visitor experience. Survey data collection began in January 2025 and and was completed in December 2025, capturing insights during both peak and off-peak seasons. The study explores visit motivations, program awareness, and overall satisfaction. The results will inform future improvements to enhance the visitor experience.

National Statuary Hall Collection: One statue was replaced in the National Statuary Hall collection. The statue of Martha Hughes Cannon (Utah) was installed in the Capitol Visitor Center, replacing Philo T. Farnsworth. In addition, the Joint Committee of Congress on the Library approved the full-size clay model, pedestal design, and inscriptions for the Billy Frank Jr. statue (Washington), advancing the replacement of the Marcus Whitman statue. The Committee also approved the completed statue of Barbara Rose Johns (Virginia), advancing the replacement of the statue of Robert E. Lee which was removed in FY 2021. With the Utah replacement, 16 statues within the collection have been replaced since Congress authorized state replacement statues in 2000.

See Capitol Highlights: The National Statuary Hall Collection to learn more about the evolving collection.

Internal Services

Employee Safety and Well-Being: Safety culture and employee well-being were strengthened through coordinated efforts to improve training, prevent hazards, and comply with regulations. Hazards identified during the 118th Congress inspection cycle were reduced by 20 percent, and 28 branch shops received third-party recognition for meeting established safety standards. Employee access to real-time safety information and resources was also expanded. During Construction Safety Week, safety training was delivered to all

CAPITOL HIGHLIGHT

Honoring President Jimmy Carter in the Rotunda

From January 7 to January 9, 2025, the nation honored former President Jimmy Carter as he lay in state in the U.S. Capitol Rotunda—marking the 43rd time a distinguished American received this honor. The AOC played a central role in ensuring the event's success, coordinating structural, ceremonial, and logistical preparations across the Capitol complex.

With less than two weeks' notice, AOC teams mobilized to ready the Capitol for the solemn occasion. Staff prepared the Rotunda and adjacent circulation spaces for public access, installed stanchions, adjusted lighting, and ensured all building systems were fully operational. The historic Lincoln catafalque—constructed in 1865 for President Abraham Lincoln and used in most lying in state ceremonies since—was carefully inspected, positioned, and secured for ceremonial display.

The AOC also supported broader security and visitor logistics as part of the federal coordination for the event. Staff provided behind-the-scenes support for equipment delivery, configured the Capitol Visitor Center to manage public flow, and ensured compliance with life safety requirements. Over the course of three days, thousands of visitors safely and respectfully ushered through the Rotunda to pay their respects.

Through rapid coordination, detailed preparation, and dignified execution, the AOC ensured the Capitol was ready to honor President Carter and support the nation in mourning one of its most respected statesmen.

high-risk workers for the first time, including shift-based safety talks, fact sheets, and live demonstrations with hands-on learning opportunities. These sessions empowered employees with practical knowledge, validated safety concerns in real time, and reinforced proactive hazard prevention. Other initiatives included interactive Safety Stand Down sessions covering critical life safety topics, as well as the development of a new Heat Stress Guidance policy to improve protections for outdoor workers during high-temperature conditions. Together, these efforts contributed to a more safe, more informed, and more health-conscious workplace.

Employee Wellness: The Wellness Program was significantly expanded to support the 24/7 workforce, delivering over 250 events and providing access to six top-tier wellness subscription services, including Calm, FinFit, and Fitness on Demand. More than 668 subscriptions were utilized across physical, emotional, and financial wellness offerings. Programming was made accessible across all shifts and work locations, with proactive outreach via site visits, staff meetings, and collaboration with federal health insurance carriers and the House Center for Well-Being. The program fosters a culture of health and inclusion and was honored with the Architect Award for Excellence for its innovative, high-impact design.

FIGURE 6. Capitol Campus Visitation

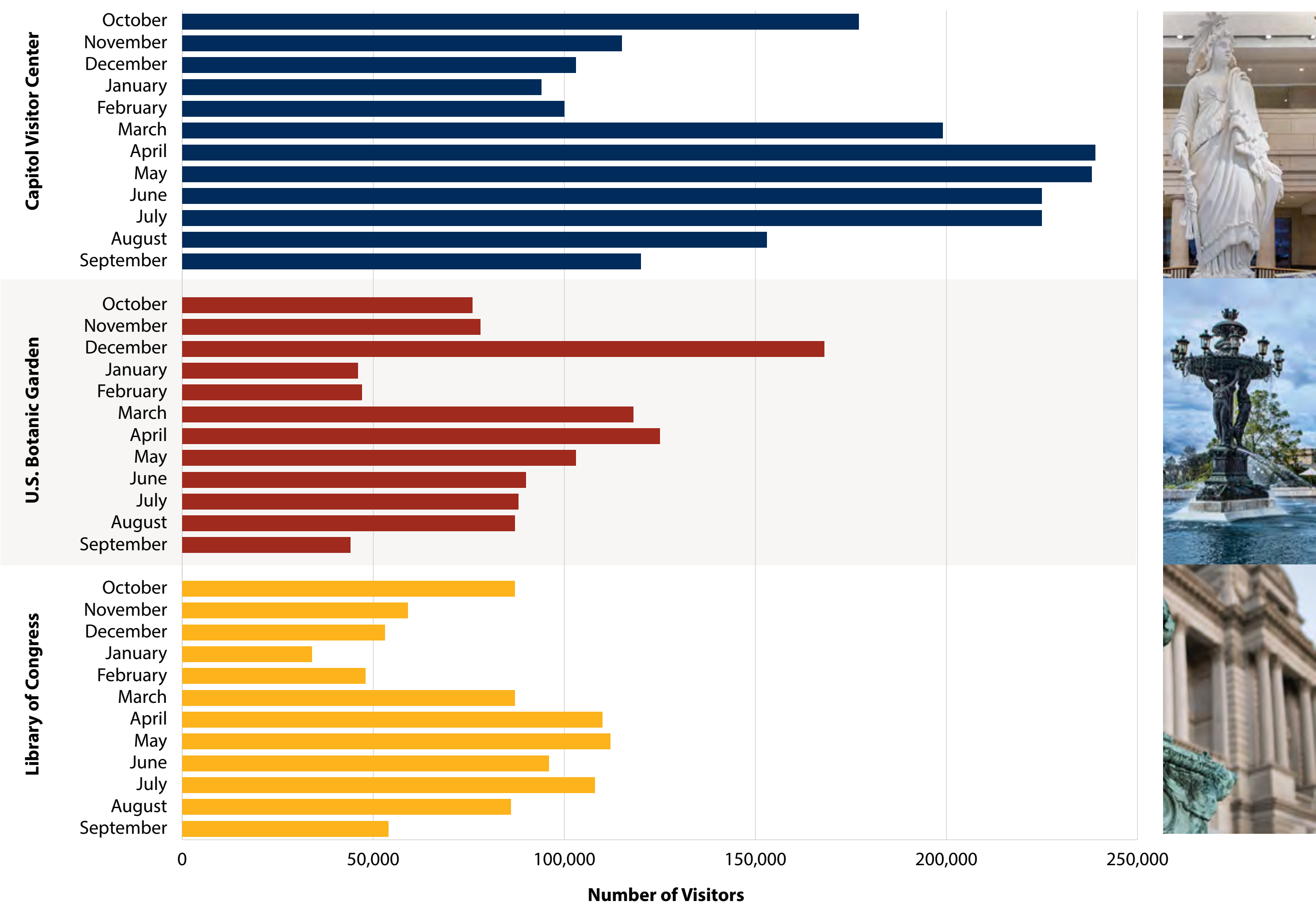


FIGURE 7. Special Events on the Capitol Campus

OCTOBER 2024

NOVEMBER 2024

Morning Under the Dome – **November 2** | Speaker's Dinner for New Members-Elect – **November 12**

Democratic Dinner for New Members-Elect – **November 13**

DECEMBER 2024

Lighting of the Capitol Christmas Tree – **December 3** | Reception and Toast Honoring Sir Winston Churchill – **December 5**

Ceremony to Commemorate the Bicentennial of the Marquis de Lafayette's Address to Congress – **December 10**

Presentation of the 118th Congress McCormack Award – **December 10**

Dedication of the Statue of Martha Hughes Cannon of Utah – **December 11**

JANUARY 2025

119th Congress Opening Day – **January 3** | Joint Session of Congress for the Counting of the Electoral Ballots – **January 6**

Lying in State of President James Earl Carter Jr. – **January 7–9** | 60th Inaugural Ceremonies – **January 20**

FEBRUARY 2025

U.S. Capitol Historical Society – **February 4** | National Prayer Breakfast – **February 6**

MARCH 2025

Joint Session of Congress for the Presidential Address – **March 4** | Friends of Ireland Luncheon – **March 12**

APRIL 2025

Tree Dedication – Oklahoma Survivors – **April 7** | National Commemoration of the Days of Remembrance – **April 23**

Congressional Gold Medal Ceremony in honor of the "Six Triple Eight" of World War II 6888th Central Postal Directory Battalion – **April 29**

MAY 2025

Annual Peace Officers' Memorial Chief's Breakfast – **May 15** | Annual Memorial Day Concert and Wounded Warrior Reception – **May 25**

JUNE 2025

Annual Ford's Theater Dinner and Reception – **June 1** | King Kamehameha Lei Draping – **June 8**

Congressional Gold Medal Ceremony in Honor of World War II Army Rangers - **June 26** | Tree Dedication – Senator Feinstein – **June 26**

JULY 2025

A Capitol Fourth Concert and Wounded Warrior Reception – **July 4**
Congressional Gold Medal Ceremony in honor of Greg LeMond – **July 9**

AUGUST 2025

SEPTEMBER 2025

Congressional Gold Medal Ceremony in honor of Harlem Hellfighters – **September 3** | Former Members of Congress Reception – **September 9**

U.S. Capitol Historical Society Freedom Award – **September 16**

Aquatic flora are planted in a hydroponic display tank at the U.S. Botanic Garden Production Facility.

Strategic Goal 3:

Foster an Innovative and Empowered Workforce

This strategic goal focuses on the cultivation of 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.

As shown in **Table 6,** there is one operational KPI associated with this strategic goal. The agency met its targeted performance for this operational metric.

Related Strategic Objectives:

- AOC University
- Human Capital Strategy

Related Enterprise-Level Risks:

- Artificial Intelligence Use & Adoption
- IT Infrastructure
- Cybersecurity
- Recruitment and Retention

TABLE 6. Foster an Innovative and Empowered Workforce Operational KPI

OPERATIONAL KPI	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024 TARGET	FY 2024 RESULTS
External Safety Inspection Findings. Reduce the safety findings identified by the Office of Congressional Workplace Rights. KPI results are based on the prior year's inspections due to the delay in receiving inspection results.	1,170 **No Target Set**	711 **Met**	503 **Met**	624 **Met**	366 **Met**	< 926 6-year average	463 **Met**

Workforce Development and Training: Expanded training programs, career pathway initiatives, and strategic talent planning helped to advance workforce development. A comprehensive training needs assessment was conducted with supervisory staff to identify mission-critical skill gaps and inform future investments in training and succession planning. Training offerings were expanded to include project management, emotional composure, arc flash safety, and motor controls. Career development efforts also progressed through the expansion of structured career ladder positions, development of new position descriptions, and implementation of mentoring, supervisory training, and career pathway tools. AOC employees participated in technical, safety, and supervisory training programs, including preparation for professional certifications in facility management, architecture, and project management. More than 360 AOC employees were promoted this year. Internal promotions and reassignments reflected the agency's commitment to building a strong internal talent pipeline and supporting professional advancement for staff.

Leadership Development: Employees participated in a range of initiatives, including the Aspiring Leaders Program, which builds leadership competencies among non-supervisory staff through in-person sessions, independent coursework, and applied learning in communication, interpersonal effectiveness, and continuous development. Staff also engaged as mentors through a mentoring program and completed external leadership programs, such as Excellence in Government Fellows. Others advanced through licensure-based pathways, including the Architectural Experience Program, gaining critical experience in project management and construction oversight. These efforts reflect the commitment to cultivating the next generation of leaders and supporting advancement across roles and disciplines.

Talent Acquisition: Recruitment strategies were enhanced to address hiring challenges and fill mission-critical roles. Outreach expanded through partnerships with educational institutions, trade organizations, and professional associations. The agency participated in 24 recruitment events and leveraged platforms such as LinkedIn and Handshake to target qualified applicants. These efforts generated over 4,000 applications for over 80 internship openings and more than 18,000 job seeker engagements. To improve hiring efficiency and transparency, a Time to Hire Dashboard was launched, resulting in measurable reductions in hiring timelines. A total of 944 hiring actions were completed, including new hires, temporary placements, and promotions. These efforts strengthened the talent pipeline, reduced vacancy rates, and increased access to skilled candidates, particularly for hard-to-fill trades and technical positions. See **Section 4: Other Information** for more information on the AOC's human capital strategy.

Knowledge Sharing: Communities of Practice continued to bring together employees with shared functions or skillsets to exchange knowledge and address common challenges. These groups helped identify current and future skill requirements, supported professional development across similar roles, and promoted cross-training and knowledge sharing. Areas of focus included construction risk management, cost estimating, safety practices, and landscape preservation. By fostering collaboration across the agency, Communities of Practice strengthen workforce capabilities, build institutional knowledge, and support continuity in critical skill areas.

Awards and Recognition: Employee recognition efforts were elevated through new and expanded initiatives that honored employee service, achievement, and creativity. Fifty employees were recognized during spring and fall service ceremonies, including one employee with 55 years of federal service. A newly introduced Employee Recognition Coin was designed through an agencywide contest, with 18 entries and elements from three winners selected for final production. A new photo keepsake initiative honored milestone anniversaries, while the Honor Awards Ceremony drew a record 77 nominations. These efforts deepened morale, reinforced a culture of appreciation, and supported retention through meaningful, visible recognition.

Did You Know?

The U.S. Capitol Christmas Tree, known as the "People's Tree," adorns the West Lawn of the U.S. Capitol and has been selected each year since 1970 from a different national forest. This year, the tree came from the Tongass National Forest in Alaska—America's largest national forest. The tree is an 80-foot Sitka spruce, selected by the Architect of the Capitol in consultation with the U.S. Forest Service.. The tree, nicknamed "Spruce Wayne," traveled thousands of miles from Alaska to Washington, D.C., for the holiday season—over 700 miles by sea and another over 4000 miles by truck, with whistle stops along the way.

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 *hoozue*, 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.

Carpentry work underway as part of ongoing construction and renovation activities at the Dirksen Senate Office Building.

Strategic Goal 4:

Operate as One Team, Dedicated to One Mission

This strategic goal focuses on developing a culture of learning, collaboration, and teamwork that enhances overall effectiveness, efficiency, and responsible stewardship of the AOC facilities and assets. It encourages a shared commitment to the mission while promoting information and knowledge sharing among team members to increase innovation and optimize resources. There are no operational KPIs associated with this strategic goal.

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
- Artificial Intelligence Use & Adoption
- Data Quality and Governance
- IT Infrastructure

Integrated Agency Planning: The CCMP provides a long-term framework to guide investment in repairs, modernization, and the strategic use of facilities across the Capitol campus. During the fiscal year, the agency completed campus-level planning frameworks for horizontal infrastructure—including landscape, transportation, accessibility, and historic preservation. Concurrently, substantial progress was made on jurisdiction-level planning frameworks for vertical facilities supporting the House and Senate Office Buildings, the Capitol Power Plant, and U.S. Capitol Police Buildings and Grounds jurisdictions. These efforts included ongoing client engagement sessions to refine program needs and align priorities within each jurisdiction-level framework. Each framework incorporates design solutions and financial planning models to inform future capital investments. Collectively, the reports establish a unified Long-Range Capital Improvements List, codified in the Capitol Campus Blueprint (CCB), with phasing and funding strategies to guide near- and long-term priorities. In support of CCB execution, FY 2026 pre-design requests included $5.5 million for the Rayburn Building renovation and $5 million for swing space design. Together, these planning milestones provide a strong foundation for coordinated, forward-looking infrastructure investment.

Five-Year Capital Improvements Plan: The five-year Capital Improvements Plan (CIP), a strategic effort to address deferred maintenance and guide capital renewal investments, was updated this year. Informed by facility condition assessments, the plan emphasizes a program-based funding approach organized by major building systems—such as HVAC, electrical, fire protection, or exterior components—rather than individual projects. This structure supports consistent, medium- to large-scale funding requests that more efficiently reduce the backlog of critical infrastructure needs. Development of the program-based approach will continue into FY 2026, with ongoing efforts to refine priorities and explore long-term funding strategies.

Real Property Strategy and Governance: Efforts to strengthen real property data integrity and establish agencywide governance to promote the economical and efficient use of facilities progressed. A real property validation initiative assessed inventory accuracy and aligned records with federal guidance from the Federal Real Property Council. Unified Facility Criteria were applied as a framework for real property inventory, ensuring consistent planning, design, construction, sustainment, restoration, and modernization standards. To improve reporting, valuation, and lifecycle planning, key data elements were standardized, and replacement cost and sustainment models were reviewed for consistency with long-term asset management needs. To institutionalize these practices, a draft Real Property Management Policy was developed to guide future decision-making and promote data consistency. In parallel, a Real Property Management Governance Board was chartered to support agencywide coordination on real property strategies, space utilization, and capital investment planning.

Energy Efficiency: Energy efficiency efforts led to a 50 percent reduction in energy use intensity across the Capitol campus, meeting the fiscal year target of 50 percent. A new Energy and Sustainability Policy was drafted for FY 2026–2030, along with a Commissioning addendum to guide energy-efficient operations in future capital projects. Building automation system upgrades improved real-time energy monitoring and IT security, while targeted controls enhancements increased efficiency in key facilities. Energy audits were completed at multiple locations, with energy conservation measures planned to begin. To support low-emission transportation, four new electric vehicle charging stations were installed, and all existing Senate-side units are now Level 2 chargers.

Environmental Stewardship: Campuswide environmental initiatives focused on water conservation, stormwater management, and sustainable material handling. Modernized water features integrated advanced filtration and monitoring systems, improving water quality and reducing chemical use and seasonal consumption. Construction began on a pocket wetland designed to reduce impervious surface area and improve runoff management in alignment with regional standards. Water safety oversight was strengthened through full digitization of testing records for nearly 400 backflow prevention devices, helping to protect the potable water supply. Efforts to improve recycling included a campuswide small battery recycling program, a waste stream audit to improve disposal practices, and continued engagement through Energy Manager and Sustainability Communities of Practice to support long-term environmental goals.

CAPITOL HIGHLIGHT

Supporting the 60th Presidential Inauguration

The AOC played a pivotal role in ensuring the success of the 60th Presidential Inauguration, demonstrating exceptional coordination, craftsmanship, and adaptability. Months of planning and preparation culminated in a flawlessly executed ceremony that required extensive infrastructure, security, audiovisual, and ceremonial support. AOC teams worked with partner agencies to complete construction of the Inaugural Platform on the West Front of the U.S. Capitol, install high-profile event elements, and ensure building systems, fire and life safety features, and interior spaces were ready to welcome guests for the event.

A forecast of inclement weather prompted a last-minute decision to move the ceremony indoors. In response, AOC staff mobilized to transform the Capitol Rotunda in under 72 hours—relocating fencing and signage, reconfiguring viewing areas, constructing platforms, and adapting building systems and audiovisual infrastructure to accommodate the new setting.

Behind the scenes, skilled tradespeople, technicians, planners, and event support staff worked through the night to ensure every detail, from sound quality and seating layouts to ceremonial backdrops and broadcast readiness, met the highest standards. These efforts preserved the dignity of the occasion and upheld the safety, security, and operational integrity of the Capitol complex. The inauguration also drove record engagement across programs, including high visitor attendance, increased gift shop activity, and expanded livestream access.

The successful execution of the 60th Presidential Inauguration reflects the agency's culture of collaboration and readiness, demonstrating its ability to adapt with agility, perform with precision, and embody the spirit of One Team, One Mission.

Enterprise Risk Management

The AOC's ERM program is overseen by the OCFO's Integrated Risk Management Division (IRMD) and led by the Risk Management Officer. The program provides an enterprisewide framework for identifying, assessing, and managing risks that may affect the agency's ability to carry out its mission. As a key part of the AOC's governance structure, ERM offers leadership a comprehensive view of organizational challenges and supports informed decision-making by helping to prioritize risks and direct resources where they are most needed.

ERM Program Maturity

During FY 2025, the IRMD assessed and measured the AOC's ERM program performance across five objectives and 20 key management activities using Gartner's Risk Management Score tool. Based on the assessment results, IRMD identified three high-priority functional areas for focused attention during FY 2025: enhancing risk committee oversight, strengthening ERM technology and analytics, and increasing enterprise risk awareness. Progress and status for each area are described below.

Enhance Risk Committee Oversight: IRMD renewed its focus on strengthening the oversight roles of its two primary risk committees: the Executive Risk Committee (ERC) and Risk and Control Working Group (RCWG). In FY 2025, IRMD conducted workshops with risk sponsors and risk owners to clarify roles, responsibilities, and expectations and shared best practices for responding to risk. Regular ERC and RCWG meetings were held with increased frequency, emphasizing clarification of each committee's distinct roles and responsibilities. In addition, tailored risk reports for each committee were developed to deliver actionable insights aligned with their specific mandates and drive committee-specific action.

Manage ERM Technology and Analytics: IRMD continued to leverage its Governance, Risk, and Compliance (GRC) tool to streamline risk data collection, enhance analytics, and enable real-time risk monitoring and reporting. The consistent use of the tool helped to automate key ERM processes, including the annual enterprise risk assessment. Key activities included deploying the tool's survey features to conduct the emerging risk questionnaire and enhancing the tool's reporting features to deliver risk reports for specific committees and key stakeholders. Because of the tool's efficiency, IRMD achieved a 95 percent response rate for the FY 2025 Emerging Risk Questionnaire, exceeding the targeted response rate of 90 percent.

Enhance Risk Awareness: Recognizing the importance of a risk-aware culture, IRMD expanded its risk communication and training efforts in FY 2025 to foster a sense of responsibility for risk across the agency and ensure that all employees clearly understand their roles in supporting enterprise risk management. Key activities included launching the agency's first ERM 101 training course through AOC University, conducting expectation meetings with risk sponsors and owners, facilitating targeted risk response workshops, updating the ERM Program Guide and Standard Operating Procedures, and enhancing the existing ERM communications plan. These efforts helped to equip agency staff at all levels with the knowledge, skills, and resources necessary to engage in proactive risk management.

Annual Enterprise Risk Assessment

The IRMD conducts an annual enterprise risk assessment with agency leaders to identify and prioritize the risks most critical to further evaluate, manage, and monitor. Full risk assessments are conducted in even-numbered fiscal years and draw on input from leaders, management, and staff to evaluate known risks and potential impacts. Targeted risk assessments are conducted in odd-numbered fiscal years and focus on gathering input from senior leaders to identify new or emerging risks not already included in the Enterprise Risk Profile. Each assessment prioritizes risks based on three factors: likelihood of occurrence, potential impact on mission-critical tasks, and velocity—the predicted timeframe for the impact to be felt if the risk materialized. Likelihood and impact are measured on a five-point scale, with five denoting the highest probability or impact; velocity is rated on a scale from 1.05 (very slow) to 1.40 (very rapid). Multiplying these factors produces an overall risk score, which is then used to group risks into three tiers reflecting their potential effect on the agency's ability to achieve its mission.

In FY 2025, the AOC conducted a targeted risk assessment, gathering input from senior leaders including the ERC, the RCWG, Office and Division Chiefs and Directors, jurisdiction heads and deputies, and other jurisdiction personnel. IRMD leveraged the GRC tool to conduct the assessment. The tool streamlined and automated ERM processes, supported surveying of leaders, and improved communication of risk information across governance bodies. The assessment elevated four new risks for enterprise-level monitoring: Artificial Intelligence (AI) Use and Adoption, Capital Planning and Budgeting, Acquisition and Procurement Management, and Vendor and Contractor Management. These new risks reflect growing challenges related to technology oversight, resource planning, and external dependencies. At the same time, one existing risk, Manager-Employee Engagement Expectations (Internal Communications), was de-escalated and removed from the profile. With these changes, the Enterprise Risk Profile now includes 14 enterprise-level risks

In addition, the OIG identified six management challenges, four of which align with the enterprise-level risks. **Figure 8** provides a consolidated overview of these risks and challenges. AOC leadership has reviewed the OIG's recommendations and will take appropriate actions to mitigate the impact of the six 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	TIER	ENTERPRISE-LEVEL RISKS	OIG MANAGEMENT CHALLENGES
Critical Infrastructure Failure	Tier 1	✓	
Capital Planning & Budgeting (NEW)	Tier 1	✓	
Cybersecurity (OIG Description: Information and Cybersecurity Risk Management)	Tier 1	✓	✓
Deferred Maintenance & Capital Renewal	Tier 1	✓	
Physical Security (OIG Description: Safety, Security, and Preservation)	Tier 1	✓	✓
AI Use & Adoption (NEW)	Tier 2	✓	
IT Infrastructure	Tier 2	✓	
Acquisition & Procurement Management (NEW)	Tier 2	✓	
Vendor & Contractor Management (NEW)	Tier 2	✓	
Recruitment & Retention (OIG Description: Workforce Management and Accountability)	Tier 2	✓	✓
Expectation (External Communications)	Tier 2	✓	
Lifecycle Project Management	Tier 2	✓	
Workplace Health & Safety	Tier 2	✓	
Data Quality & Governance (OIG Description: Data Governance and Records Retention)	Tier 2	✓	✓
Resource Waste and Accountability	N/A		✓
Whistleblower Protections	N/A		✓

Tier 1 Risks

Tier 1 risks represent the highest level of exposure and may significantly affect the AOC's ability to achieve its mission. They are a top priority requiring immediate leadership attention and the direct allocation of resources within the budget cycle to implement actions identified in risk response plans. In FY 2025, the AOC prioritized five enterprise-level risks as Tier 1.

Tier 2 Risks

Tier 2 risks may have a moderately disruptive effect on the AOC and its ability to achieve its mission. They are considered near-term priorities that require the development of response plans, with resources to address them potentially allocated in upcoming budget cycles. In FY 2025, nine enterprise-level risks were classified as Tier 2.

Tier 3 Risks

Tier 3 risks are expected to have minimal impact on the AOC's mission or are already effectively controlled. They are not immediate priorities; however, the AOC continues to monitor them and respond as necessary. In FY 2025, no risks were classified as Tier 3.

Critical Infrastructure Failure

ENTERPRISE RISK STATEMENT

The risk of critical infrastructure (e.g., 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.

RISK RATING

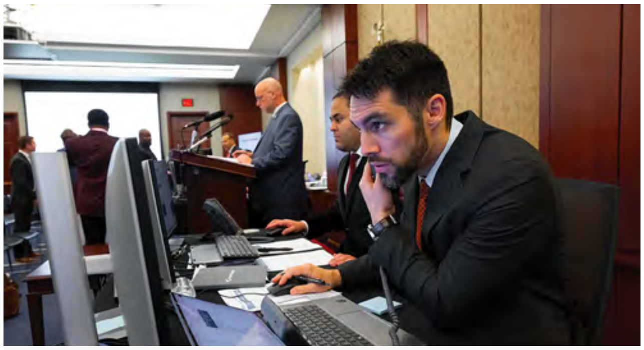
Likelihood	**3.91 (High)**
Impact	**4.45 (Very High)**
Velocity	**1.35 (Rapidly)**
Risk Score	**23.51**

TIER 1 RISK

Explanation: Critical infrastructure at AOC depends on interconnected utility systems to support essential operations, safety, and mission delivery. The failure or disruption of any of these assets can lead to operational downtime, reduced service capacity, compromised facility functionality, and increased costs associated with emergency repairs or continuity measures. Further, prolonged infrastructure failures can disrupt stakeholder services and overall agency resiliency.

Risk Responses: To manage the risk of critical infrastructure failure, the AOC established a clear, agencywide definition of critical infrastructure, limited to components directly controlled by the agency. Using this definition, the AOC identified utility infrastructure components within each Capitol campus facility that support mission operations and developed a structured timeline to guide assessment activities. Over the course of the year, the agency compiled available utility information into a consolidated set of drawings to improve safety and operational efficiency. The AOC also completed critical infrastructure analyses and an interdependency study of the Capitol Building, Capitol Visitor Center, Rayburn House Office Building, and the Russell Senate Office Building. These efforts were essential in validating the infrastructure and supply systems that underpin AOC operations. As a next step, the agency will leverage office- and jurisdiction-level collaboration to validate data accuracy and address remaining data gaps.

In FY 2026, the agency plans to complete critical infrastructure analyses and interdependency studies for the remaining congressional office buildings on the Capitol campus. These efforts will further refine facility utility drawings, improve visibility into system interdependencies, support development of a Common Operating Picture, and evaluate the effectiveness of existing critical infrastructure. Together, these actions will strengthen the AOC's understanding of potential operational impacts resulting from infrastructure failures and enable more informed, risk-based planning.



Capital Planning & Budgeting

ENTERPRISE RISK STATEMENT

The risk of inadequate capital planning and budgeting processes, leading to funding shortfalls and delays in capital renewal projects.

RISK RATING

Likelihood	**4.00 (High)**
Impact	**3.73 (High)**
Velocity	**1.20 (Slowly)**
Risk Score	**17.89**

TIER 1 RISK

Explanation: Potential misalignment between long-term facility and infrastructure needs and the resources required to fund them can introduce risks associated with capital planning and budgeting. Shifting priorities or delays in project planning can result in underfunded critical projects, deferred maintenance, and increased lifecycle project costs. Capital planning and budgeting risks can also affect the AOC's ability to comply with internal capital planning requirements, maintain safe and reliable facilities, and prioritize funding that supports mission delivery. Effectively managing these risks requires a structured, data-driven approach that accounts for budget shortfalls or missed opportunities to proactively address infrastructure vulnerabilities.

Risk Responses: Response actions for this risk are underway. Risk response planning activities include identifying and assessing sub-risks and their interdependencies with other enterprise risks, which will inform the strategy for effectively managing this risk.

Cybersecurity

ENTERPRISE RISK STATEMENT

The risk of network intrusion by malicious internal and external threats.

RISK RATING

Likelihood	**3.18 (Medium)**
Impact	**3.82 (High)**
Velocity	**1.35 (Rapidly)**
Risk Score	**16.40**

TIER 1 RISK

Explanation: The growing threat of unauthorized access, data breaches, system vulnerabilities, and cyberattacks can compromise the confidentiality, integrity, and availability of the AOC's information and technology assets. As digital systems support nearly all mission and operational functions, disruptions caused by malware, phishing, ransomware, or compromised accounts can lead to service interruptions, loss of sensitive information, and reputational harm. Without robust protections, continuous monitoring, and strong user awareness, the AOC faces heightened exposure to operational disruption and challenges in meeting cybersecurity compliance requirements.

Risk Responses: To advance the AOC's cybersecurity posture, the agency will continue executing its cybersecurity communication and training plan to foster awareness and alignment across offices and jurisdictions. Annual phishing exercises and enhanced phishing training will reinforce workforce readiness, while a comprehensive annual review of the vulnerability management program will identify gaps and drive updates to policies and procedures. This review will address identified vulnerabilities, strengthening prioritization and response efforts.

The AOC will continue routine reporting on cyber posture to senior leadership and will use independent, external penetration testing to validate system safeguards. Ongoing adherence to the comprehensive Assessment and Authorization schedule, coupled with timely updates to Plans of Action and Milestones, will further manage unauthorized access risks and strengthen cyber resilience.

In FY 2025, the AOC completed the first phase of its agencywide implementation of zero trust architecture, advancing cyber posture and protections, including safeguards to support responsible adoption of artificial intelligence. The agency also sustained best practices for 24x7 monitoring, rapid patching of zero-day vulnerabilities, physical separation of disparate networks, regular disaster recovery and continuity of operations (DR/COOP) testing, and proactive replacement of end-of-life hardware and software. Collectively, these practices significantly enhance cyber resilience and reduce vulnerability to cyberattacks.

Deferred Maintenance & 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.

RISK RATING

Likelihood	**3.82 (High)**
Impact	**3.55 (High)**
Velocity	**1.20 (Slowly)**
Risk Score	**16.24**

TIER 1 RISK

Explanation: When aging facilities and infrastructure are not repaired, replaced, or modernized in a timely manner due to limited resources, competing priorities, or incomplete asset condition information, the likelihood of deferred maintenance and capital renewal risk can increase. As maintenance backlogs grow, systems become more vulnerable to failure, resulting in higher lifecycle costs, unplanned outages, safety hazards, and disruptions to mission operations. Reliable data on asset conditions, scope of deficiencies, costs to correct deficiencies, and clear prioritization of critical needs are essential to forecasting long-term funding requirements and sustaining operational continuity.

Risk Responses: To manage and drive deferred maintenance and capital renewal program success, the AOC will proactively connect jurisdiction operational needs with deliberate fiscal planning and program requirements to ensure strategic alignment of resources and deployment of proven program and project management delivery methods. The agency expects to increase backlog reduction targets, strengthen project development and delivery, and enhance monitoring of those targets through established dashboards within each jurisdiction to improve visibility into progress and emerging requests. The agency plans to revise the definition of minor construction in future budget submissions to better capture the scope of required repairs and improvements and support the proactive planning efforts required to deliver objective results.

The AOC anticipates increasing the number of deferred maintenance and capital renewal projects submitted annually by creating and equipping project delivery teams within the jurisdictions, in collaboration with the OCE, to address work demands and implement lifecycle project management processes. This strategy is expected to yield more actionable project proposals supported by well-defined requirements, realistic cost estimates, and achievable construction timelines.

Additionally, the agency aims to leverage interagency support, as needed, to create a comprehensive five-year deferred maintenance and capital renewal execution plan, separate from Line-Item Construction Project, ensuring a more predictable, data-driven, operational, and jurisdiction-focused approach to managing and reducing the deferred maintenance and capital renewal backlog.

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 or loss.

RISK RATING

Likelihood	**3.00 (Medium)**
Impact	**3.73 (High)**
Velocity	**1.35 (Rapidly)**
Risk Score	**15.10**

TIER 1 RISK

Explanation: Aging security systems, variations in protective measures across the Capitol campus, and evolving threat environments that require consistent monitoring and adaptation pose heightened risk to physical security. Gaps in access control, surveillance coverage, emergency preparedness, and coordination with security partners can increase vulnerability to incidents that may result in operational downtime, property damage, or harm to people. To ensure a risk-based physical security posture, it is critical for the AOC to proactively address challenges in safeguarding mission-critical assets and information while ensuring a safe and resilient physical environment.

Risk Responses: The AOC is strengthening its physical security posture through a targeted security awareness program designed to ensure all staff understand and uphold security policies, governance requirements, and their responsibilities in maintaining a safe operating environment. In parallel, the agency is deepening collaboration with external stakeholders and security partners by leading and actively engaging in Security Working Groups focused on physical security enhancements across the Capitol campus. These partnerships ensure alignment with physical security project priorities and best practices, inform and influence physical security strategies, and promote a coordinated, enterprisewide approach to safeguarding Members, staff, guests, visitors, critical assets, and Controlled Unclassified Information. Through these initiatives, the AOC maintains a proactive risk management approach, advances agencywide policy compliance, and reinforces its leadership role in integrating physical security across the Capitol campus.

AI Use & Adoption

ENTERPRISE RISK STATEMENT

The risk that as new AI applications are adopted by the AOC, governance and oversight may lag with the rate of change in technology, leading to employee failure to comply with agency policies governing AI usage and issues with managing sensitive information.

RISK RATING

Likelihood	**3.09 (Medium)**
Impact	**3.27 (Medium)**
Velocity	**1.35 (Rapidly)**
Risk Score	**13.66**

TIER 2 RISK

Explanation: Rapid expansion of AI tools, and the challenges associated with safeguarding their responsible, secure, and compliant implementation across AOC, may increase the risk of improper AI use and adoption. Without clear policies, governance structures, and user guidance, AI tools may be applied inconsistently or in ways that introduce inaccuracies, privacy concerns, data biases, or security vulnerabilities. The absence of standardized procedures for evaluating AI technologies, monitoring performance, and managing data inputs increases the potential for operational disruptions, reputational impacts, and ethical concerns. Further, gaps in workforce readiness, training, and change management may limit the agency's ability to effectively integrate AI solutions, reducing the potential benefits of innovation while elevating risk exposure.

Risk Responses: To responsibly advance AI use across the AOC, the agency will continue to refine roles and responsibilities for AI governance and deployment, establishing accountability and alignment with federal standards and best practices. The AOC has incorporated AI use into the IT Cybersecurity Policy, AOC Order 7-4, and will continue to draft, refine, and implement guidance, policies, and procedures, thereby setting consistent expectations for ethical, secure, and compliant AI use.

The AOC also implemented a zero trust architecture through the deployment of zero trust tools, which are now live on all agency laptops. In addition, the AOC deployed Microsoft 365 Copilot Chat within the Government Community Cloud to centrally manage AI-powered capabilities in a secure, controlled environment. The principles of zero trust architecture will be leveraged to limit unauthorized AI activities by allowing only approved AI sites and tools, while controlling user access based on roles and need. The use of Microsoft 365 Copilot Chat is currently limited to a small test group. The test group is evaluating the functionality of Copilot and documenting its impact through recurring surveys. These actions support the safe integration of AI technologies, reduce risks of misuse, and ensure the AOC can fully leverage AI to enhance mission and operational effectiveness.

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.

RISK RATING

Likelihood	**3.00 (Medium)**
Impact	**3.27 (Medium)**
Velocity	**1.35 (Rapidly)**
Risk Score	**13.25**

TIER 2 RISK

Explanation: IT infrastructure risk may arise from the potential failure, deterioration, or inadequate capacity of the AOC's technology environment, which supports all mission and business operations. Aging hardware, inconsistent modernization, limited bandwidth, and legacy systems increase vulnerability to outages, reduce system performance, and create operational delays. Interdependencies across applications, networks, and cloud environments amplify risk when a single component experiences issues. In the absence of continuous investment, proactive monitoring, and strategic modernization, IT infrastructure challenges can lead to service disruptions, increased cybersecurity exposure, higher support costs, and barriers to implementing new technologies.

Risk Responses: To modernize its technology foundation, the AOC will continue to sustain and optimize its on-premises and cloud environments to ensure secure, scalable, and reliable service delivery. The AOC has prioritized modernization of its data center infrastructure to address increasing capacity demands and support current and future operational needs. The agency has requested funding to relocate existing data center infrastructure to improve resiliency and align with long-term agency goals, while advancing upgrades to its off-site facility to enhance reliability, redundancy, and operational continuity.

In addition, the AOC requested funding to implement a proactive, continuous capital equipment replacement program to address aging hardware and standardize lifecycle management across the enterprise, enabling adaptation to evolving operational requirements. Collectively, these actions will reduce cybersecurity vulnerabilities, improve infrastructure reliability and availability, and support future modernization efforts, fostering a more secure, flexible, and resilient IT environment.

The AOC has also sustained best practices for 24x7 infrastructure and cybersecurity monitoring, rapid patching of zero-day vulnerabilities, physical separation of disparate networks, regular DR/COOP testing, and proactive replacement of end-of-life hardware and software. Together, these practices have significantly strengthened the AOC's cyber posture while enhancing overall system reliability and availability.

Acquisition & Procurement Management

ENTERPRISE RISK STATEMENT

The risk of uncertainties related to the process of procuring and acquiring goods and services, leading to project delays and cost overruns due to unreliable suppliers, inadequate contract management practices, or market fluctuations.

RISK RATING

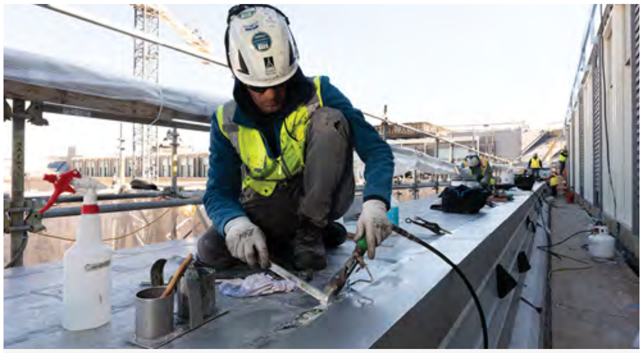
Likelihood	**3.36 (Medium)**
Impact	**3.27 (Medium)**
Velocity	**1.20 (Slowly)**
Risk Score	**13.21**

TIER 2 RISK

Explanation: Potential delays, inefficiencies, or resource constraints within the AOC's procurement processes may hinder the timely delivery of goods, services, and mission-critical projects. Acquisition and procurement management often involves challenges such as inconsistent requirements development, limited acquisition planning, and workforce capacity constraints. These challenges not only increase the likelihood of contract delays but may also contribute to cost overruns and performance issues. Inadequate market research, insufficient competition, and gaps in contract oversight further elevate the risk of acquiring solutions that do not fully meet mission or technical needs. Additionally, reliance on external vendors and supply chain fluctuations can lead to operational disruptions or vulnerabilities. Accordingly, strong governance, standardized procurement processes, and proactive planning are essential for the AOC to maintain clear requirements, achieve best value, and support efficient and transparent procurement outcomes.

Risk Responses: To strengthen its acquisition and procurement environment, the AOC plans to introduce a more coordinated governance structure through the establishment of an acquisition policy and planning council to ensure alignment with agency policy, oversight requirements, and strategic priorities. The agency will also modernize its contracting framework by updating the contracting manual and conducting a comprehensive review of existing acquisition regulations to identify gaps, redundancies, and opportunities for improvement. Efforts will include elevating contracting officer empowerment through improved communication, clearer authorities, and expanded, targeted training.

To improve consistency in planning and execution, the agency will establish a unified requirements development process that supports a more proactive approach to defining and refreshing mission-critical needs. In parallel, the AOC will broaden stakeholder engagement by developing a robust communications plan to enhance transparency across the procurement lifecycle. Additionally, urgent procurement procedures will be streamlined and standardized to promote timely and effective responses to critical operational requirements.



Vendor & Contractor Management

ENTERPRISE RISK STATEMENT

The risk of inadequate vendor and contractor management resulting in subpar service delivery, increased costs, and potential compliance issues that could compromise the maintenance and preservation of historic buildings and structures managed by the AOC.

RISK RATING

Likelihood	**3.27 (Medium)**
Impact	**3.36 (Medium)**
Velocity	**1.20 (Slowly)**
Risk Score	**13.21**

TIER 2 RISK

Explanation: The AOC faces many potential challenges in overseeing third-party performance, ensuring compliance with contractual requirements, and maintaining continuity of service delivery. This risk can be heightened when contract oversight processes vary across programs, performance expectations are not clearly communicated, or vendor dependencies are concentrated among a limited number of providers. Inadequate monitoring, incomplete documentation, and inconsistent evaluation practices can lead to cost overruns, schedule delays, or reduced quality of deliverables.

Risk Responses: The development of the response actions for this risk is underway.

Recruitment & Retention

ENTERPRISE RISK STATEMENT

The risk that the AOC does not effectively attract, develop, engage, reward, or retain a highly skilled, motivated, and diverse workforce, which directly impacts its ability to advance the agency's mission, vision, and values.

RISK RATING

Likelihood	**3.00 (Medium)**
Impact	**3.36 (Medium)**
Velocity	**1.20 (Slowly)**
Risk Score	**12.11**

TIER 2 RISK

Explanation: The ability to attract, hire, and retain qualified talent to meet mission and operational needs has been a concern for the AOC over the years. Challenges such as competitive labor markets, skill gaps, an aging workforce, limited career development opportunities, reduced budgets, and evolving workforce expectations have often led to staffing shortages, reduced productivity, and increased reliance on temporary or contract personnel. Employee turnover and prolonged vacancies in critical positions not only disrupt program momentum, but delay project delivery and adversely impact institutional knowledge.

Risk Responses: The AOC will continue to prioritize its five-year Human Capital Strategic Plan, emphasizing targeted outreach to attract a diverse, skilled workforce. Efforts will continue to focus on professional development programs designed to enhance employee skills, maximize individual performance, and support career growth. The AOC will strengthen the employee experience to improve engagement, well-being, and retention, including initiatives related to the compensation and classification of skilled trade positions and performance management. Regular monthly sessions among communities of practice will resume to foster knowledge sharing, collaboration, and professional development, while continued implementation of the wellness program will support overall employee health and well-being.

Expectation (External Communications)

ENTERPRISE RISK STATEMENT

The risk that the AOC does not effectively manage the needs and expectations of key stakeholders based on the actual capacity available to fulfill requests.

RISK RATING

Likelihood	**2.91 (Medium)**
Impact	**3.00 (Medium)**
Velocity	**1.35 (Rapidly)**
Risk Score	**11.78**

TIER 2 RISK

Explanation: When information shared with external stakeholders is incomplete, unclear, delayed, or inconsistent with AOC-driven actions, it can create misaligned expectations and potentially result in reputational harm. As the AOC engages with stakeholders, customers, the public, and oversight bodies, gaps in communication can create confusion regarding priorities, timelines, or program outcomes. Inadequate messaging or insufficient stakeholder engagement may also lead to misunderstanding of agency decisions, reduced trust, and increased scrutiny. A coordinated and proactive approach to managing external expectations is vital to maintaining credibility, supporting transparency, and effectively conveying the AOC's mission and impacts.

Risk Responses: To manage external communications, the AOC implemented Policy Memorandum 1-2, Office of Legislative and Public Affairs Authority and Responsibilities, effective September 25, 2025. This communication policy clarifies roles, responsibilities, and standards for engaging with external stakeholders. Training will be delivered to offices and jurisdiction teams to ensure a consistent understanding of the policy and to equip staff with practical guidance for navigating complex or sensitive stakeholder interactions. Additionally, the Office of Legislative and Public Affairs plans to conduct a review of its internal procedures to ensure alignment with the communication framework and support timely, coordinated outreach that best serves the AOC's mission and priorities. Through these actions, the AOC seeks to promote clearer messaging, reduce the likelihood of miscommunication, and cultivate more transparent and productive relationships with stakeholders.

Lifecycle Project Management

ENTERPRISE RISK STATEMENT

The risk that failure to implement effective project management processes may lead to increased costs, delays, significant infrastructure disruptions, safety concerns, and reduced quality.

RISK RATING

Likelihood	**3.09 (Medium)**
Impact	**3.00 (Medium)**
Velocity	**1.20 (Slowly)**
Risk Score	**11.13**

TIER 2 RISK

Explanation: Projects may encounter inefficiencies during planning, design, execution, and closeout phases due to risks associated with lifecycle project management. Inadequate project scoping, shifting requirements, and inconsistent application of project management practices may lead to budget overruns, schedule delays, and performance shortfalls. These obstacles can ultimately result in rework and increased pressure on staffing resources. Additionally, the relationships among projects, contractors, and internal stakeholders can further complicate coordination. Without a well-defined, transparent, and effectively managed lifecycle project management approach, the AOC could face difficulty delivering projects on time, within budget, or to the expected standard, impacting long-term infrastructure planning.

Risk Responses: To promote consistency in project execution, the AOC will implement a standardized definition of "project" and secure enterprisewide agreement through formal policy adoption across AOC offices and jurisdictions. This shared foundation will facilitate more predictable project delivery and enhance accountability. The AOC will continue to leverage the Program Management Information System to guide and track project performance across the core areas of safety, cost, schedule, quality, and scope, supported by monthly metrics currently being developed for design and construction activities.

Concurrently, policies and procedures related to project risk management will be refined and updated, establishing governance structures that clarify roles, improve coordination, and enhance information flow among offices and jurisdictions. A dedicated risk management plan for the Construction Execution Branch will be implemented to strengthen visibility into project-level risks and promote more proactive mitigation. To achieve uniformity across the project lifecycle, the AOC will also deploy a consistent set of processes to ensure that early planning and programming activities are fully developed before the initiation of design, further reducing rework, controlling project costs, and supporting successful project delivery.

Workplace Health & Safety

ENTERPRISE RISK STATEMENT

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

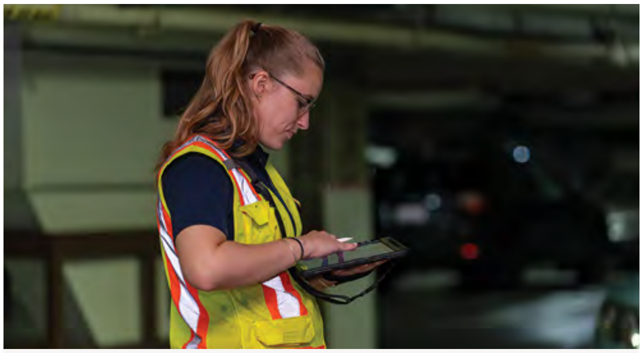
RISK RATING

Likelihood	**2.73 (Medium)**
Impact	**3.36 (Medium)**
Velocity	**1.20 (Slowly)**
Risk Score	**11.02**

TIER 2 RISK

Explanation: Workplace health and safety risk can stem from varying levels of safety awareness and training, aging infrastructure, inconsistent hazard reporting, and gaps in facility maintenance, all of which can increase exposure to accidents or occupational health issues. This risk is further intensified when safety protocols are not uniformly applied or when workplace conditions are not routinely assessed and addressed. An agencywide, forward-thinking approach to identifying hazards, enforcing safety standards, and promoting a culture of shared responsibility is necessary. In the absence of this approach, the AOC may face increased incidents, higher liability, reduced workforce productivity, and diminished confidence in the safety of the work environment.

Risk Responses: The AOC will continue to advance its commitment to a safe and healthy work environment by strengthening its overall efforts to identify and address workplace risks. The AOC also works to reinforce a culture of safety by integrating safety principles into daily operations and decision-making. In addition, the Office of Safety and Code Compliance maintains its forward-looking approach to the planning, oversight, and implementation of safety-related initiatives.



Data Quality & 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 compromises data security.

RISK RATING

Likelihood	**2.91 (Medium)**
Impact	**3.09 (Medium)**
Velocity |	**1.20 (Slowly)**
Risk Score	**10.79**

TIER 2 RISK

Explanation: Inaccurate, incomplete, or inconsistently managed data may impair the AOC's ability to make informed decisions, meet reporting requirements, and support mission-critical operations. When data standards are not well defined or uniformly applied, the organization faces challenges in validating information, integrating systems, and ensuring stakeholders have access to reliable, timely insights. Disparate data sources, limited oversight of data management practices, and unclear ownership structures can create gaps leading to inefficiencies. Without a cohesive governance framework and a disciplined approach to maintaining data accuracy and integrity, the AOC may struggle to achieve transparency, effectively monitor performance, or fully leverage data-driven capabilities to support goals and objectives.

***Risk Responses*:** To address the agency's lack of a cohesive data governance framework, the AOC implemented a formal data management policy that establishes data governance bodies and lays out formalized requirements for data management, security, and ethical use. To expand the AOC's data maturity, the AOC will continue to identify and prioritize key data sources for integration into the agency's data catalog and governance platform, ensuring visibility into the most critical datasets. These sources will undergo continuous monitoring so that known and documented data assets remain accurate and reliable. The AOC will maintain bi-monthly meetings with the Data Stewards Group to coordinate data cleanup, align standards, and address inconsistencies across the agency. Additionally, a structured communications plan is being prepared to keep governance members informed and reinforce the long-term vision for enhancing data quality. The AOC will also implement a formal data quality program, along with an automated data quality system, to maintain up-to-date, accurate, and reliable datasets that support data-driven decision-making.

Financial Highlights

This section provides an overview of the financial statements that appear in **Section Three: Financial Information**. The principal financial statements are independently audited by KPMG LLP and consist of the Balance Sheet, Statement of Net Cost, Statement of Changes in Net Position, and Combined Statement of Budgetary Resources as of the fiscal year ended September 30, 2025 and related notes to the financial statements. **Table 7** summarizes key data from the financial statements.[4] FY 2025 financial results include:

- Assets exceeded liabilities by $4.3 billion, an immaterial change from the FY 2024 Net Position. Increases in General and Right-to-Use Property, Plant, and Equipment (PP&E), (net of accumulated depreciation) and Advances and Prepayments were offset by a decrease in Fund Balance with Treasury (FBWT).
- The net cost of operations amounted to $883 million, a $102 million (13 percent) increase from the prior year. This increase was primarily due to costs associated with ongoing projects across the Capitol complex, the Presidential Inauguration, and increases in energy costs and personnel compensation and benefits.
- Appropriations of $855 million included direct appropriations of $830 million, $21 million in Judiciary appropriations (administered by the AOC for the care of the Supreme Court of the United States and its grounds), and $4 million in transfers and special fund or trust receipts. Total appropriations decreased by $104 million from the FY 2024 amount.

4 Fiscal Year 2025 financial statements were prepared in a single-year format in accordance with OMB Circular A-136. Comparisons within this section are based on the amounts reported in the FY 2024 PAR's audited financial statements, available online.

TABLE 7. Summary Financial Statement Data ($ in Thousands)

BALANCE SHEETS SUMMARY		FY 2025
Fund Balance with Treasury	$	1,516,483
Investments		19,575
General and Right-to-Use Property, Plant, and Equipment, Net		2,999,404
Advances and Prepayments		327,430
All Other Assets		2,953
Total Assets	**$**	**4,865,845**
Accounts Payable	$	89,278
Advances from Others and Deferred Revenue		30,328
Interest Payable		560
Environmental and Disposal Liabilities		231,427
Federal Employee Salary, Benefits, Pensions and Related Accruals		66,925
Lease Liabilities		99,150
All Other Liabilities		72,444
Total Liabilities	**$**	**590,112**
Unexpended Appropriations	$	1,598,577
Cumulative Results of Operations		2,677,156
Total Net Position	**$**	**4,275,733**
Total Liabilities and Net Position	**$**	**4,865,845**
STATEMENT OF NET COST SUMMARY		
Gross Cost	$	943,283
Less: Earned Revenue		(60,271)
Net Cost of Operations	**$**	**883,012**
STATEMENT OF BUDGETARY RESOURCES SUMMARY		
Unobligated Balance Brought Forward	$	1,036,841
Appropriations		854,798
Spending Authority from Offsetting Collections		67,054
Total Budgetary Resources	**$**	**1,958,693**

Independent Financial Statements Audit

The AOC received an unmodified (clean) audit opinion for FY 2025. This represents the 21st consecutive year the agency has received an unmodified 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 historical number of material weaknesses and significant deficiencies for each fiscal year the financial statements have been audited.

Guide to the Financial Statements

The AOC generally references the executive branch requirements for accounting and reporting standards as a best practice and to improve financial transparency and accountability. The agency prepares its consolidated financial statements from accounting records in conformity with 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.

Financial Position Overview: Balance Sheet

The Balance Sheet provides a snapshot of the financial position at the end of the fiscal year. It indicates the amounts of current and future economic benefits owned or available (Assets), amounts owed (Liabilities), and remaining amounts (Net Position).

Assets: As of September 30, 2025, total assets equaled $4.9 billion, an immaterial change from the FY 2024 amount. **Figure 10** summarizes the total assets by major component.

PP&E, the largest asset, totaled nearly $3.0 billion (62 percent of total assets). This amount represents a $100 million (3 percent) increase over FY 2024 that was primarily due to the accumulation of costs on capital improvement projects such as Phase 4 of the Cannon Renewal project ($59 million) and the Physical Security Assessment D&C Program ($20 million), and an increase in Right-to-Use lease assets (over $20 million).

FIGURE 10. Summary of Total Assets

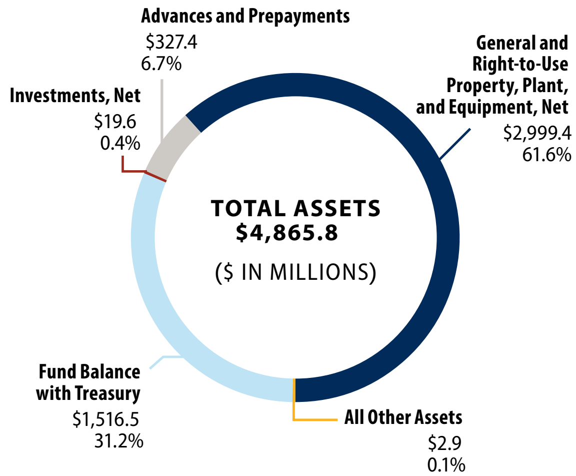


FIGURE 9. Audit Material Weakness and Significant Deficiencies

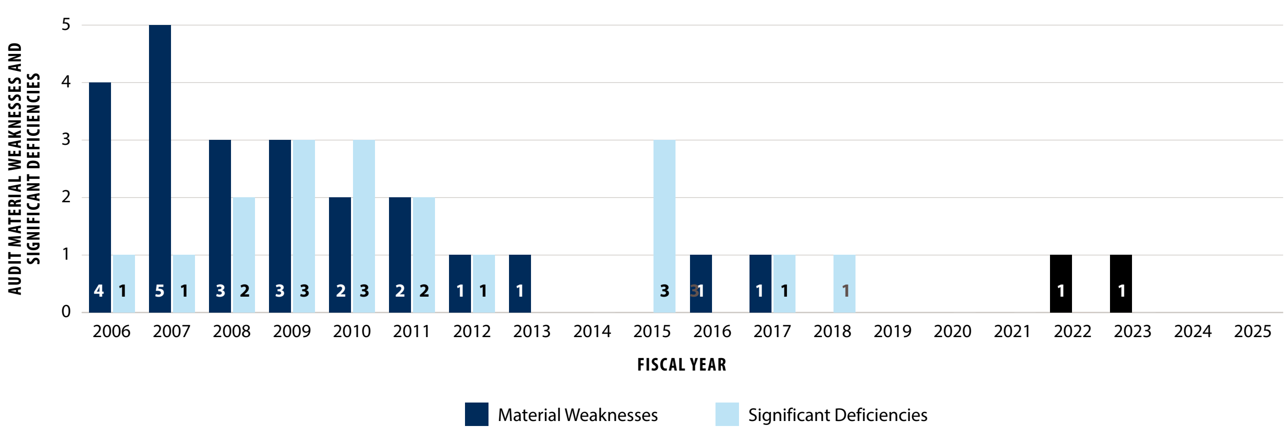


Figure 11 summarizes the PP&E balances by asset class at the end of the fiscal year. The largest asset classes of the PP&E balance are Building Improvements ($1.5 billion, 50 percent of PP&E), Construction Work-in-Progress ($653 million, 22 percent), and Buildings ($518 million, 17 percent).

FBWT, the second largest component of total assets, totaled $1.5 billion (31 percent of total assets), a decrease of $158 million from FY 2024. This decrease was primarily due to the reductions in appropriations received ($105 million) during the full-year continuing resolution, and the amount spent on various construction projects that neared completion or were concluded.

Advances and Prepayments was the third largest component of total assets at $327 million (7 percent). This amount reflected a $72 million (28 percent) increase from FY 2024. The increase was due to advances paid for security assessment projects ($85 million) that were offset by liquidations of advance payments as services were rendered and costs incurred for ongoing projects such as the Capitol Complex Security Improvement Program ($9 million) and Phase 4 of the Cannon Renewal ($4 million).

The remainder of the assets are comprised of investments,[5] accounts receivable, retail inventory held for sale in the Capitol Visitor Center gift shops, and other assets.

The annual trend in total assets between FY 2020 through FY 2025 is presented in **Figure 12**. Total assets increased by $1.4 billion (39 percent) over this period. The increase is principally the result of a $549 million (22 percent) growth in PP&E and a $502 million (49 percent) increase in FBWT. The PP&E increase was a result of capital improvement projects, including the Cannon Renewal, the cogeneration plant, and multiple stone restoration and preservation projects. The increase in FBWT was largely due to the $322 million FY 2021 emergency security supplemental appropriation and increases in construction project funding. The AOC uses multiyear and no-year appropriations to fund many long-term construction projects on the Capitol campus.

FIGURE 11. Net PP&E by Asset Class

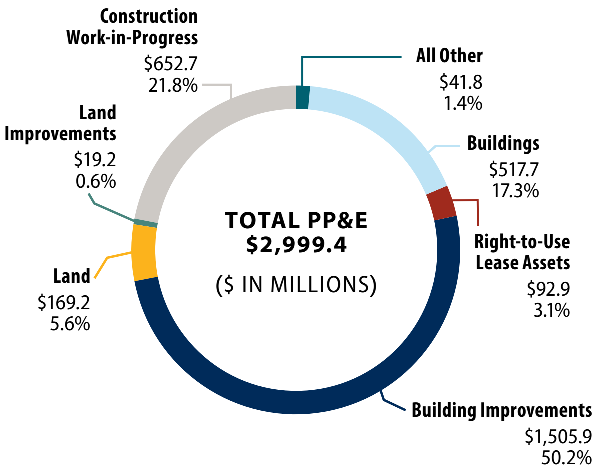
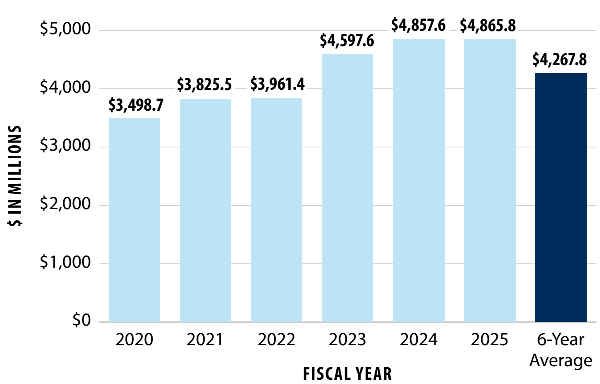


FIGURE 12. Trend in Total Assets



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 the related expenses are reported on the Statement of Net Cost.[6] However, an exception applies for 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.

5 Intragovernmental investments are derived from the Capitol Visitors Center Gift Shops' proceeds and restaurant commissions. These amounts are invested with the Treasury's Bureau of the Fiscal Service. With the approval of Congressional Oversight committees, portions of the investment may be liquidated to cover operational expenses. At year end, total investments equaled $20 million.

6 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**.

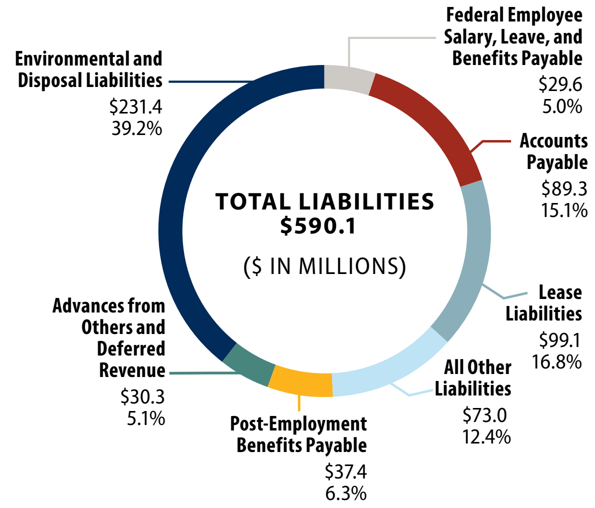
TABLE 8. Multiuse Heritage Assets

FACILITY	JURISDICTION
U.S. Capitol Building	Capitol Building
East Refrigeration Plant	Capitol Power Plant
Main Boiler Building	Capitol Power Plant
Old Generator Building	Capitol Power Plant
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 Senate 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	Supreme Court Building and Grounds
Thurgood Marshall Building	Supreme Court Building and Grounds
Administration Building	U.S. Botanic Garden
Conservatory	U.S. Botanic Garden

Liabilities: Total liabilities for FY 2025 were $590 million. The largest components of total liabilities were Environmental and Disposal Liabilities ($231 million, 39 percent), Lease Liabilities ($99 million, 17 percent), and Accounts Payable ($89 million, 15 percent). Additional components of the Total Liabilities included Post-Employment Benefits Payable ($37 million, 6 percent), Advances from Others and Deferred Revenue ($30 million, 5 percent), and Federal Employee Salary, Leave, and Benefits Payable ($30 million, 5 percent). **Figure 13** provides the total liabilities by component as of September 30, 2025.

The FY 2025 total liabilities decreased by $15 million (2 percent) from FY 2024. The decrease was primarily due to an $18 million (7 percent) reduction of Environmental and Disposal Liabilities, a $7 million (18 percent) decrease in Advances from Others and Deferred Revenue, and a $6 million decrease (6 percent) in Accounts Payable. These decreases were primarily offset by increases of $11 million (12 percent) in Lease Liabilities and $3 million (5 percent) increase in All Other Liabilities.

FIGURE 13. Summary of Total Liabilities



The decrease in Environmental and Disposal Liabilities was primarily attributed to a reduction of COVID-19 pandemic-related considerations in the current year rates used to calculate the liability. The decrease in Advances from Others and Deferred Revenue was primarily due to a reduction in advances received for reimbursable projects associated with the Library of Congress. The decrease in Accounts Payable is primarily attributed to a reduction in outstanding payables for various projects. Offsetting these reductions, the increase in the Lease Liability reflects the acquisition of a new warehouse to support the Capitol Grounds and Arboretum jurisdiction and additional leased space at the Fairchild building.

The annual trend in the total liabilities between FY 2020 through FY 2025 is presented in **Figure 14**. Since FY 2020, total liabilities have increased by $186 million (46 percent). This change was primarily driven by increases of $152 million in Environmental and Disposal Liabilities and the inclusion of $99 million in Lease Liabilities. The increases were offset by

FIGURE 14. Trend in Total Liabilities

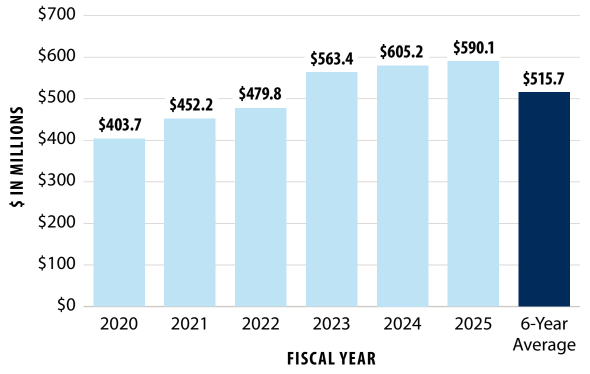


TABLE 9. Responsibility Segments

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

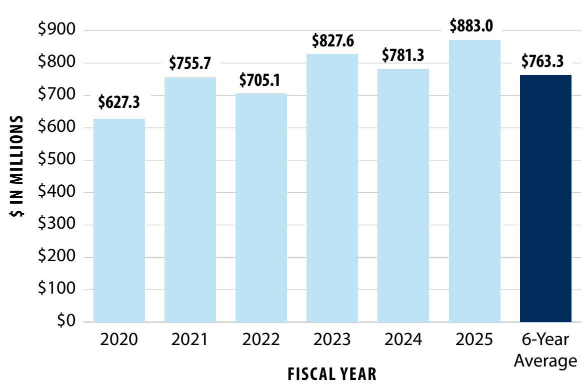
decreases of $26 million in Federal Employee Salary, Benefits, Pensions, and Related Accruals, $14 million in Advances from Others and Deferred Revenue, and $13 million in Accounts Payable.

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, less all earned revenues attributed to and permitted to be offset against those costs. The FY 2025 Net Cost of Operations totaled $883 million, an increase of $102 million (13 percent) from FY 2024. The trend in the Net Cost of Operations is shown in **Figure 15**.

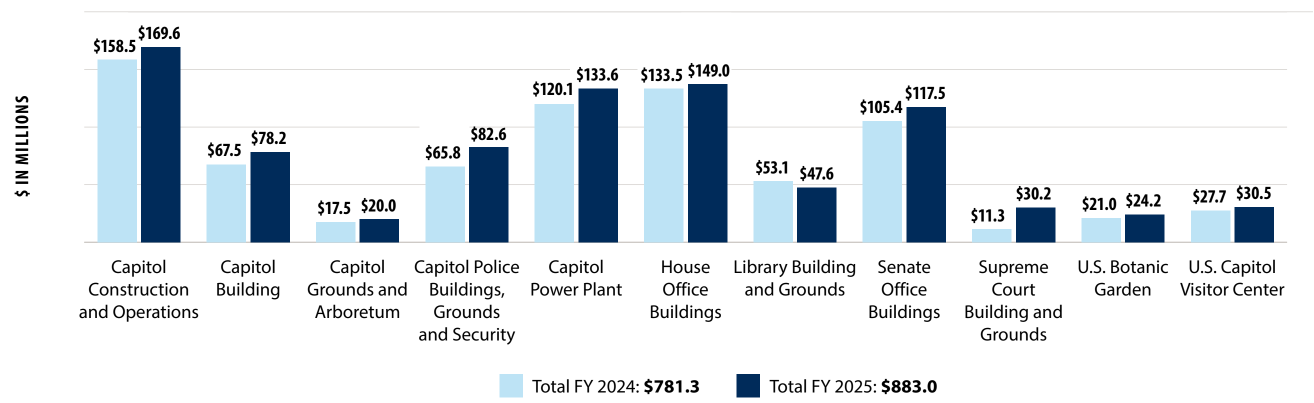
FIGURE 15. Trend in Net Cost of Operations



A comparison of the gross cost by responsibility segment for FY 2025 and FY 2024 is displayed in **Figure 16**. Significant changes from FY 2024 included:

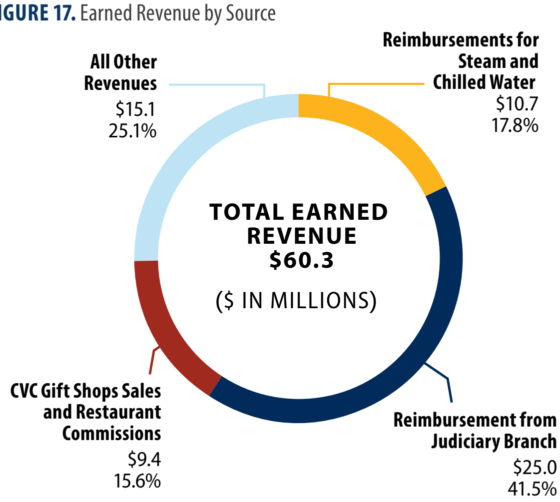
- Supreme Court Building and Grounds: Net costs increased by $19 million (63 percent) due to an increase in costs associated with ongoing projects such as the Façade Stabilization ($4 million).
- Capitol Police Buildings, Grounds, and Security: Net costs increased by $17 million (20 percent) due to costs associated with ongoing security projects and personnel compensation and benefits. These increases were offset by earned revenue from reimbursement from the U.S. Secret Service for the perimeter fencing during the Presidential Inauguration.
- House Office Buildings: Net costs increased by $16 million (10 percent) due to costs associated with personnel compensation and benefits and various projects to include the 119th Congressional Transition ($2 million), Elevator Maintenance ($1 million), and the Rayburn House Office Building Electrical Load Transfer to Emergency Power System ($1 million).
- Library Buildings and Grounds: Net costs decreased by $6 million (12 percent) as projects were finalized or neared completion. In addition, earned revenue increased as a result of the progression of reimbursable projects.

FIGURE 16. Summary of Net Cost of Operations by Responsibility Segment



Earned Revenue by Source: Total earned revenue decreased from $69 million in FY 2024 to $60 million in FY 2025, a $9 million (4 percent) change. **Figure 17** shows the primary sources of revenue. Intragovernmental reimbursements from the federal judiciary branch for facility operations and construction projects totaled $25 million (42 percent of earned revenue). Reimbursements paid to the Capitol Power Plant for the provision of steam and chilled water generated $11 million (18 percent of earned revenue). Revenue from the Capitol Visitor Center gift shops and restaurant commissions totaled $9 million (16 percent of earned revenue). Other principal revenue sources included rent, recycling proceeds, other Intra-governmental reimbursements, and miscellaneous revenues earned ($15 million, 25 percent).

FIGURE 17. Earned Revenue by Source



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, 2025, shown on the Balance Sheets and the Statement of Changes in Net Position, was $4.3 billion, a slight increase of $23 million from FY 2024. This change was due to increases of $69 million decrease (4 percent) in Unexpended Appropriations and $93 million (4 percent) in Cumulative Results of Operations. As shown in **Figure 18**, net position increased by $1.2 billion (38 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.

FIGURE 18. Trend in Net Position by Category

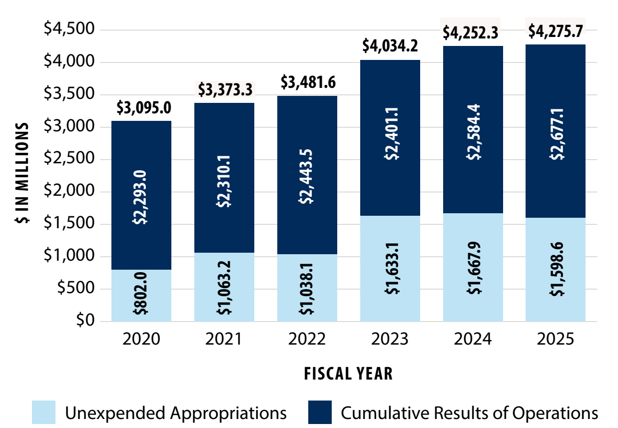
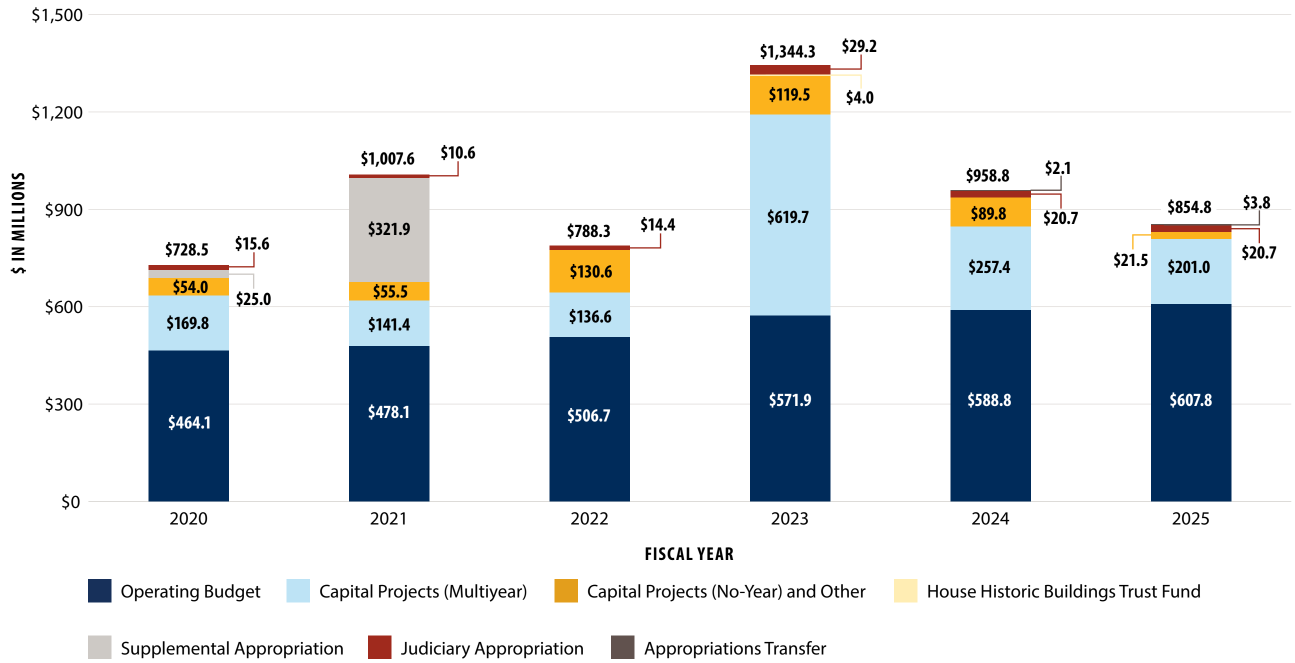


FIGURE 19. Trend in Total Appropriations



Combined Statement of Budgetary Resources

The Combined Statement of Budgetary Resources details the sources of 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 intra-agency support. The AOC also has stewardship responsibility for trust, special, and revolving funds (e.g., the 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 1.G. Trust and Revolving Funds to the financial statements.

Fiscal Year 2025 total appropriations amounted to $855 million, a $104 million (11 percent) decrease from FY 2024 levels. These resources consisted of three components. The operating budget of $608 million (71 percent of the appropriated resources) funds payroll, utilities, facilities maintenance, centralized activities, information services, power plant operations, grounds care, and curatorial services. The multiyear capital projects budget of $201 million (24 percent) supports construction, upgrades, improvements, and preservation projects. No-year funding of $22 million (3 percent) provided additional funding for the renewal of the Cannon House Office Building, the Senate Restaurant Renovation Program. In addition, the AOC received $21 million from the Judiciary appropriation for the care of the Supreme Court of the United States and its grounds.[7] The AOC also received an appropriations transfer of $4 million to support a design project for another federal agency.

Figure 19 displays the AOC's total appropriations for FY 2020 through FY 2025. The $126 million (17 percent) net increase in budgetary resources resulted from net increases of $144 million (24 percent) in operating funds, $31 million (16 percent) in multiyear capital project funding, and $5 million (25 percent) for the care of the Supreme Court of the United States and its grounds. No supplemental appropriations were received in FY 2025; however, $25 million was received in FY 2020.

Limitations of the Principal Financial Statements

The principal financial statements are prepared to report the AOC's financial position and results of operations 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 referencing 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.

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.

Financial Management Systems Framework

The Legislative Branch Financial Management System (LBFMS) is the AOC's 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, and Travel. In addition to Momentum®, the AOC's financial and reporting systems include:

- Central Contractor Registration Connector (CCRC) is a Momentum® application that receives a batch upload of 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 Capitol Visitor Center 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 lifecycle and asset management functionality. Real-time interfaces integrate the ICS with the LBFMS obligations, receipt of transactions, and inventory drawdowns.

INFOGRAPHIC: Legislative Branch Financial Management System Users

ARCHITECT OF THE CAPITOL

CONGRESSIONAL BUDGET OFFICE

U.S. GOVERNMENT ACCOUNTABILITY OFFICE

LIBRARY OF CONGRESS

THE MEDICARE PAYMENT ADVISORY COMMISSION

OFFICE OF CONGRESSIONAL WORKPLACE RIGHTS

CONGRESSIONAL OFFICE FOR INTERNATIONAL LEADERSHIP

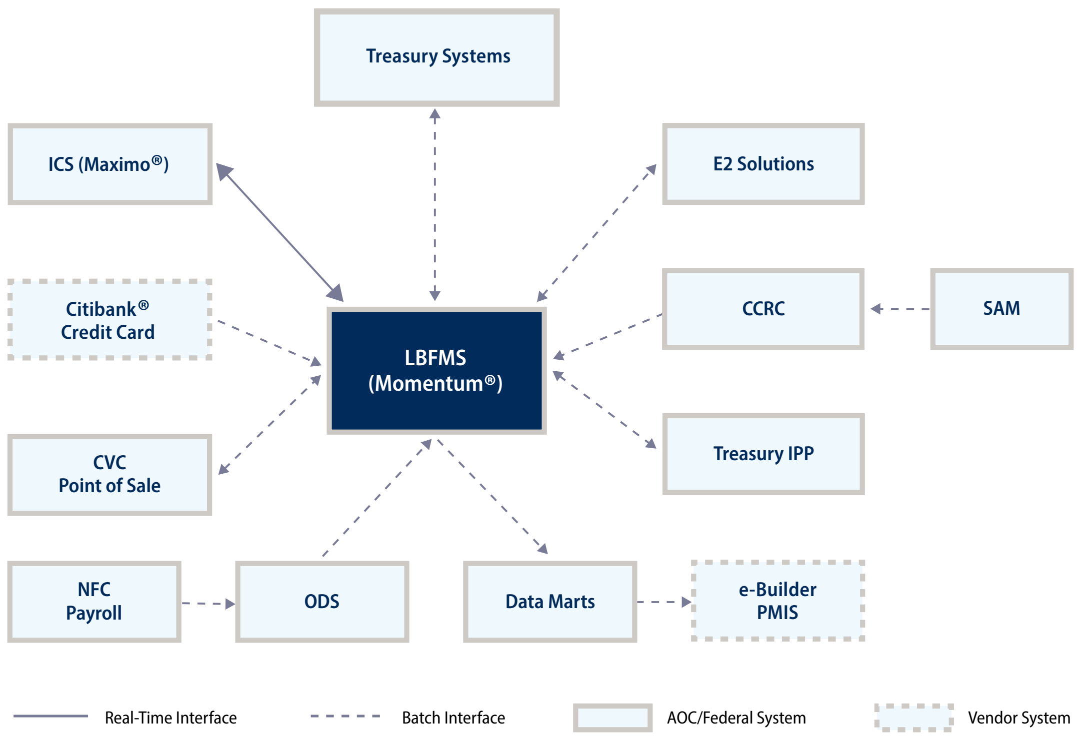
U.S. CAPITOL POLICE

SYSTEMS INCLUDED:

MOMENTUM® — CORE FINANCIAL MANAGEMENT SYSTEM
MAXIMO® — INVENTORY CONTROL SYSTEM

- 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.
- 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.
- 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**).
- U.S. Department of Treasury Systems allow the AOC to collect, disburse, reconcile, and report on funds. These Bureau of the Fiscal Service systems include: the Central Accounting Reporting System for monthly financial reconciliation; Collections Information Repository 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 for quarterly trial balance reporting; Intra-Governmental Payment and Collection supporting interagency transactions; Over-the-Counter Channel Application (OTCnet) to manage and report payment transactions and deposits; Payment Automation Manager 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



The Senate Connecting Corridor on the first floor of the U.S. Capitol following plaster repairs and painting to replicate historic design elements.

Financial Management Systems Improvement Strategy

The financial systems strategy supports mission performance, facilitates interagency planning, provides a foundation for reliable data analytics to enable data-driven decision-making, and strengthens transparency and accountability. Continued standardization of financial activities within a shared services environment has improved business processes, resulting in greater operational efficiency and cost stabilization.

In FY 2025, efforts to upgrade existing systems and capabilities culminated in the successful implementation of two major system upgrades: the agency's financial system of record Momentum Financial Management System (FMS) was upgraded to version 8.1.4, and the agency's Inventory Control System of record Maximo® was upgraded to version 9.

These upgrades feature modernized system architecture, redesigned user interfaces, enhanced usability, and compliance with Treasury mandates. The updated architecture delivers enhanced system responsiveness and improved reliability, ensuring more consistent performance and better user experience. These transitions were the result of more than two years of careful planning to minimize disruption and maximize benefits for users and stakeholders.

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 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 mission and 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 OCFO 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 U.S. Government Accountability Office (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 statements 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 integrate 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 FFMIA 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. Internal controls assessments based on implementation guidance from the OMB, results of reports from the OIGs, and the annual independent financial statements audit help measure performance. 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 FFMIA in FY 2025.

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**.

Architect's Statement of Assurance

ARCHITECT OF THE CAPITOL'S STATEMENT OF ASSURANCE

The Architect of the Capitol's (AOC) management is responsible for managing risks and maintaining effective internal control and financial management systems that meet the objectives of Sections 2 and 4 of the Federal Managers' Financial Integrity Act (FMFIA). The FMFIA requires federal agencies to establish controls that reasonably ensure obligations and costs are in compliance with applicable laws; funds, property, and other assets are safeguarded against waste, loss, unauthorized use, or misappropriation; and revenues and expenditures are properly recorded and accounted for to permit the preparation of accounts and reports and to maintain accountability. The FMFIA also requires agencies to annually assess and report on the controls that protect the integrity of federal programs and whether financial management systems conform to its requirements.

As a legislative branch agency, AOC is not subject to the FMFIA. However, the AOC considers internal control to be a critical element of the processes and systems used to manage its operations and, therefore, embraces the FMFIA principles as a best practice and is committed to assessing the effectiveness of its internal control environment.

Assurance Statement on Internal Control over Operations, Reporting, and Compliance

The AOC conducted its assessment of risk and internal controls consistent with the Office of Management and Budget (OMB) Circular No. A-123, Management's Responsibility for Enterprise Risk Management and Internal Control. Based on the results of the assessment, the AOC can provide reasonable assurance that internal control over operations, reporting, and compliance were operating effectively as of September 30, 2025. This year, neither AOC management nor the financial statement auditors found any material weaknesses or instances of non-compliance in the design or operations of the internal controls over reporting.

Assurance Statement on Financial Management Systems

AOC evaluated the effectiveness of its financial management systems using applicable federal best practices. This evaluation was informed by the results of the annual financial statement audit, internal control assessment, Federal Information Security Modernization Act (FISMA) reviews, and System and Organization Controls (SOC) 1 Type 2 Report testing. Based on the results of these evaluations, management did not identify any material weaknesses or system deficiencies that would prevent the AOC's financial management system from producing reliable, timely, and accurate financial information. Accordingly, the AOC can provide reasonable assurance that its financial management system conforms to Section 4 of the FMFIA and to component requirements under the Federal Financial Management Improvement Act (FFMIA).

Sincerely,

Thomas E. Austin, PE, CCM, PMP
Architect of the Capitol
January 23, 2026

Doc. No. 260106-04-02

Summary of Financial Statements Audit Material Weaknesses and Nonconformances

The FY 2025 financial statements audit identified no material weaknesses and no noncompliance with applicable laws and regulations. Material weaknesses and reportable conditions are determined by AOC management. Using a variety of information sources, agency managers and staff assess the effectiveness of internal controls 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 statements 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 FY 2025 financial statements 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 FY 2025 financial statements audit identified no control deficiencies.

Insulation is installed at the Capitol Power Plant to improve energy efficiency and system performance.

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 2025.

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 2025.

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 information 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 proactively, voluntarily, and 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 the 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 2025, the AOC improved its information systems security posture through additional updates to its computer security awareness training, role-based training, cyber security policy updates that included responsible artificial intelligence adoption, regular testing of security controls, and enforcement of procedures for preventing, detecting, reporting, and responding to security incidents. The agency regularly reviewed, tested, and monitored the IT contingency and incident response plans and added a table-top exercise focused on simulated ransomware attack. IT staff, empowered by effective cyber security appliances that were strengthened by the addition of a Zero Trust Architecture (ZTA) toolset, 24x7 security monitoring tools, and external enterprise security services, comprise the system monitoring and incident response capability. The AOC accelerated its vulnerability management processes to respond to increased frequency, magnitude, and sophistication of current cybersecurity threats.

The agency increased the operational technology systems posture by including enhanced industrial security controls in its security standards. The AOC procured, completed Phase 1 implementation, and secured funding for a multiyear program to implement the federal ZTA toolset that is based on NIST standards (SP 800-207) and improves AOC protection of users, data, and systems. The AOC continued to reduce its vulnerability exposure by progressing its replacement of end-of-life system through annual investment in new hardware and software updates. The agency'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. The assessor used a maturity model developed by the 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. In FY 2025, the AOC concluded its comprehensive plan to address all OIG findings and recommendations, and the OIG completed its review of the AOC's response that included evidence of the AOC's implementation of all OIG recommendations. The OIG determined that the AOC had taken positive corrective and preventative action to satisfy the intent of the OIG's FY 2022 FISMA recommendations. As such, the OIG closed all 20 recommendations, and the status of the respective recommendations will be reflected in the upcoming semiannual report to Congress.

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*, the agency's 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.

The Year in Photos

From the day-to-day activities of the AOC to major projects and special events, our photographers document the activities of the agency. These photos defined the fiscal year at the Architect of the Capitol.

Dedication and unveiling ceremony for the statue of Martha Hughes Cannon in Emancipation Hall at the Capitol Visitor Center.

The Capitol Christmas Tree illuminated at dusk on the West Lawn of the U.S. Capitol.

Snow is cleared from the steps of the U.S. Capitol to maintain access ahead of the election certification.

The flag-draped casket of President Jimmy Carter lies in state in the U.S. Capitol Rotunda.

Sections of the balustrade on the West Terrace of the U.S. Capitol are removed to allow construction of the 2025 inaugural stand.

Guests fill the U.S. Capitol Rotunda during the 2025 Presidential Inauguration ceremony.

A joint session of Congress convenes in the House Chamber at the U.S. Capitol.

A renovated hearing room in the Dirksen Senate Office Building.

Decking is replaced on the sixth-floor terrace of the James Madison Building.

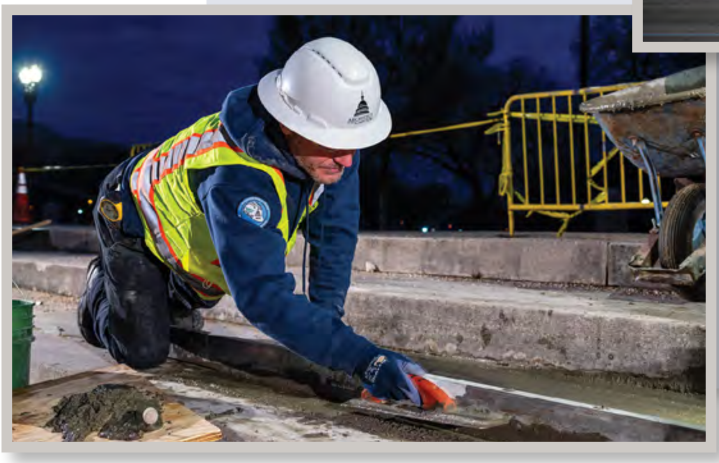
Artwork is prepared for transport in a Longworth House Office Building suite during Member office moves.

Arborists participate in a hands-on training session in Lower Senate Park.

The Olmsted hardscape near the Thomas Jefferson Building is repaired as part of ongoing preservation efforts.

The ceiling and pendentives of the Senate Reception Room in the U.S. Capitol following conservation work.

A view of the East Plaza near the North Entrance of the U.S. Capitol.



Repairs on the steps surrounding the Capitol Reflecting Pool are carried out at night in Union Square.

Two

Performance Information

Overview

The Performance Information section provides a detailed account of the AOC's efforts to achieve the goals and objectives defined in the Strategic Plan. It presents fiscal year results demonstrating progress toward meeting performance goals and KPIs. It also provides insight into the strategic planning approach and performance data verification process.

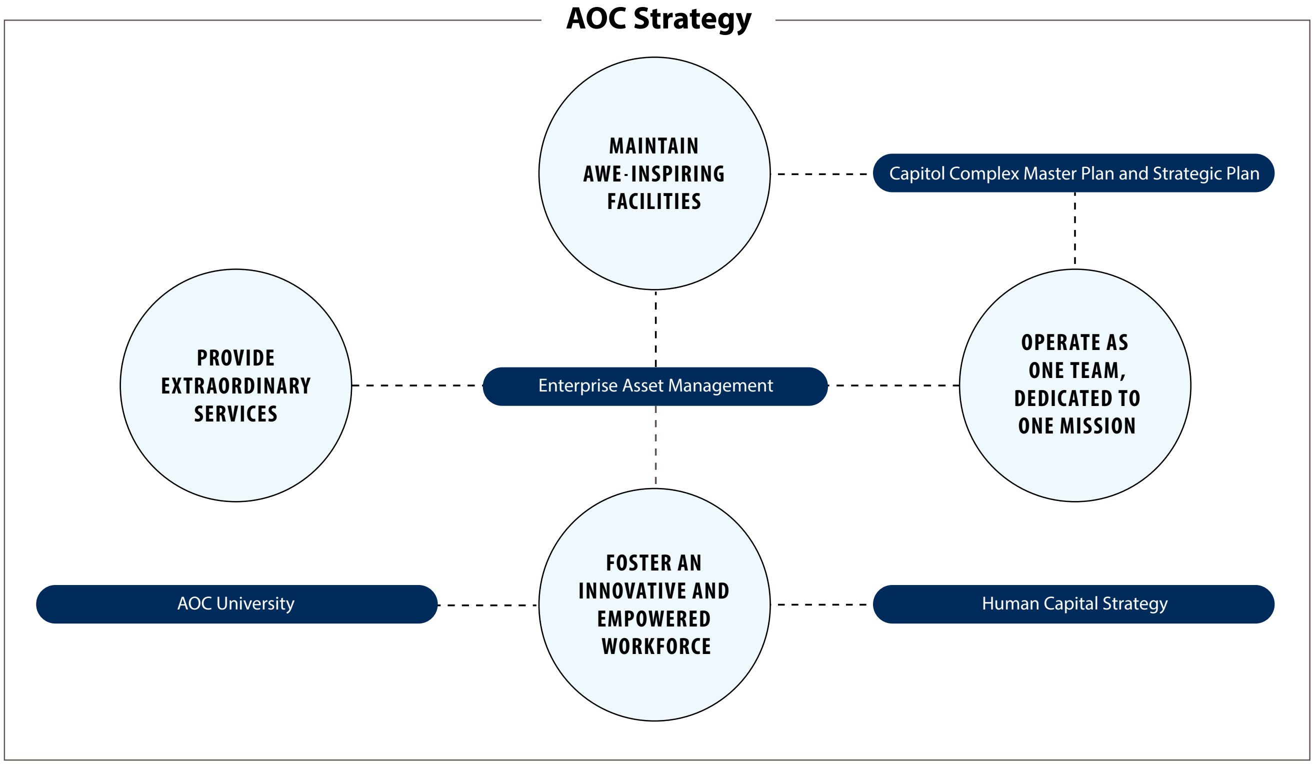
Introduction

The AOC uses best practice elements of the Balanced Scorecard approach to guide strategic planning and performance management. This approach translates strategy into actionable goals by aligning daily operations with long-term objectives and measuring progress through KPIs.

The Strategic Plan includes four strategic goals:

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

FIGURE 21. Strategic Goals and Objectives



The Maintain Awe-Inspiring Facilities and Provide Extraordinary Services goals are program-oriented and mission-focused goals. The Maintain Awe-Inspiring Facilities goal guides facilities maintenance, operations, preservation, and renewal, while the Provide Extraordinary Services goal emphasizes exceptional service delivery. The Foster an Innovative and Empowered Workforce and Operate as One Team, Dedicated to One Mission goals are values-focused, promoting engagement, accountability, and a culture of innovation, collaboration, and safety. Each strategic goal is defined below.

Four strategic objectives support these goals:

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

These objectives provided additional focus and alignment during implementation of the Strategic Plan. Each strategic objective aligns with one or more strategic goal(s), as shown in **Figure 21.**

The Bridge Strategic Plan also establishes annual performance targets for each strategic goal and objective. These targets provide specific, near-term measures to guide progress toward broader strategic priorities. In some cases, alternative performance goals, such as milestones, are used to track progress toward a particular goal or objective. To measure progress, the agency utilizes both operational and strategic KPIs. Operational KPIs track advancement toward the strategic goals, while strategic KPIs assess performance against the supporting objectives. Together, the performance targets and KPIs provide a framework for monitoring results, informing decision-making, and maintaining alignment between day-to-day activities and long-term priorities.

Looking Ahead

Fiscal Year 2025 marks the final year of the four-year Bridge Strategic Plan. The plan provided a structured framework and valuable insights that will continue to influence the agency's planning approach. Beginning in FY 2026, the CCMP will provide the agency's primary strategic guidance. The CCMP includes a 20-year vision for preserving and modernizing the Capitol campus, reflecting the long-lived nature of the assets under AOC stewardship. It will be updated every five years to ensure the plan evolves with changing priorities and needs.

This long-term planning horizon is tailored to the unique challenges the agency faces, including managing multi-year construction and renewal projects, preserving historically significant assets, addressing deferred maintenance, and modernizing facilities.

Two supporting strategic documents will guide shorter-term priorities. The CCB will define near-term (five-year) capital improvement goals and include an associated five-year fiscal plan to prioritize investments and enhance resource efficiency over multi-year horizons. The Agency Performance Plan will identify annual projects, initiatives, and program goals.

Together, these documents create an integrated planning framework that positions the AOC to strategically prioritize investments, manage long-lived assets, and effectively respond to the complex demands of its mission.

Reporting Context

As a legislative branch agency, the AOC is not subject to the performance reporting requirements that apply to executive branch agencies. While the agency does not submit performance results to the OMB, or participate in the executive branch's performance.gov platform, it publishes performance information to promote transparency and accountability. This voluntary reporting approach aligns with the commitments to openly communicate progress toward strategic goals and objectives and maintain stakeholder trust.

The AOC does not contribute to the OMB's Cross-Agency Priority (CAP) goals. Instead, its performance reporting framework is tailored to its unique mission, strategic priorities, and governance structure, with results presented in alignment with the Strategic Plan and, going forward, the Capitol Complex Master Plan.

Data Validation and Verification

The AOC is committed to ensuring the completeness, reliability, usefulness, and quality of reported performance data. The agency's validation and verification processes include routine assessments of standards and procedures for data entry, transfer, integrity, limitations, and governance. Reviews occur frequently during the development of dashboards and management reports to identify and correct potential errors before deployment, ensuring the data remains accurate and actionable for decision-making. Subject matter experts and senior leaders also hold data-driven meetings to review results and evaluate performance.

The data validation and verification activities include:

- 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 calculations

The reported KPIs are fully documented, including their relevance, data sources, data owners, calculation methods, validation steps, and definitions of key terms, as well as a summary of limitations or risks to reporting accuracy. This documentation strengthens the validity and depth of performance measures.

Performance dashboards further support assessment by ensuring data quality, automating analytics, and enabling real-time monitoring. To enhance reliability, the data sources are certified and quality checks on indicator outputs are conducted. Dashboard tools identify input errors and test calculations.

An aerial view of the U.S. Capitol set up for the 2025 Presidential Inauguration.

Strategic Goal 1:
Maintain Awe-Inspiring Facilities

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

This strategic goal focuses on the core responsibilities of operating, managing, and preserving the iconic buildings, grounds, and heritage assets of the Capitol campus. The agency supports congressional and Supreme Court operations by providing effective facilities, building, and grounds management and maintenance, project delivery and renewal, preservation, and a range of other related services.

This goal also emphasizes sustainability practices across the Capitol campus, including the Capitol Power Plant, to reduce energy usage and costs. Additionally, it prioritizes deferred maintenance and capital renewal projects. Two strategic objectives support this goal: Enterprise Asset Management, and Capitol Complex Master Plan and Strategic Plan.

There are four operational KPIs associated with this strategic goal.

INSIGHT OPERATIONAL KPI

Reduce Cumulative Energy Intensity Use

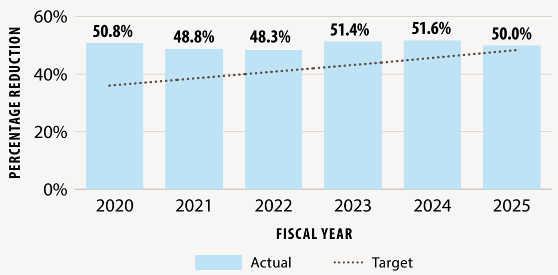
OVERVIEW

This operational KPI measures the cumulative reduction of energy use on the Capitol campus. Through FY 2015, cumulative energy reductions exceeded 30 percent, meeting the *Energy Independence and Security Act of 2007* (EISA2007) mandate. This capped over a decade of energy reductions, saving over $94 million. Beginning in FY 2016, the AOC set an additional reduction target of 2 percent per year, aiming to increase the 32 percent baseline to a 50 percent reduction in energy use by FY 2025.

FISCAL YEAR 2025 PERFORMANCE

Cumulative energy use reduction reached 50 percent, meeting the KPI target. Energy savings performance contract (ESPC) projects continued to deliver energy and water savings. The ESPC at the Library of Congress outperformed expectations, further lowering utility consumption and enabling reductions. Additional reductions resulted from ongoing retro-commissioning of mechanical systems and improved building system monitoring. Large-scale infrastructure renewal efforts, such as the Cannon Renewal, also contributed to sustained energy savings. **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, 2025, and estimates for missing invoices

Target
Reduce cumulative annual energy intensity use by 50 percent

✓ TARGET MET

INSIGHT OPERATIONAL KPI

Facility Condition Index

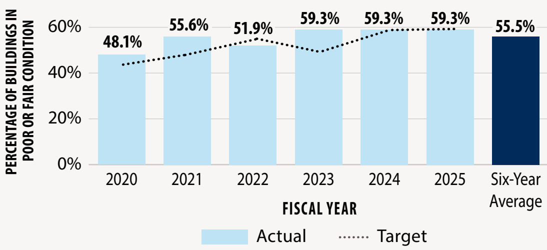
OVERVIEW

This operational KPI measures the agency's ability to maintain its facility inventory. Facility Condition Indexes (FCI) set an objective benchmark for assessing the current and projected condition of the agency's major building. The FCI categorizes facilities as either 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. Twenty-seven facilities are designated as major buildings. Facility Condition Assessments (FCAs) provide information to compute deferred maintenance and current replacement value. Although sufficient funding to execute work that would reduce the backlog was not received, given the advanced age of many of these facilities, maintaining them in very good or good condition remains a priority for the agency. The performance target is for the percentage of major buildings in poor or fair condition remain at or below the level reported in the previous year. The FY 2025 performance target is for 59.3 percent or less (or no more than 16 buildings) to be assessed in fair or poor condition.

FISCAL YEAR 2025 PERFORMANCE

Sixteen of the 27 major buildings (59.3 percent) were assessed to be either in fair or poor condition, unchanged from FY 2024 assessments. In FY 2025, the AOC completed three building FCAs and conducted an annual audit of all work elements in the Capital Plan database. These efforts resulted in updated FCI calculations and helped identify ongoing facility issues. **Target Met**

FIGURE 23. Facility Condition Index



Definition
Percentage of buildings in poor or fair condition

Source
Facility Condition Assessments, FY 2025

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

✓ TARGET MET

INSIGHT OPERATIONAL KPI

Planned Work Order Performance

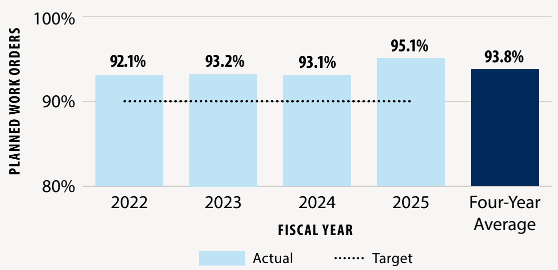
OVERVIEW

This operational KPI measures the annual planned work order performance for scheduled maintenance classified as preventive maintenance or recurring work. These activities are performed regularly throughout the fiscal year to ensure equipment remains in good condition. The performance target is for 90 percent of planned work orders to be completed on time.

FISCAL YEAR 2025 PERFORMANCE

Of the 293,987 planned work orders, 95.1 percent were completed on time. Planned work order metrics facilitate assessment of performance by jurisdiction and are reviewed monthly by agency leadership. The agency implemented standard operating procedures to engage jurisdictions before month-end to address open work orders and after the performance period to review missed metrics, particularly in areas showing performance declines. Reports summarizing open and overdue work orders were shared with jurisdictions, and leaders were engaged to identify root causes and take corrective action. **Target Met**

FIGURE 24. Planned Work Orders



Definition
Number of completed planned work orders completed on time divided by the total number of planned work orders

Source
CMMS, extracted from the Work Order Dashboard on December 2, 2025

Target
90 percent of planned work orders are completed on time

✓ TARGET MET

INSIGHT OPERATIONAL KPI

Unplanned Work Order Performance

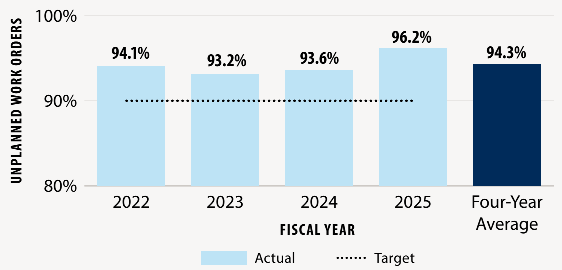
OVERVIEW

This operational KPI measures unplanned work order performance for service requests (e.g., hanging a picture, painting a room, delivering furniture) and corrective maintenance (e.g., adjusting temperatures, repairing a hole in a wall, fixing a leaky pipe). Some work orders are direct requests from AOC clients, while others address emergency repairs requiring immediate attention. The work is performed as needs arise throughout the fiscal year. The performance target is to complete 90 percent of unplanned work orders on time.

FISCAL YEAR 2025 PERFORMANCE

Of the 134,431 unplanned work orders, 96.2 percent were completed on time. Work order dashboards provided metrics and insights to assess and track performance by jurisdiction, which were reviewed monthly by agency leadership. **Target Met**

FIGURE 25. Unplanned Work Orders



Definition
Number of unplanned work orders completed on time divided by the total number of unplanned work orders

Source
CMMS, as of December 2, 2025

Target
90 percent of Unplanned Work Orders are completed on time

✓ TARGET MET

Equipment is positioned in the U.S. Capitol Rotunda in advance of the 2025 Presidential Inauguration.

Strategic Goal 2:

Provide Extraordinary Services

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.

This strategic goal addresses the delivery of high-quality professional and integrated services that exceed customer expectations. It focuses on support services provided to Congress and the Supreme Court, their staff and employees, as well as those provided to the millions of annual visitors to the Capitol campus—whether for business or tourism—and those engaging with the agency virtually through its online programs.

Table 10 defines the types of customer service that are associated with this goal. The Enterprise Asset Management strategic objective supports this strategic goal.

There are three operational KPIs associated with this strategic goal.

TABLE 10. Customer Service Types

CUSTOMER SERVICE TYPE	DESCRIPTION
Client/Tenant Services	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.
Visitor Services	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.
Internal Services	Internal services are comprehensive support functions designed to enhance employee experience and operational efficiency. These services include life safety measures, accessibility, workplace safety and security, Capitol campus amenities, and essential administrative support.

INSIGHT OPERATIONAL KPI

Customer Satisfaction with Projects

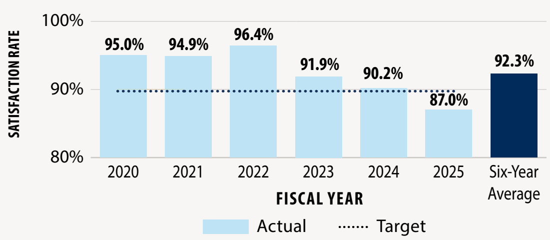
OVERVIEW

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

FISCAL YEAR 2025 PERFORMANCE

The AOC received 13 project survey responses covering 8 Construction Execution Branch projects, 3 in-house designs, 1 design by a contractor, and 1 construction project. The projects surveyed included the R-Tunnel repairs at 2nd & E Capitol, design for the Capitol Power Plant Headhouse Renovation and New Plant Laboratory, and a study of the Senate Sensitive Compartmented Information Facility. This fiscal year, the satisfaction rate for design and construction projects was 87.0 percent. The OCE did not receive a significant number of surveys from clients, limiting the opportunity to improve the average score. **Target Not Met**

FIGURE 26. Customer Satisfaction with Projects



Definition
Number of projects rated satisfactorily completed divided by total projects evaluated

Source
FY 2025 Customer Satisfaction Survey

Target
90 percent of planned work orders are completed on time

X TARGET NOT MET

INSIGHT OPERATIONAL KPI

Work Order Customer Satisfaction

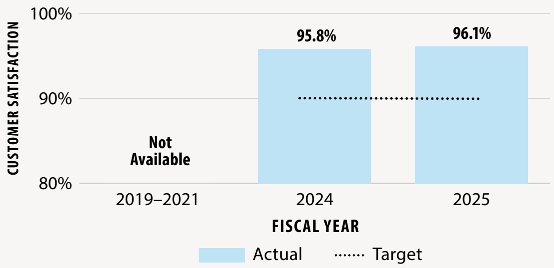
OVERVIEW

This KPI measures customer satisfaction on completed work orders for service requests and corrective maintenance. Following the completion of work orders, tenant customers receive a customer satisfaction survey. The Office of Chief of Operations Customer Service Program reviews survey results monthly with the Service Center Excellence Team, at facilities management meetings, and with agency leadership. Scored survey responses are flagged for client follow-up and additional insights. The performance target is that 90 percent of completed work order customer satisfaction survey responses are rated satisfactorily.

FISCAL YEAR 2025 PERFORMANCE

Of the 2,280 work order satisfaction survey responses related to service requests and corrective maintenance, 2,184 (96.1 percent) rated the services received as either high or very high.
Target Met

FIGURE 27. Work Order Customer Satisfaction



Definition
Number of survey responses rated as satisfied or very satisfied with the "Overall Satisfaction of AOC's Services" question divided by the total number of survey responses received

Source
CMMS, extracted from work order closeout survey results for completed work requests, as of December 2, 2025

Target
90 percent of survey responses to the overall satisfaction with the services provided question are rated as high or very high

✓ TARGET MET

INSIGHT OPERATIONAL KPI

Tenant Survey

OVERVIEW

This KPI is based on a client survey conducted every two years to measure satisfaction, timeliness, quality, communication, and collaboration for tenant-provided services. The results from the 2024 biennial survey were analyzed and reported in FY 2025 and are presented in this report. Using standardized, industry-aligned questions, the survey covers categories such as HVAC, cleanliness, lighting, elevators, and grounds maintenance.

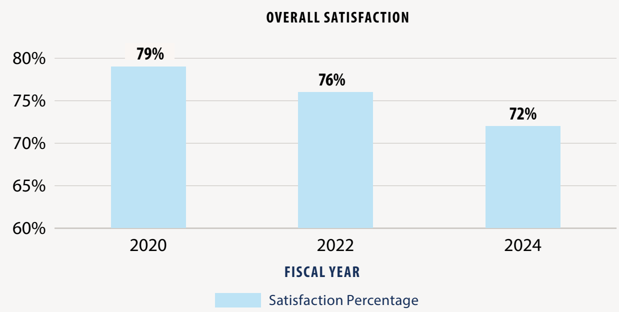
The survey used a five-point Likert scale and a single best practice question to measure overall satisfaction, providing a nuanced view of client satisfaction and allowing for a broader range of responses and better differentiation between satisfaction levels. The five-point scale also aligned with similar GSA surveys, ensuring consistency and comparability of data. Based on survey results, agency leadership prioritizes actions to elevate the levels of Customer Satisfaction. The performance target is that 90 percent of survey responses to the overall satisfaction question are rated as high or very high.

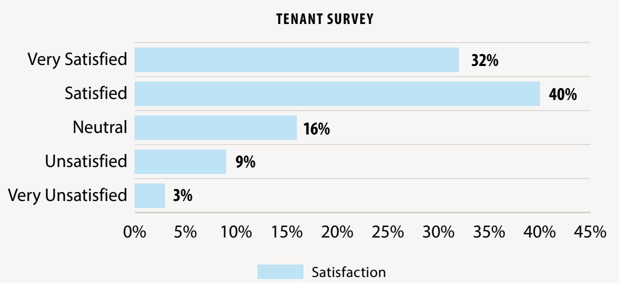
PERFORMANCE

The 2024 biennial survey reported a 72.0 percent overall satisfaction rating. Highest-rated areas included Grounds Maintained and Inviting (91 percent), Professional and Courteous Staff (86 percent), and Commitment to the Health and Safety of Facilities and Building Accommodations (80 percent). The top driver for overall satisfaction was being Easy to Work With (69 percent). On average, AOC facilities scored ten percentage points higher than other federal buildings in Washington, D.C. However, results also highlighted opportunities to strengthen relationships with the roughly one in four tenants who did not respond as Very Satisfied or Satisfied, particularly the 16.4 percent who reported neutral satisfaction. Areas for improvement identified in the survey include enhancing client communications (e.g., information sharing and service updates) and improving HVAC services.

Since transitioning from a four-point scale to a five-point scale in 2020, AOC has not lowered its performance target from 90 percent, ensuring the agency continues to strive for the highest standards, still scoring higher than most of the federal agencies in the Washington D.C., area. **Target Not Met**

FIGURE 28. Tenant Survey





Definition
Number of survey responses rated as satisfied or very satisfied with "Overall Satisfaction with AOC's Services" question divided by total survey responses received

Source
Tenant Survey results received as of September 30, 2024

Target
90 percent of survey responses to the overall satisfaction question are rated as high or very high

X TARGET NOT MET

Steps are repaired at the Capitol Reflecting Pool in front of the U.S. Capitol.

Strategic Goal 3:

Foster an Innovative and Empowered Workforce

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.

This strategic goal embraces a commitment to continuous and focused employee learning, growth, and development to sustain the agency's mission. It develops and promotes efforts that equip employees with the tools, training, and environment needed to build new skill sets, advance in their careers, and excel in their roles. Additionally, the goal fosters a work environment that cultivates leadership, rewards excellence and creativity, and includes strategic and intentional efforts to attract, recruit, develop, engage, and retain exceptional employees.

Two strategic objectives support this goal: AOC University and Human Capital Strategy.

There is one operational KPI associated with this strategic objective.

INSIGHT OPERATIONAL KPI

External Safety Inspection Findings

OVERVIEW

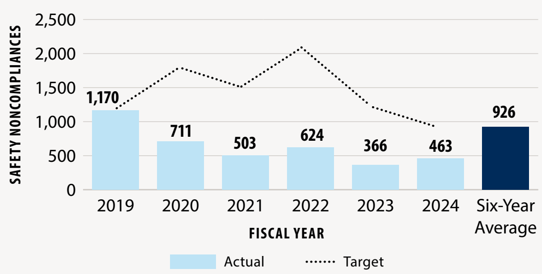
This operational KPI measures the number of safety inspection findings identified by the OCWR. Congress established the OCWR to enforce and administer workplace rights, accessibility, safety, and health for congressional workers and visitors to the Capitol campus. During each biennial congressional cycle, the OCWR assesses AOC spaces for safety hazards requiring corrective action. KPI results are based on the prior year's inspections due to the delay in receiving inspection results. The performance target is fewer findings than the six-year rolling average.

PERFORMANCE

In FY 2024, the AOC received 15 OCWR Occupational Safety and Health biennial inspection reports. These reports identified 463 instances of safety noncompliance, which is below the six-year rolling average of 926 findings. While this represents a 27 percent increase from FY 2023, the increase can be attributed to both a higher number of inspections conducted in FY 2024 and the fact that the inspection reports covered different buildings.

OCWR inspects all AOC facilities once during each biennial Congressional period. In FY 2024, more AOC facilities were inspected, and the facilities reviewed had comparatively greater square footage and different functionality than those inspected in FY 2023. **Target Met**

FIGURE 29. External Safety Inspection Findings



Definition
OCWR Findings

Source
OCWR Summary Report

Target
Less than the average of the previous six years of finding

✓ TARGET MET

Stone pavers are repaired on the East Plaza of the U.S. Capitol.

Strategic Goal 4:
Operate as One Team, Dedicated to One Mission

We support the success of others by prioritizing the AOC's mission, values, vision, and goals ahead of the interests of any individual, work group, or business unit.

The agency works collectively to preserve and maintain the Capitol campus buildings, facilities, and grounds by providing innovative, safe, and professional services. Building a mission-oriented culture relies on a unified vision, aligned priorities and resources, high-quality customer experiences, reliable workforce planning, and modern technology.

This goal supports communication and collaboration within and among the jurisdictions and administrative offices to create a more efficient organization. It encourages a unified, shared commitment to the mission and promotes information and knowledge sharing to drive innovation and optimize resources. It helps foster a culture of learning, collaboration, and teamwork to enhance effectiveness, efficiency, and responsible stewardship.

Although the AOC does not directly contribute to the OMB's CAP goals, it monitors progress to address governmentwide priorities and challenges, particularly those related to leveraging data as a strategic asset, workforce development, and improving customer experience.

Two strategic objectives support this goal: Enterprise Asset Management and the Capitol Complex Master Plan and Strategic Plan.

There are no operational KPIs associated with this strategic goal.

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-Bonilla, 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 (SOP), 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.

MARYELLEN BRADFORD

U.S. Capitol Visitor Center

Maryellen was named the 2024 Capitol Visitor Center Employee of the Year in recognition of her exceptional service and dedication. She consistently delivers engaging, informative tours that reflect her deep knowledge of the U.S. Capitol and her passion for history. Maryellen's energy, professionalism, and commitment to the visitor experience make her an outstanding representative of the AOC.

BRIAN BRADLEY

House Office Buildings

As a Facilities Operations Specialist in the Tenant Services Division, Brian played a critical leadership role during the 119th House Transition. Serving as Senior Move Coordinator, he trained and supported first-time move coordinators, helped develop the new Move Coordinator Handbook, and co-led multiple joint training sessions. Brian's dedication, collaboration, and institutional knowledge ensured a smooth transition for House Members and staff, exemplifying the AOC's mission of service.

JEREMY DAVIS

Library Buildings and Grounds

As the 3rd Shift Maintenance Mechanic Supervisor and Night Shift Responsible Contact Person, Jeremy has transformed team morale through his hands-on leadership and commitment. He consistently coordinates work across multiple shifts, demonstrating reliability, strong communication, and ownership of every challenge.

PATRICK EASTON

Office of the Chief of Operations

As the Senior Operations Analyst, Patrick supports OCO leadership through data, metrics, analytics, and reporting expertise. He oversees work order performance metrics and develops dashboards supporting the facilities management and customer service missions. Two of these dashboards helped keep leadership informed about lagging work order performance following the COVID pandemic, up to present day where performance metrics have reached the highest levels since OCO began tracking in FY 2022.

OSCAR GOMEZ

Capitol Power Plant

Oscar plays a key role in maintaining the Capitol Power Plant's industrial control systems (ICS), ensuring they remain reliable and continuously operational. He is widely respected for his knowledge and expertise and frequently advises on both control systems and overall plant operations. As one of the original employees overseeing the first ICS, Oscar has set a high standard of professionalism and leadership that has been vital to the plant's success.

NATALIE MCCORKLE

Office of the Chief Engineer

Natalie, an architect and senior project manager, leads the Library Buildings and Grounds' largest exhibit installation to date. Her leadership, design expertise, and collaborative approach were instrumental in the successful installation of the Treasures Gallery and the advancement of the Youth Center, Kislak, and Orientation Galleries. Natalie's work ensures future generations can experience some of the most inspiring exhibits in the Capitol complex.

KENNETH PATRICK

Office of the Chief Security Officer

Kenneth has demonstrated exceptional leadership and technical expertise in managing high-profile construction projects aligned with agency standards. His work was vital to maintaining progress on Roof and Chiller Replacement projects, and his clear communication of complex issues kept contractors on track and within scope. Kenneth also provided critical on-site direction for the Campus Perimeter Fencing project, overseeing contractor performance, administrative coordination, and daily reporting to senior leadership.

KIANTE BURCH

Office of the Chief Security Officer

Kiante is responsible for ensuring suitability determinations, a five-step process, for all AOC staff members and contractors. She ensures trustworthiness for each person to access sensitive information and facilities on Capitol Hill. Kiante demonstrated extraordinary service in FY 2025 supporting four National Special Security Events and six special security events, while communicating effectively with all stakeholders.

ELIZABETH "LIBBY" RHOADS

U.S. Botanic Garden

As Chief of Learning and Outreach, Libby leads a team of educators delivering programs that reach audiences across the country and around the world. She is a champion of customer service and engagement, bringing a data-driven, collaborative approach to every initiative. Libby consistently advances process improvement and agencywide learning.

KATIE SEROCK

Capitol Grounds and Arboretum

Katie consistently delivers outstanding customer service, bridges teams, and fosters collaboration in her role as Gardens and Grounds Manager. Her deep knowledge of cultural landscape reports supports the preservation of historic landscapes, while her design expertise brings inspiring plant combinations to the Capitol grounds.

JESSICA SUAREZ-BONILLA

Office of the Chief Financial Officer

Jessica exemplifies the AOC mission to serve, preserve, and inspire through her consistent and precise execution of budgetary requirements. Her leadership in modernizing the payroll management report ensures that salary expenditures are accurate and transparent—a critical advancement for managing the agency's largest annual program. Jessica's expertise and innovation have advanced financial oversight and provided a strong foundation for operational success.

MICHAEL SHIRVEN

Senate Office Buildings

As Assistant Superintendent in the Facilities Operations Division, Mike brings exceptional planning, technical expertise, and foresight to Senate construction and renovation efforts. His leadership has been critical to major initiatives, including the Senate Elevator Modernization Program, Hart Air Handling Unit Refurbishment Project, and the Hart/Dirksen Subway Controls Project. Mike also led the acquisition and implementation of a comprehensive software tool to enhance utility identification in both the Senate and House Office Buildings.

WILLIAM "JESSE" SIMMONS

Office of Safety and Code Compliance

Jesse exemplifies the AOC's mission through his initiative, reliability, and positive attitude. He led the Combined Federal Campaign, supported safety training and roundtables, and assisted on design reviews after a colleague's sudden retirement. Jesse is currently updating the Confined Space Program and advancing strategies to improve data management and standardization. His detail-oriented, solutions-focused approach consistently delivers high-quality work that strengthens safety outcomes.

LAQUAINA WASHINGTON

Supreme Court Building and Grounds

As Business Operations Manager, LaQuaina oversees administrative functions, inventory, and financial operations—supporting all aspects of construction and facilities work at the Court and Thurgood Marshall Building. A new leader on the team, she plays a key role in transforming workplace culture and fostering a positive, collaborative environment.

CAPITOL HIGHLIGHT

Staff Recognized for More Than 35 Years of Service

55 Years

ROY J.V. THOMAS, JR.
Senate Office Buildings

40 Years

CALVIN L. DELILY
Capitol Building

MONICA D. NEAL
House Office Buildings

35 Years

TIMOTHY J. BACON
Office of the Chief Engineer

LAMONT BATTS
Senate Office Buildings

JAMES D. BENTLEY
House Office Buildings

ROBERT T. BROWN
Senate Office Buildings

GREGORY A. GREEN, JR.
Senate Office Buildings

RICHARD J. HARRIS
Senate Office Buildings

ANN M. IRWIN
Office of the Chief Engineer

CORNIECE D. KEENE-BROWN
Office of the Chief Administrative Officer

WINFORD Q. LATTA
Capitol Grounds and Arboretum

RANDOLPH E. NAYLOR
Senate Office Buildings

DANEZZA I. QUINTERO
Office of Safety and Code Compliance

JOHN H. RUSSELL
Supreme Court Building and Grounds

LATTA Q. WINFORD
Capitol Grounds and Arboretum

MARK L. WOOLDRIDGE
Capitol Grounds and Arboretum

Strategic Objectives

AOC University

This strategic objective established AOC University as a permanent organization dedicated to mission-critical training and education, supporting employees in their professional development, growth, and advancement. It ensures employees have the skills needed to succeed in their roles. AOC University provides enterprisewide learning opportunities, enabling employees to strengthen their capabilities and advance their careers. AOC University directly supports the strategic goal to Foster an Innovative and Empowered Workforce.

Two performance goals were associated with this strategic objective:

1. Analyze Training Needs Assessment data to identify agency training gaps. **Goal Met**

2. Evaluate the effectiveness of the learning outcomes of key training offerings and implement improvements. **Goal Met**

AOC University conducted a comprehensive Training Needs Assessment, which included a survey and six post-survey focus groups, to gain deeper insight into the training needs and challenges faced by employees, supervisors, managers, and senior leaders. The assessment evaluated both current and future training needs, identified opportunities for improvement, and offered recommendations for prioritizing and expanding training and development efforts. In addition to training needs, the assessment captured data on institutional knowledge and expertise that may be lost due to employee attrition. It also identified subject matter experts within the agency. This information is critical for preserving institutional knowledge, supporting succession planning, and informing strategies for internal training and knowledge transfer.

As part of the survey, supervisors were asked to identify the most critical topics in which employees must be knowledgeable or skilled to perform their jobs effectively, assess the extent of training needed, and identify specific sub-topics. Data from the assessment survey and focus groups were analyzed by topic and occupational category, revealing several key areas where additional training resources are needed. These include administrative processes, contracts and procurement, workforce management, facility management, trade-specific knowledge, and safety. These results will be used to determine future enterprisewide training offerings and to identify targeted learning opportunities that support workforce readiness, close skill gaps, and strengthen organizational capacity. In response to feedback on mandatory agencywide trainings, AOC University established a coordinated training schedule to reduce overlap and prevent multiple trainings from being issued at the same time—issues that had previously caused confusion and increased staff workload. This change improved training prioritization and pacing, resulting in higher completion rates and a more manageable learning experience.

AOC University also sponsored an Excellence in Government Fellows Project Impact Team to conduct a focused evaluation of the Supervisory Academy. The evaluation revealed positive feedback on the expertise of in-house instructors, the value of peer learning and networking opportunities, and the usefulness of actionable takeaways. Participants also cited challenges related to balancing work responsibilities during a week-long in-person session. In addition, participants expressed interest in more interactive sessions, greater agency-specific content, and follow-up opportunities such as cohort meetings, mentoring, and networking with current supervisors. Additional suggestions included selecting a more comfortable venue and incorporating a blended format with online modules to support in-person discussions. Shorter, virtual sessions were viewed as a helpful way to prepare and reinforce key concepts. In response, AOC University began developing prerequisite online modules to enhance future Supervisory Academy sessions.

There was one KPI associated with this strategic objective. The goal was not fully met due to limited capacity to develop, maintain and monitor participant satisfaction evaluations.

TABLE 11. Strategic KPI Associated with AOC University Strategic Objective

STRATEGIC KPI	FY 2025 TARGET	FY 2025 RESULT	STATUS
Percentage of Courses with Participant Satisfaction Evaluations	15%	9%	Goal Not Met

Enterprise Asset Management

This strategic objective focuses on implementing a centralized EAM strategy. When fully deployed, EAM will optimize performance by eliminating redundancy, enhancing productivity and safety, improving reliability, and reducing operating costs. It will provide critical data and insights to guide decisions on operating, maintaining, and renewing buildings, infrastructure, and other assets. EAM will also enable centralized asset monitoring, forecast resource needs, translate risks into asset management plans, and prioritize condition-based facility maintenance. Importantly, it will support data-driven decision-making to address the $2.8 billion deferred maintenance and capital renewal backlog. This strategic objective supports responsible stewardship and positions the agency to adopt best practices aligned with the International Standards Organization (ISO) 55001 standard for asset management.

Seven performance goals were associated with this strategic objective:

1. Ensure continued compliance and improvement in alignment with ISO 55001 standards. **Goal Met** ✓
2. Ongoing refinement of real property data to support accurate and complete asset visibility and valuation to support management decisions. **Goal Met** ✓
3. Expand the Equipment Catalog by enhancing the Facility Data Standard to improve asset tracking, maintenance planning, and decision support. **Goal Met** ✓
4. Establish detailed asset management plans aligned with strategic goals. **Goal Not Met** ✗
5. Standardize facility condition assessment practices to support enterprisewide asset management strategies. **Goal Met** ✓
6. Provide technical and operational support for selecting and implementing an Integrated Workplace Management System to enhance data integration and decision-making. **Goal Met** ✓
7. Develop and deliver training programs to embed asset management best practices. **Goal Not Met** ✗

In FY 2025, the Adams Building was reassessed for ISO 55001 compliance, and the ISO 55001 Certification was confirmed. A rigorous internal audit assessed compliance with asset management standards and identified opportunities for improvement. The assessment was followed by a successful external surveillance audit. Minor findings were addressed promptly, strengthening the asset management framework and reinforcing the foundation for sustained compliance and operational excellence. This achievement validates the effectiveness of the EAM program. However, the AOC did not meet its goal to establish detailed asset management plans because goal completion was dependent on information-sharing and concurrence with other offices on the expansion of the program.

Additional EAM efforts included continued refinement of property data, providing critical insights into the accuracy and completeness of the real property inventory and laying the foundation for more consistent asset valuation and informed management decisions. The Real Property Management Policy was issued and institutionalizes these practices to ensure consistency and data integrity across the asset portfolio. The Equipment Catalog was also expanded to include additional asset categories, strengthening asset tracking, maintenance planning, and data-driven decision-making. This expansion incorporated the identification and classification of heritage assets, ensuring that historically significant equipment and components are properly cataloged and aligned with federal preservation guidelines. Additionally, in FY 2025 the AOC developed a training program to embed asset management best practices. The training program was delivered to Senate stakeholders and will continue to be rolled out across the agency.

Three strategic KPIs were measured for this strategic objective in FY 2025.

TABLE 12. Enterprise Asset Management

STRATEGIC KPI	FY 2025 TARGET	FY 2025 RESULT	STATUS
ISO 55001 Asset Management certification of the asset management system at the Adams Building	Complete internal review and external audit	Complete	Goal Met
Draft asset management plan for one or more AOC-wide system or facility	Complete	Complete	Goal Met
Complete A-G Uniformat classification for the existing equipment catalog	Complete	Complete	Goal Met

Human Capital Strategy

This strategic objective focuses on optimizing human capital capabilities to more effectively achieve the mission, vision, and strategic goals. Workforce trends present challenges to recruiting, developing, and retaining highly skilled staff. Federal pay scales can be less competitive than private sector salaries, and safety concerns on the Capitol campus have increased. A decline in school enrollments has reduced the pool of candidates with specialized skills needed for critical trade, artisan, and crafts positions. In addition, an aging workforce increases the risk of losing legacy knowledge essential to maintaining the Capitol campus.

This strategic objective addresses these challenges through proactive human capital planning, targeted recruitment outreach, expanded employee training and development opportunities, stronger talent retention strategies, and enhanced employee well-being programs. The Human Capital Strategy continued to address skill gaps and attract, hire, develop, retain, engage, promote and reward employees through progressive strategies that support and advance the agency's mission and goals.

Three performance goals were associated with this strategic objective:

1. Implement a formal mentoring program. **Goal Met**
2. Improve readiness of managers to recruit and onboard new staff by implementing an ambassador program. **Goal Not Met**
3. Evaluate, measure, and report the effectiveness of the Human Capital Strategy to senior leadership. **Goal Met**

As part of the continued commitment to fostering an innovative and empowered workforce, a formal mentorship program was launched as an additional resource for employee development. The program extended invitations for applications and included 52 participants in the inaugural cohort. A new "Time to Hire" dashboard was created to enhance transparency and efficiency by tracking both the intended time and actual time spent at each stage of the hiring process. This has resulted in a significant improvement from previous time to hire averages that ranged from 100 to 115 days to 78 to 80 days in FY 2025.

To strengthen recruitment, the agency participated in 24 events, including regional career fairs and information sessions on the Capitol campus. Training and guidance for hiring managers increased awareness of the recruitment and hiring process and promoted the tools available for attracting skilled, experienced talent. These efforts boosted staffing levels, reduced the overall vacancy rate, and expanded the talent pipeline by increasing access to job seekers interested in AOC careers. During the 2025 Summer Internship Program application period, the agency received more than 4,000 applications for just over 80 available positions.

There were four strategic KPIs for this strategic objective in FY 2025.

TABLE 13. Human Capital Strategy

STRATEGIC KPI	FY 2025 TARGET	FY 2025 RESULT	STATUS
Time to Fill - Direct Hire Positions	≤ 50 days	33 days	Goal Met
Time to Fill - Competitive Positions	90 days	79 days	Goal Met
Internal Promotion Rate	≥ 8%	15.70%	Goal Met
Voluntary Turnover Rate	≤ 13%	10.9%	Goal Met

Capitol Complex Master Plan and Strategic Plan

This strategic objective is focused on integrating physical and strategic planning across the agency to create a unified approach for prioritizing needs, setting goals, and allocating resources. Historically, jurisdictional operations functioned largely as separate entities, limiting opportunities for synergy and innovation and leading to a more reactive approach. Adopting an enterprisewide planning framework establishes a shared vision for the Capitol campus and aligns decisions and resources toward achieving that vision.

Four performance goals were associated with this strategic objective in FY 2025:

1. Complete five-year implementation plan for CCMP Phase 3. **Goal Not Met**
2. Conduct a thorough review of the AOC's strategic planning processes. **Goal Met**
3. Submit a formal report to the C-suite on implementation and effectiveness of the CCMP. **Goal Not Met**
4. Submit a formal report to the C-suite on the implementation and effectiveness of the strategic planning processes. **Goal Not Met**

While goal three and four originally indicated a formal report as reflected in the Bridge Strategic Plan, subsequent C-Suite engagement and collective decision-making during this reporting period established a more durable framework and long-range planning model leveraging the CCMP, CCB, and the annual performance plan collectively to serve as the primary strategic planning and implementation vehicles.

In FY 2025, jurisdiction-level master plan frameworks continued to be developed and refined for the House Office Buildings, Senate Office Buildings, Capitol Power Plant, and Office of the Chief Security Officer (U.S. Capitol Police Buildings and Grounds), with a focus on the vertical building facilities improvements. These final reports will result in the establishment of a long-range CIP for the campus, a phasing plan for near- and long-term requests, and identification of funding strategies for project investments.

There were no strategic KPIs identified for this strategic objective for FY 2025.

Three

Financial Information

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 prepares its principal financial statements to report its financial position and operational results. These statements, along with their accompanying notes, are derived from the agency's financial records and prepared in accordance with GAAP for the federal government and the OMB Circular A-136, Financial Reporting Requirements.

These statements are distinct from financial reports prepared in accordance with U.S. Department of the Treasury directives, which are used to monitor and control the status and use of budgetary resources. Both sets of reports are prepared from the same underlying books and records. The financial statements should be read with the understanding that they pertain to a component of the U.S. government, a sovereign entity. In compliance with the FY 2025 OMB Circular A-136 updates, each statement is presented in a single-year format.

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 (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 depreciation 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.

Message from the Chief Financial Officer

I am honored to present the AOC's FY 2025 PAR. The OCFO is committed to ensuring the responsible stewardship of public resources through transparency, fiscal integrity, and innovation.

Our work this year focused on strengthening the foundation of our financial operations by delivering timely and accurate information, reinforcing internal controls, modernizing systems, and investing in the people and technologies that support our mission. These efforts have advanced automation, expanded analytics, and enhanced risk management capabilities while upholding the highest standards of accountability.

Annual Financial Statement Audit

The FY 2025 independent financial statement audit, conducted by KPMG LLP and overseen by the AOC's Office of Inspector General, concluded on January 23, 2026. The audit resulted in an unmodified opinion for the 21st consecutive year. In addition, there were no material weaknesses, significant deficiencies, or areas of legal or regulatory noncompliance identified.

The audit confirms that the financial statements are presented fairly in accordance with generally accepted accounting principles and demonstrates the effectiveness of internal controls over financial reporting, procurement, disbursements, asset management, and revenue recognition. It also reflects our commitment to transparency, accuracy, and fiscal integrity, supported by year-round preparation that includes internal control testing, audit readiness reviews, and timely process improvements.

To ensure this high level of performance, the OCFO continuously evaluates and strengthens its internal control environment through:

- Quarterly assessments, including senior leadership reviews and testing of high-risk processes
- Year-round audit readiness initiatives, which prepare teams for external and internal reviews
- Timely resolution of prior-year audit recommendations
- Data integrity measures, including reconciliations, system validations, and automated audit trails

The FY 2025 audit also incorporated expanded audit procedures in accordance with the Statement of Federal Financial Accounting Standards (SFFAS) 54, relating to leases, and SFFAS 59, related to land reporting. This required careful cross-jurisdictional coordination to ensure lease agreements were accurately inventoried, classified, and reported as either assets or liabilities with appropriate accompanying notes, and that land rights were included in the required supplemental information. The AOC's successful implementation of these standards illustrates its ability to meet evolving federal accounting requirements.

The OCFO remains committed to transparency in communicating our financial condition to Congress, stakeholders, and the public. As part of that commitment, we again submit this report to the AGA CEAR program. The AOC received the CEAR for the FY 2024 PAR — the 13th time the agency has earned this distinction — along with a Best-in-Class award for outstanding discussion of enterprise risk management. We aim to continue that level of excellence in FY 2025.

Our Achievements

Fiscal Year 2025 was a year of transformation for the OCFO, marked by significant progress in system modernization, automation, risk management, and workforce development. These achievements underscore the resilience and adaptability of our financial operations, enabling us to meet evolving requirements while delivering strategic value to the AOC.

Executed $855 Million in Appropriations

We received more than $850 million in appropriated funding in FY 2025, including current-year, multi-year, and no-year resources. This funds operations, major capital projects, historic preservation, and infrastructure renewal across the AOC.

Strengthened Capital Project Financial Oversight

We provided rigorous financial oversight and analytics for more than 100 active capital projects, including critical upgrades across the Capitol complex. Our project accounting team applied process automation to improve real property cost tracking, construction progress monitoring and classification, and fixed asset reporting. These efforts enhanced accountability and transparency in managing the multi-billion-dollar asset portfolio.

Fully Operationalized Robotic Process Automation

We transitioned from pilot-phase attended bots to fully deployed unattended bots in core accounting and reporting processes, reducing manual processing time for invoice certification files by

40 percent. This advance also improved audit trails and reduced error rates across invoice payment schedules.

Advanced Internal Controls Program

We conducted an internal control assessment focused on three critical business processes: accounts payable, payroll processing, and the procurement purchase card program. These areas were selected based on their significance to payment integrity, workforce accountability, and operational efficiency. This assessment strengthened oversight, reduced risk, and reinforced the agency's commitment to transparency and accountability.

Integrated Enterprise Risk Management

Using our new Governance, Risk, and Compliance platform, we completed an AOC-wide risk assessment that aligned top enterprise risks with budget execution, IT modernization, and human capital challenges. Risk mitigation plans are now tracked and updated in real-time, ensuring that risk management efforts remain closely tied to strategic priorities.

Implemented SFFAS 54 Lease Standards

The OCFO initiated implementation of SFFAS 54 by establishing a centralized lease tracking database, updating accounting entries and disclosures, and educating contracts staff and jurisdictions on their responsibilities for monitoring and reporting embedded leases. An agencywide lease policy was developed ensuring consistent management practices and a supporting lease procedure document was also issued. These efforts achieved compliance with federal accounting and reporting requirements while reducing the risk of errors and inefficiencies in future lease activities.

Modernized Financial Systems and Interfaces

The Legislative Branch Financial Management System was upgraded, enhancing acquisitions and procurement capabilities, modernizing the user interface, and streamlining Treasury reporting features. The upgrade transitioned the system to a containerized architecture for improved reliability, speed, and scalability, while redesigning the Acquisitions Module to add new functionality and improve usability. These improvements optimized performance and responsiveness, providing faster data access, better analytics, and continued compliance with the *Federal Financial Management Improvement Act*.

Optimized Use of G-Invoicing

In partnership with the Department of Treasury, the OCFO implemented refinements to the G-Invoicing platform to increase processing accuracy and eliminate redundancies. The OCFO is now fully compliant with the Treasury mandate, with about half of all interagency agreements—representing roughly $220 million—brokered through the system with compliant trading partners. To minimize disruption, the OCFO also applies a hybrid approach for non-compliant trading partners.

Aligned Strategic and Performance Planning

The OCFO streamlined strategic planning efforts, saving more than $1 million in staff time. Beginning in FY 2026, the AOC will issue its first Agency Performance Plan, which will depict the Capitol Complex Master Plan, Capitol Complex Blueprint, and functional strategic plans (i.e., Human Capital Strategy, Enterprise Asset Management Strategy, Acquisition Plan and Information Technology Strategy) which articulate AOC goals and objectives over 20-, 5- and 1-2-year timeframes. This shift ensures responsiveness to changing customer needs and the fiscal environment. The Agency Performance Plan will serve as the AOC strategic document that will be integrated with the budget request and will connect the near-term projects and initiatives with program goals and performance projections.

Established 5-Year Fiscal (Budget) Planning Framework

We further strengthened the agency's budget planning capabilities by designing a multi-year budget planning framework and process. The integrated value to customer approach, grounded in public and private sector best practices, strengthens budget formulation and justifications, improves transparency of long-term capital investment requirements, and supports continuous budget reviews.

Conclusion

Fiscal Year 2025 marked a year of meaningful progress as the OCFO advanced its vision of serving as a catalyst for transformation. We strengthened the systems, financial operations, and people that make our work possible, creating a more agile, data-driven, and risk-aware financial environment.

I want to thank Congress, our oversight committees, KPMG, and the AOC Office of Inspector General for their ongoing support. Above all, I recognize the dedicated professionals of the OCFO, whose tireless efforts and deep commitment to our mission ensure the continued excellence of our financial stewardship.

As we look at FY 2026 and beyond, the OCFO remains focused on creating value, driving innovation, and ensuring that every financial decision supports the enduring AOC mission.

Sincerely,

Sherri D. Jordan
Chief Financial Officer
January 23, 2026

Inspector General Transmittal Letter

Inspector General

DATE: January 26, 2026

TO: Thomas Austin, PE, CCM, PMP
Architect of the Capitol

FROM: Luiz A. Santos, CFE, PMP
Inspector General

SUBJECT: Audit of Architect of the Capitol's (AOC) Fiscal Year 2025 Financial Statements (Audit Report OIG-AUD-2026-01)

This memorandum transmits the KPMG LLP (KPMG) auditors' report on the Architect of the Capitol's (AOC) financial statements for the fiscal year that ended September 30, 2025.

The Office of Inspector General (OIG) contracted with KPMG, an independent accounting firm, to perform the audit and report on internal controls over financial reporting 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. 24-02, *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 present fairly, in all material respects, the financial position of AOC in accordance with U.S. generally accepted accounting principles;
- no material weaknesses[1] in internal control over financial reporting;
- no reportable instances of noncompliance with certain provisions of laws, regulations, and contracts 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.

In connection with the contract, the OIG reviewed KPMG's reports and related documentation and inquired of its representatives. Our review, as differentiated from an audit of the financial statements in accordance with U.S. generally accepted government auditing standards, was not intended to enable us to express, and we do not express, opinions on AOC's financial

[1] 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. AICPA Auditing Standards-Clarified Section 265 Communicating Internal Control Related Matters Identified in an Audit; Definitions subsection .07.

Inspector General Transmittal Letter *(continued)*

statements or conclusions about the effectiveness of internal controls over financial reporting. KPMG is responsible for the attached auditors' report dated January 23, 2026, and the conclusions expressed therein. Our review disclosed no instances where KPMG did not comply, in all material respects, with U.S. generally accepted government auditing standards.

We appreciate the courtesies extended to the staff during the audit. If you have any questions, or wish to discuss, please contact me or Erica Boyden, Assistant Inspector General for Audits, at 202.215.3395 or erica.boyden@aoc.gov.

Distribution List:

- Joseph Campbell, Deputy Architect
- Sherri Jordan, Chief Financial Officer
- Robert Bell, Chief Information Officer
- Patrick Briggs, Chief of Staff
- Danna Planas Ocasio, Deputy Chief of Staff
- Telora Dean, Chief Administrative Officer
- Joseph DiPietro, Chief of Operations
- Angela Freeman, General Counsel
- Kirk Nelson, Chief Engineer
- Aaron Altwies, Chief Security Officer
- James Kaufmann, Executive Director, U.S. Capitol Grounds & Arboretum
- Michael Lewis, Executive Director, Library Buildings and Grounds
- Stephanie Jones, Executive Director of Facilities Operations, Senate Office Buildings
- Jason McIntyre, Executive Director of Facilities Operations, U. S. Capitol Building
- Joseph Yates, Executive Director of Facilities Operations, House Office Buildings
- Charles Iliff, Director, Office of Safety and Code Compliance
- Deatra Trinidad, Executive Director of Facilities Operations, Supreme Court Buildings and Grounds
- Susan Pell, Executive Director, U.S. Botanic Garden
- Matthew O'Connor, Chief Executive Officer for Visitor Services
- Christopher Potter, Executive 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 and 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 sheet as of September 30, 2025, and the related statements of net cost, changes in net position, and combined statements of budgetary resources for the year 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, 2025, and its net cost, changes in net position, and budgetary resources for the year then ended in accordance with U.S. generally accepted accounting principles.

Basis for Opinion

We conducted our audit 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. 24-02, *Audit Requirements for Federal Financial Statements*. Our responsibilities under those standards and OMB Bulletin No. 24-02 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 audit. 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 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.

Independent Auditors Report *(continued)*

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 a guarantee that an audit conducted in accordance with GAAS, *Government Auditing Standards*, and OMB Bulletin No. 24-02 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. 24-02, 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.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the AOC's ability to continue as a going concern for a reasonable period of time.

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, Message from the Chief Financial Officer, Architect of the Capitol's Response to the Inspector General, Section Four: Other Information, Appendices, Platforms, Capitol Highlights, and Infographics but does

Independent Auditors Report *(continued)*

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

Other Reporting Required by *Government Auditing Standards*

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, 2025, 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, 2025 are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, 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. 24-02.

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 Other 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

Independent Auditors Report *(continued)*

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. This communication is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the AOC's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

KPMG LLP

Washington, D.C.
January 23, 2026

Architect'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

January 23, 2026

Mr. Luiz A. Santos, CFE, PMP
Inspector General
Architect of the Capitol
Washington, DC 20515

Dear Mr. Santos:

Thank you for the opportunity to comment on the Independent Auditors' Report related to the Architect of the Capitol's (AOC) financial statements for the Fiscal Year ending September 30, 2025. We are pleased the audit resulted in an unmodified opinion — marking the 21st consecutive year the AOC received a "clean" opinion.

In addition, the auditor's report identified zero material weaknesses, no significant deficiencies, and no control deficiencies. The AOC works diligently to establish strong management practices to address our fiscal compliance requirements and manage our financial processes and systems.

We appreciate working collaboratively with you in support of an efficient and effective audit. The annual audit continues to provide us with new insights and valuable recommendations for improvement. I would like to thank you, your staff and the auditor, KPMG, for the professionalism and commitment in conducting the audit.

Sincerely,

Thomas E. Austin, PE, CCM, PMP
Architect of the Capitol

Doc. No. 260106-04-03

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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.

Architect of the Capitol

Statement of Net Cost

For the Year Ended September 30, 2025 (Dollars in Thousands)

GROSS PROGRAM COSTS		2025
Capital Construction and Operations		
Gross Costs	$	170,403
Less Earned Revenue		(806)
Net Program Costs		169,597
Capitol Building		
Gross Costs		78,642
Less Earned Revenue		(432)
Net Program Costs		78,210
Capitol Grounds and Arboretum		
Gross Costs		20,066
Less Earned Revenue		(120)
Net Program Costs		19,946
Capitol Police Buildings, Grounds, and Security		
Gross Costs		86,128
Less Earned Revenue		(3,554)
Net Program Costs		82,574
Capitol Power Plant		
Gross Costs		144,316
Less Earned Revenue		(10,715)
Net Program Costs		133,601
House Office Buildings		
Gross Costs		149,082
Less Earned Revenue		(96)
Net Program Costs		148,986
Library Buildings and Grounds		
Gross Costs		57,558
Less Earned Revenue		(9,933)
Net Program Costs		47,625
Senate Office Buildings		
Gross Costs		117,706
Less Earned Revenue		(190)
Net Program Costs		117,516
Supreme Court Building and Grounds		
Gross Costs		55,217
Less Earned Revenue		(24,990)
Net Program Costs (Revenues)		30,227
U.S. Botanic Garden		
Gross Costs		24,254
Less Earned Revenue		(10)
Net Program Costs		24,244
U.S. Capitol Visitor Center		
Gross Costs		39,911
Less Earned Revenue		(9,425)
Net Program Costs		30,486
NET COST OF OPERATIONS (Note 22)	**$**	**883,012**

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

Architect of the Capitol

Statement of Changes in Net Position

For the Year Ended September 30, 2025 (Dollars in Thousands)

		2025
UNEXPENDED APPROPRIATIONS		
Beginning Balance	$	1,667,913
Appropriations Received (Note 18)		850,949
Appropriations Transferred In/(Out) (Note 18)		3,800
Other Adjustments		(8,395)
Appropriations Used		(915,690)
Net Change in Unexpended Appropriations		(69,336)
Total Unexpended Appropriations	**$**	**1,598,577**
CUMULATIVE RESULTS OF OPERATIONS		
Beginning Balance	$	2,584,403
Appropriations Used		915,690
Non-Exchange Revenue		15
Transfers-In/(Out) Without Reimbursement		(469)
Imputed Financing (Note 16)		60,529
Net Cost of Operations		(883,012)
Net Change in Cumulative Results of Operations		92,753
Total Cumulative Results of Operations	**$**	**2,677,156**
NET POSITION	**$**	**4,275,733**

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

Architect of the Capitol

Combined Statement of Budgetary Resources

For the Year Ended September 30, 2025 (Dollars in Thousands)

		2025
BUDGETARY RESOURCES		
Unobligated Balance from Prior Year Budget Authority, Net (Discretionary and Mandatory) (Note 19)	$	1,036,841
Appropriations (Discretionary and Mandatory) (Note 18)		854,798
Spending Authority from Offsetting Collections (Discretionary and Mandatory)		67,054
Total Budgetary Resources	$	1,958,693
STATUS OF BUDGETARY RESOURCES		
New Obligations and Upward Adjustments (Total)	$	1,055,921
Unobligated Balance, End of Period		
Exempt from Apportionment, Unexpired Accounts		862,818
Unexpired Unobligated Balance, End of Period		862,818
Expired Unobligated Balance, End of Period		39,954
Unobligated Balance, End of Period (Total)		902,772
Total Budgetary Resources	**$**	**1,958,693**
OUTLAYS, NET		
Outlays, Net (Total) (Discretionary and Mandatory)	$	999,150
Agency Outlays, Net (Discretionary and Mandatory) (Note 22)	**$**	**999,150**

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

Architect of the Capitol

Notes to the Financial Statements

As of the Fiscal Year Ended September 30, 2025

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 (U.S.)," its role has expanded to include responsibility for the maintenance, operation, development, and preservation of the U.S. Capitol, Capitol Grounds, Capitol Police buildings, Capitol Power Plant, House office buildings, Library of Congress buildings and grounds, Senate office buildings, Supreme Court of the United States, U.S. Botanic Garden, and the U.S. Capitol Visitor Center.

The AOC employs approximately 2,700 staff who support its daily operations and mission as follows:

- Serve Congress and the Supreme Court by facilitating daily operations as well as official national events held in the U.S. Capitol or other Buildings and Grounds of the U.S. Capitol complex (e.g., Presidential inaugural ceremonies or State of the Union address).
- Preserve America's Capitol by executing major construction projects and facilities management operations (e.g., providing steam and chilled water to the Supreme Court, Thurgood Marshall Federal Judiciary Building (Thurgood Marshall Building), Union Station, the Folger Shakespeare Library, and steam-only to the Government Publishing Office (GPO) Building, and the United States Postal Service at the Postal Square Building.
- Inspire memorable experiences for U.S. Capitol complex visitors by providing extraordinary visitor services (e.g., CVC and USBG's educational programs and tours)

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. Amounts presented on the Combined Statement of Budgetary Resources (SBR) are presented on a combined basis and therefore do not show intra-AOC budgetary transactions that are eliminated per the budgetary crosswalk.

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 follows the accrual method of accounting, by recognizing revenues when earned and expenses when incurred, without regard to the actual collection or payment of cash. The AOC records both proprietary and budgetary accounting transactions.

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 and the Office of Management and Budget (OMB) Circular A-11.

In accordance and conformity with the FY 2025 single-year presentation format prescribed by OMB Circular A-136 and the U.S. Department of the Treasury (Treasury), prior year data has been omitted from these financial statements and accompanying Notes.

Additionally, AOC Financial Statements (Balance Sheet) and Notes include specific modifications for clarity and immateriality, as permitted by OMB A-136. Specifically, activity previously reported as Federal Debt and Interest Payable has been consolidated in the Other Liabilities line and reflected as Interest Payable due to immateriality. Secondly, the following line titles have been modified for greater alignment to the activities reported on those lines: Property, Plant, and Equipment (PP&E), Net and Pensions, Post-Employment, and Veterans Benefits Payable to become General and Right-to-Use (RTU) Property, Plant, and Equipment (PP&E), Net and Post-Employment Benefits Payable respectively.

C. Fund Balance with Treasury

The AOC maintains most available fund balances with Treasury. FBWT represents the unexpended balances of expenditure and receipt accounts. 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 has other cash deposits that are held in accounts outside of Treasury. The AOC previously held investments outside of Treasury. These amounts were liquidated by the AOC during the current fiscal year and returned to FBWT. **See Notes 3 and 4.**

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 seeks to use FBWT to liquidate budgetary obligations, Treasury will finance the disbursements in the same way it finances 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 records accounts receivable in accordance with Statements of Federal Financial Accounting Standards (SFFAS) No.1, Accounting for Selected Assets and Liabilities and FASAB Technical Bulletin 2020-1, Loss Allowance for Intragovernmental Receivables. The AOC recognizes accounts receivable when claims to cash against other entities or individuals can be established, either based on legal provisions, or goods or services provided. 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 payroll-related debt. Additionally, accounts receivable may include estimates for receivables due when the actual amount is unknown. These estimates are based on historical activity for similar provisions. **See Note 6.**

Accounts receivable from federal (intragovernmental) and nonfederal sources may be reduced to net realizable value by the Allowance for Doubtful Accounts. The estimate of the allowance, if applicable, is based on past collection experience and management's analysis of the outstanding receivable balances.

Congress has authorized AOC to retain a predetermined amount of its steam and chilled water reimbursements as an offsetting collection to cover current year obligations. The amount is subject to a legislatively established annual limit (i.e., the congressional cap). Any receivable (and subsequent collection) over the congressional cap is a non-entity asset that is credited to Treasury's Miscellaneous Receipts account.

E. Investments

The AOC records investments in Treasury securities in accordance with SFFAS No.1. 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. The carrying amount of investments are adjusted at the beginning of each reporting period to reflect amortization of the premium or discount. Premiums and discounts are amortized over the life of the Treasury security using the straight-line method. 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 United States Code (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, earned interest income is allowable and credited to the CVC Revolving Fund. **See Note 5.**

F. Advances to Others and Prepayments

Advances to others and Prepayments consist of a) amounts advanced by the AOC to other federal trading partners for services to be provided under interagency agreements and b) 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
- Flag Office Revolving Fund

The House (of Representatives) Gymnasium Revolving Fund was established by 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 these funds 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 these funds 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 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 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. 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 (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.

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*, as amended.

Funds from Dedicated Collections

SFFAS No. 27, Identifying and Reporting Funds from Dedicated Collections, as amended by SFFAS No. 43, Funds from Dedicated Collections: Amending SFFAS No. 27, defines funds from dedicated collections as those financed by specifically identified revenues, provided to the government by nonfederal sources. These funds, which may be supplemented by other financing sources, 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 emergency supplemental appropriations, if applicable.

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

APPROPRIATION TITLE	ACTIVE FUNDS	INACTIVE FUNDS
Capitol Building	Capitol Building	Alterations and Improvements to Provide Facilities for the Physically Handicapped
	Flag Office Revolving Fund	
Capitol Grounds and Arboretum	Capitol Grounds and Arboretum	West Central Front
	Capitol Trust Account (Union Square)	
Capitol Police Buildings, Grounds and Security	Capitol Police Buildings, Grounds and Security	
Capital Construction and Operations	Capital Construction and Operations	
	Recyclable Materials Revolving Fund	Congressional Cemetery
House Office Buildings	House Office Buildings	
	House Office Buildings Fund	
	House (of Representatives) Gymnasium Revolving Fund	
	House Historic Buildings Revitalization Trust Fund	
Library Buildings and Grounds	Library Buildings and Grounds	
Senate Office Buildings	Senate Office Buildings	
	Senate Health and Fitness Facility Revolving Fund	
	Senate Restaurants Revolving Fund	
Capitol Power Plant	Capitol Power Plant	
U.S. Botanic Garden	Botanic Garden	National Garden
U.S. Capitol Visitor Center	U.S. Capitol Visitor Center	
	U.S. Capitol Visitor Center Revolving Fund	
Supreme Court Building and Grounds	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 AOC 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, Managerial Cost Accounting Standards and Concepts, 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 Notes 1.P. and 16.**

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. The recorded values may be adjusted based on the results of periodic physical inventory counts. Inventory may be categorized as follows: Purchased for Resale or Excess, Obsolete, and Unserviceable. 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 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 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: Disclosure Requirements and determined that cogeneration does not meet the conclusive and suggestive characteristics of a Public-Private Partnership (P3).

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. **See Note 15.**

Plaster repairs and trompe-l'œil detailing in the Senate Connecting Corridor of the U.S. Capitol.

L. Leases

Pursuant to SFFAS No. 54, Leases, and related amendments (60, Omnibus Amendments 2021: Leases-Related Topics, 61, Omnibus Amendments 2023: Leases-Related Topics II, and 62, Transitional Amendment to SFFAS 54), the AOC reports a RTU lease asset (hereinafter referred to as lease asset) and a corresponding lease liability on the Balance Sheet. This applies to material, non-intragovernmental, and non short-term contracts that convey the right to control the use of PP&E to another entity for a given period in exchange for consideration and do not contain a transfer of ownership or meet certain scope exclusions. SFFAS No. 54 also requires the AOC to disclose in the Notes descriptive information regarding intragovernmental lease arrangements and associated annual expenses. **See Note 14.**

M. General and Right-To-Use (RTU) Property, Plant, and Equipment (PP&E), Net

The AOC records property at cost, in accordance with SFFAS No. 6, Accounting for Property, Plant, and Equipment. Real property, equipment, and internal use software 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.**

Additionally, the AOC records RTU lease assets and liability at net present value (NPV) of payments expected to be made during the lease term in accordance with SFFAS No. 54. RTU lease assets are amortized over the lease term using the straight-line method. **See Note 14.**

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	5–15	$25,000
Right-To-Use Lease Assets	Shorter of Lease Term or Useful Life of Property Type	See Related Property Type
Internal Use Software (Intellectual Property)	3	$5,000,000

N. Stewardship Property, Plant, and Equipment

SFFAS No. 59, Accounting and Reporting of Government Land, defines stewardship land to include both public domain and acquired land and land rights owned by the federal government intended to be held indefinitely. Stewardship land and heritage assets have physical properties that resemble those of 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. The appropriate level of aggregation and physical units of measure are 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. **See Note 9.**

The AOC's Living Botanical Assets collection are aggregated by taxa. A taxon (plural taxa) is a taxonomic division that accounts for unique and discrete plant diversity (e.g., species, sub-species, or cultivar).

O. Liabilities

Liabilities represent the amounts owed to others for goods or services received, claims against the AOC, and other probable future outflows of resources as a result of past transactions or current conditions (e.g., 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

The AOC records accounts payable in accordance with SFFAS No.1. Accounts Payable are amounts owed to others (federal and non-federal entities) for goods and services received but not yet paid. The AOC also accrues an estimate for goods and services that have been delivered or performed but not paid. This estimate is based on the history of payments made against outstanding contracts. As of the current reporting period, the accrual estimate is primarily associated with services performed on ongoing construction projects.

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 or reimbursable agreements. These amounts are liquidated as services are rendered or work is completed on associated projects. **See Note 10.**

Contract Holdbacks

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 13.**

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 with uncertain outcomes that could result in a gain or loss to an entity, depending on whether certain future events occur or do not occur. Management recognizes a contingent liability for liabilities equal to or greater than $100,000 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. 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, Determining Probable and Reasonably Estimable for Environmental Liabilities in the Federal Government. **See Notes 12 and 15.**

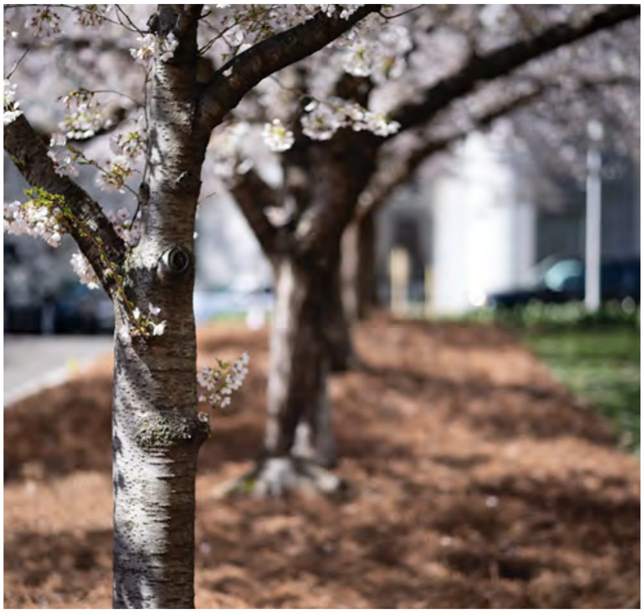
P. Personnel Compensation and Benefits

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 Salary, Leave, and 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). The DOL determines the actuarial liability for claims outstanding at the end of each fiscal year. This actuarial unfunded workers' compensation liability includes the estimated future costs of death benefits, workers' compensation, medical and miscellaneous costs for approved compensation cases for current and former AOC employees (Post-Employment Benefits Payable). **See Note 11.**



Cherry trees in bloom along the east side of the Rayburn House Office Building.

Pensions

Most AOC employees 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 or FERS assets, accumulated plan benefits, or liabilities applicable to its employees on its financial statements. The OPM is responsible for reporting 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 16.**

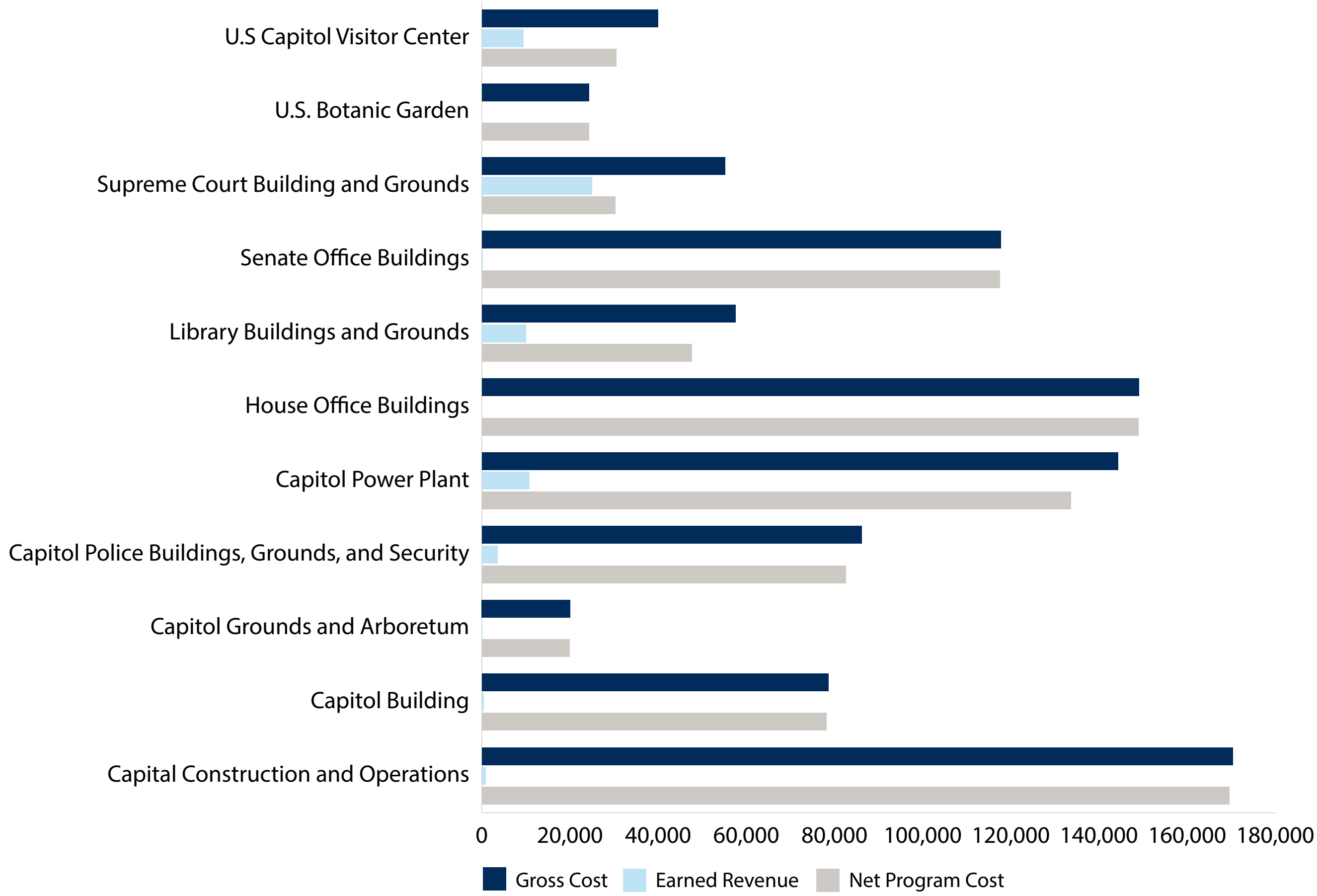
Health Benefits and Life Insurance

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 16.**

Q. Statement of Net Cost

The SNC is presented by responsibility segment (AOC jurisdictions), in accordance with SFFAS No. 4. The responsibility segment approach provides cost information to AOC stakeholders in a direct, informative, and succinct manner. Revenues reported on the SNC are principally recorded on a direct cost recovery basis.

Current year operations of the 11 responsibility segments reported on the SNC are identified below (dollars in thousands):



R. 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 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.

S. 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.

T. 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

The AOC receives authority from Congress to use its entity assets in support of its operations. However, any assets that are not authorized for use in its operations are held as non-entity assets and subsequently transferred to Treasury. Revenue-generating 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 reimbursements over the annual congressional cap

The AOC's non-entity assets as of September 30, 2025, are as follows:

Dollars in Thousands

NON-ENTITY ASSETS		2025
Intragovernmental Assets		
Accounts Receivable, Net (Note 6)	$	593
Total Intragrovernmental Assets	**$**	**593**
Other than Intragovernmental		
Accounts Receivable, Net (Note 6)	$	262
Total Other than Intragovernmental Assets	**$**	**262**
Total Non-Entity Assets	**$**	**855**
Total Entity Assets	**$**	**4,864,990**
Total Assets	**$**	**4,865,845**

The Non-Entity Accounts Receivable balance in FY 2025 is due to steam and chilled water billing exceeding the annual congressional cap. Those receivables and subsequent collections are credited to Treasury's Miscellaneous Receipts account. The Non-Entity Other than Intragovernmental Accounts Receivable balance also includes administrative billings and collection (ABCO), i.e., employees' pay and benefits-related bills, which will be reduced upon collection.

Note 3:
Fund Balance with Treasury

The AOC's FBWT shows budget authority derived from appropriations, transfers, and spending authority from offsetting collections. FBWT, as classified below, includes budgetary FBWT available for use in its operations.

a) Unobligated Balance

Unobligated FBWT includes unexpired budget authority that is available to pay off future obligations, as well as expired budget authority that is, without Congressional authorization, no longer available to incur new obligations. For example, under 2 U.S.C. § 1871 and 1872, Congress has authorized AOC to pay FECA and Unemployment claims from available balances of expired appropriations.

b) Obligated Balance Not Yet Disbursed

Obligated Balance Not Yet Disbursed is the amount of FBWT available to cover payment of undelivered orders (e.g., future performance on contracts) or amounts payable on 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.

Dollars in Thousands

STATUS OF FUND BALANCE WITH TREASURY		2025
Unobligated Balance	$	883,219
Obligated Balance Not Yet Disbursed		633,264
Total Fund Balance with Treasury	**$**	**1,516,483**

The Unobligated Balance primarily reflects FBWT received in the current year to fund future obligations and brought forward balances from previous years. Congress appropriated over $850 million of annual, multi-year, and no-year funds to cover AOC's current fiscal year budget request. The appropriation funds personnel compensation and associated benefits as well as ongoing operations and construction projects such as the Cannon House Office Building Renewal (Phase 4), the Capitol Power Plant Refrigeration Plant Revitalization (RPR), Phase VI & VII, and the physical security assessment. The Unobligated balance brought-forward represents amounts made available in prior years to fund personnel, operations, and life-cycle construction project requirements. FBWT is also available to cover current obligations for the aforementioned projects and others such as the LOC Collection Storage Module 7, Fort Meade, which will be invoiced and paid as performance progresses. This FBWT is shown as Obligated Balance not yet Disbursed.

Note 4:
Cash and Other Monetary Assets

Cash and Other Monetary Assets include cash on hand (i.e. change-making imprest funds) and undeposited sales proceeds (i.e. cash and credit card sales). These amounts are derived from the operations of the CVC's two Gift Shops, which operate Monday through Saturday, with the exception of select major holidays. Imprest funds are held in a non-Treasury general account (TGA). Gift Shops' sales are securely transported to an approved TGA for deposit. Due to the Gift Shops' operating hours, undeposited sales are stored securely pending deposit. There are no restrictions on cash.

The cash balances as of September 30, 2025, are as follows:

Dollars in Thousands

CASH AND OTHER MONETARY ASSETS		2025
Undeposited Collections	$	27
Cash Imprest Funds		14
Total	**$**	**41**

Note 5:
Investments, Net

Intragovernmental investments are derived from CVC Gift Shops' proceeds and restaurant commissions. These amounts are invested with the Treasury's Bureau of the Fiscal Service. With the approval of Congressional Oversight committees, CVC may liquidate portions of the investment to cover operational expenses. 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.

The Intragovernmental Investments represent the invested balance carried forward from the prior year and current year earnings on reinvested balances of federal securities.

The AOC has no investments outside of Treasury (i.e., with the public).

The investment portfolio as of September 30, 2025, is as follows:

Dollars in Thousands

INVESTMENTS	SHARES/PAR	AMORTIZED PREMIUM/ (NET OF DISCOUNT)	INVESTMENTS, NET	UNREALIZED GAIN/(LOSS)	MARKET VALUE
Intragovernmental Investments					
Capitol Visitor Center, 12 Months Certificate, 3.64% Annual Yield, Maturing 09/03/2026	$ 10,777	$ (355)	$ 10,422	$ 3	$ 10,425
Capitol Visitor Center, 6 Months Certificate, 3.7% Annual Yield, Maturing 03/19/2026	7,340	(126)	7,214	(3)	7,211
Capitol Visitor Center, One Day, 4.130% Annual Yield, Maturing 10/01/2025	1,939	-	1,939	-	1,939
Total Intragovernmental Investments	**$ 20,056**	**$ (481)**	**$ 19,575**	**$ -**	**$ 19,575**

Note 6:

Accounts Receivable, Net

The AOC's Accounts Receivable are derived from reimbursable operations or services provided to other federal agencies (intragovernmental) or nonfederal entities. AOC records an accounts receivable for reimbursements due or uncollected bills. 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 AOC's Accounts Receivable as of September 30, 2025, are as follows:

Dollars in Thousands

ACCOUNTS RECEIVABLE	2025
Intragovernmental	
Entity	$ 356
Non-Entity	593
Total Intragovernmental	**$ 949**
Other than Intragovernmental	
Entity	$ 397
Non-Entity	262
Total Other Than Intragovernmental	**$ 659**
Total	**$ 1,608**

Intragovernmental Accounts Receivable includes amounts due to AOC for steam and chilled water provided by the Capitol Power Plant to the Supreme Court, GPO, and the United States Postal Service at the Postal Square Building. Additionally, intragovernmental Accounts Receivable includes reimbursements due from the U.S. House of Representatives and Senate for the recovery of AOC's full cost for flying American flags over the U.S. Capitol.

Other than Intragovernmental Accounts Receivable include amounts billed and due for steam and chilled water provided by the Capitol Power Plant to Union Station and Folger Library, which are non-federal entities. Other than Intragovernmental Accounts Receivable also include restaurant commission due from the operation of the CVC restaurant, and employee ABCO bills.

Any Accounts Receivable that is unavailable for use in AOC's operations when collected is classified as Non-Entity.

Note 7:
Inventory and Related Property, Net

Inventory consists of retail merchandise that is purchased for resale in the CVC Gift Shops. CVC maintains inventory on hand to meet the needs of its visitors. In compliance with Congressional mandates, all CVC Gift Shop merchandise is made in the USA.

Inventory, as of September 30, 2025, is as follows:

Dollars in Thousands

INVENTORY CATEGORY	2025
Inventory Purchased for Resale	$ 1,304
Total	**$ 1,304**

Inventory purchases are seasonal and aligned with peak operations between March and July. The inventory balance reflects purchases made in support of Capitol tours and seasonal events (e.g., Presidential Inauguration and peak Cherry Blossom season).

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 unsaleable 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, restricted, or obsolete inventory to report as of September 30, 2025.

Note 8:
General and Right-To-Use (RTU) Property, Plant, and Equipment (PP&E), Net

The educational, artistic, architectural, and historical significance of many AOC buildings meet the SFFAS No. 29 criteria for heritage assets. Since these buildings are currently used for day-to-day business, they are further classified as multi-use heritage assets. 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.

The AOC records property and equipment by distinct categories. The following charts represent the AOC's real property and equipment values, by asset category, as of September 30, 2025:

Dollars in Thousands

CLASS OF PROPERTY AND EQUIPMENT	ACQUISITION VALUE	ACCUMULATED DEPRECIATION	NET BOOK VALUE	PERCENT
Buildings	$1,481,792	$ 964,082	$ 517,710	17.2%
Buildings Improvements	3,276,024	1,770,138	1,505,886	50.2%
Right-To-Use Lease Assets (Note 14)	117,590	24,690	92,900	3.1%
Leasehold Improvements	31,194	20,391	10,803	0.4%
Equipment	47,228	18,661	28,567	1.0%
Internal Use Software	6,515	6,515	-	0.0%
Land	169,231	-	169,231	5.6%
Land Improvements	162,342	143,144	19,198	0.6%
Other Structures	9,288	6,857	2,431	0.1%
Construction Work-in-Progress	652,678	-	652,678	21.8%
Total	**$ 5,953,882**	**$ 2,954,478**	**$ 2,999,404**	**100%**

General and RTU PP&E, Net as reflected on the balance sheet represents the cumulative value of capital assets acquired net of accumulated depreciation. This includes current year additions, ongoing projects being tracked in construction work in progress (CWIP), depreciation, asset disposals, and other relevant changes occurring during the reporting period.

The most significant project is Phase 4 of the Cannon Renewal program, which accounts for approximately 33 percent of the CWIP balance. The RTU Lease Assets represent the NPV for the 14 long-term leases that were recognized under SFFAS No. 54. **See Note 1.M.**

The FY 2025 amounts shown in the chart below represent General and RTU PP&E activity as of September 30, 2025:

Dollars in Thousands

CURRENT YEAR ACTIVITY NET GENERAL AND RTU PP&E		2025
Balance at Beginning of Fiscal Year	$	2,899,411
Capitalized Acquisitions		256,708
Right-To-Use Lease Assets		20,239
Amortization of Right-To-Use Lease Assets (Note 14)		(12,873)
Disposals		(697)
*Depreciation Expense		(163,384)
Balance at End of Fiscal Year	**$**	**2,999,404**

*Depreciation Expense represents the change in accumulated depreciation year over year

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). Information concerning deferred maintenance and repairs and estimated land acreage is discussed in unaudited required supplementary information.

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 Senate 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 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 from October 1, 2024, to September 30, 2025, follows:

DESCRIPTION	BEGINNING BALANCE	ADDED	WITHDRAWN	OTHER ADJUSTMENTS	ENDING BALANCE	CONDITION
Memorial Trees	158	5	(3)	-	160	Good

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 from October 1, 2024, to September 30, 2025, follows:

DESCRIPTION	BEGINNING BALANCE	ADDED	WITHDRAWN	OTHER ADJUSTMENTS	ENDING BALANCE	CONDITION
Artwork	2,019	2	(1)	-	2,020	Poor to Excellent
Architectural Features	203	-	-	-	203	Fair to Excellent
Reference and Library Materials						
Art and Reference Files (Drawers)	108	-	-	-	108	Good
Art and Reference Library Materials (Volumes)	1,251	11	-	-	1,262	Good
Traditional Archival Records	615,815	23,097	-	-	638,912	Fair to Excellent
Electronic Archival Records (Megabytes [MB])	20,721.70	-	-	-	21,974.80	N/A
Living Botanical Assets (Taxa)	6,049	237	(279)	-	6,007	N/A

Note 10:
Advances, Prepayments, and Deferred Revenue

Advances and Prepayments—Intragovernmental consist of the unliquidated advance balances to (assets) and from (liabilities) other federal agencies for reimbursable work to be performed under interagency agreements. Advances to Others and Prepayments— Other than Intragovernmental consist of employee travel advances.

Advances to Others and Prepayments as of September 30, 2025, are as follows:

Dollars in Thousands

ASSETS		2025
Intragovernmental Assets		
Advances to Others and Prepayments	$	327,428
Total Intragovernmental Assets	**$**	**327,428**
Other Than Intragovernmental Assets		
Advances to Others and Prepayments	$	2
Total Other Than Intragovernmental Assets	**$**	**2**
Total	**$**	**327,430**

Advances from Others as of September 30, 2025, are as follows:

Dollars in Thousands

LIABILITIES		2025
Intragovernmental Liabilities		
Advances from Others	$	30,328
Total Intragovernmental Liabilities	**$**	**30,328**

Advances to Others and Prepayments, Intragovernmental, is attributed to advance payments (net of advance liquidations) primarily for the physical security assessment and Capitol Complex security improvement projects. This amount will be liquidated as services are rendered and costs incurred.

Advances from Others reflect advances received (net of advance liquidations) from other federal agencies for reimbursable construction projects primarily supporting the LOC and Thurgood Marshall Building.

Note 11:
Liabilities Not Covered by Budgetary Resources

The Balance Sheet presents liabilities that will be liquidated either by current or future budgetary resources and a small proportion of liabilities that do not require budgetary resources to discharge. Liabilities not covered by current budgetary resources require future Congressional action, whereas liabilities covered by budgetary resources are funded by prior congressional action. Regardless of when the congressional action occurs, the Treasury will finance the liquidation of these liabilities in the same way that it finances all other disbursements—by borrowing money from the public if the government has a budget deficit, or by using current receipts if the government has a surplus. Examples of AOC liabilities that do not require the use of budgetary resources are undeposited CVC Gift Shops sales (if applicable) and miscellaneous receipts that are forwarded to Treasury.

The intragovernmental Unfunded FECA Liability represents the accrued current (short term) FECA liability, per DOL's bill. This liability is shown in the Other Liabilities, Intragovernmental line of the Balance Sheet.

Federal Employee Salary, Leave, and Benefits Payable includes accrued annual leave that is earned, but unused, which will be funded in future appropriations.

Post-Employment Benefits Payable consists of the actuarial workers' compensation liability, which 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.

Unfunded Lease Liability represents the principal due in future years only, per the probable terms associated with the AOC's lease contracts. Other Liabilities Without Related Budgetary Obligations include 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 future annual appropriations to the Capitol Power Plant. These payments are expected to occur each year until the debt is paid off in 2037. Interest Payable includes the accrued interest for the financed portion of the cogeneration facility until the recurring annual payment is made.

The breakdown of the Liabilities not Covered by Budgetary Resources as of September 30, 2025, is as follows:

Dollars in Thousands

LIABILITIES		2025
Intragovernmental Liabilities		
Unfunded FECA Liability (Note 13)	$	6,847
Total Intragovernmental Liabilities	**$**	**6,847**
Other than Intragovernmental Liabilities		
Federal Employee, Salary, Leave and Benefits Payable	$	18,798
Post-Employment Benefits Payable		37,354
Environmental and Disposal Liabilities (Notes 12 and 15)		231,427
Other Liabilities (Note 13)		
Unfunded Lease Liability (Notes 13 and 14)		99,150
Contingent Liabilities (Notes 13 and 15)		890
Other Liabilities Without Related Budgetary Obligations		40,708
Interest Payable		560
Total Other than Intragovernmental Liabilities	**$**	**428,887**
Total Liabilities Not Covered by Budgetary Resources	**$**	**435,734**
Total Liabilities Covered by Budgetary Resources	**$**	**153,496**
Total Liabilities Not Requiring Budgetary Resources	**$**	**882**
Total Liabilities	**$**	**590,112**

Note 12:
Environmental and Disposal Liabilities

Environmental Cleanup Cost Liabilities Related to Asbestos Cleanup

The AOC manages and abates friable and nonfriable asbestos-containing materials (ACM) found in all federally owned buildings under its jurisdiction. Pursuant to 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 calculate a total estimated liability. In developing estimates, the AOC considers and tracks inflation/deflation trends as well as changes in technology, health, and safety requirements, and applicable laws and regulations related to managing and abating asbestos.

Actual cleanup costs may differ from the recorded estimate due to additional cost factors that are not reasonably estimable at this time. For example, AOC projects may involve unique challenges due to the unique working conditions on Capitol Hill. Additionally, the required containment for asbestos abatement (such as specific rooms or areas) cannot be reasonably estimated. 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 estimated liability for environmental cleanup costs, as of September 30, 2025, is $231 million. **See Notes 11 and 15.**

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 13:
Other Liabilities

Other liabilities is used to aggregate activities that give rise to future claims but are not individually or distinctly disclosed on the balance sheet. Such liabilities may stem from intragovernmental or other than intragovernmental activity, as discussed in additional detailed Notes as applicable. **See Notes 2, 4, 11, 14, and 15.**

Examples of Other Liabilities

Contract Holdbacks - Amounts invoiced and held back from AOC vendor payments, pending satisfactory work completion

Interest Payable - Interest due on upcoming installment for the cogeneration facility long-term financing debt

Other Liabilities Without Related Budgetary Obligations - Upcoming (current) and future principal payments for the cogeneration facility long-term financing debt

Other Liabilities, as of September 30, 2025, are as follows::

Dollars in Thousands

OTHER LIABILITIES		2025
Intragovernmental Other Liabilities		
Liability for Non-Fiduciary Deposit Funds and Undeposited Collections (Note 4)	$	27
Liability for Non-Entity Assets Not Reported on the Statement of Custodial Activity (Note 2)		855
Unfunded FECA Liability (Note 11)		6,847
Total Intragovernmental Other Liabilities	**$**	**7,729**
Other than Intragovernmental Other Liabilities		
Contract Holdbacks	$	23,117
Contingent Liabilities (Current, Not Covered) (Note 15)		890
Lease Liability (Current, Not Covered) (Note 14)		11,667
Lease Liability (Note 14)		87,483
Other Liabilities Without Related Budgetary Obligations (Note 11)		38,574
Other Liabilities Without Related Budgetary Obligations (Current - Not Covered) (Note 11)		2,134
Interest Payable (Current - Not Covered) (Note 11)		560
Total Other than Intragovernmental Other Liabilities	**$**	**164,425**
Total Other Liabilities	**$**	**172,154**

Contract Holdbacks consists of incremental retainage on progress payments for ongoing construction projects. These amounts are expected to be liquidated and released upon satisfactory completion of the associated projects. The AOC accrues interest payable for the financed portion of the cogeneration facility until the recurring annual payment is made.

Note 14:
Leases

Pursuant to SFFAS No. 54 and related amendments, the AOC is required to report a lease asset and a corresponding liability for material non-intragovernmental, and non-short-term contracts that convey the right to control the use of another entity's PP&E for a period of time in exchange for consideration (and do not contain a transfer of ownership or meet certain scope exclusions). The AOC is also required to disclose information on significant intragovernmental lease arrangements. As of September 30, 2025, the AOC has 14 non-intragovernmental leasing arrangements covering administrative office space, storage facilities, and antennas with lease terms between 2 and 20 years. Many of these leases contain escalation clauses tied to inflationary and tax increases, and renewal options. Additionally, the AOC has five intragovernmental material lease arrangements primarily covering administrative office space and storage facilities. The AOC also leases multiple vehicles and trucks from GSA. All intragovernmental leases have terms between several months and nine years. The AOC has no material lessor positions that meet SFFAS No. 54 criteria.

Right-To-Use Lease Asset and Liability

RTU leases have either remaining lease terms (for existing leases at the transition to SFFAS No. 54) or initial lease terms (for subsequent new leases) that exceed two years. The lease terms also include probable renewal options. The lease assets and liability are valued at the NPV of the payments to be made over the terms of the AOC's lease contracts. The RTU lease is amortized over the term of the lease including probable renewal periods. These leases expire on various dates between FY 2027 and FY 2045. The interest rates used reflect applicable Treasury interest rates based on marketable Treasury securities with a similar maturity to each applicable lease term and range in percentages from 4.69 percent to 5 percent. The AOC has no sublease, sale-leaseback, or lease-leaseback transactions to disclose as of the current reporting period. While the RTU lease assets and related lease liability are initially recorded at the same amount, the reported lease asset and liability in a given reporting period may differ due to asset amortization over the lease term, which differs from the interest payment rate on the lease liability.

The balances of the RTU lease assets as of September 30, 2025, are as follows:

Dollars in Thousands

SUMMARY OF RIGHT-TO-USE LEASE ASSETS	2025
Right-To-Use Lease Assets (Note 8)	$ 117,590
Accumulated Amortization (Note 8)	(24,690)
Total Right-To-Use Lease Assets	**$ 92,900**

The future principal and interest payments under RTU lease liabilities as of September 30, 2025, are as follows:

Dollars in Thousands

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL
2026	$ 11,667	$ 4,546	$ 16,213
2027	12,355	3,975	16,330
2028	12,520	3,387	15,907
2029	8,195	2,835	11,030
2030	4,744	2,566	7,310
2031	4,225	2,341	6,566
2032–36	19,527	8,947	28,474
2037–41	14,288	4,647	18,935
2042–45	11,629	1,174	12,803
Total	**$ 99,150**	**$ 34,418**	**$ 133,568**

RTU Lease Asset and Liability activities in the current year include the acquisition of a new warehouse to support the operations of the Capitol Grounds & Arboretum jurisdiction, as well as the expansion of leased space in the Fairchild building.

The balances of the RTU lease expenses for the period ended September 30, 2025, are as follows:

Dollars in Thousands

RIGHT-TO-USE LEASE EXPENSES	2025
Amortization (Note 8)	$ 12,873
Interest	4,355
Total	**$ 17,228**

The above chart details the RTU lease expenses, inclusive of the RTU lease asset amortization and interest on the lease liability.

Additionally, variable lease payments not reflected in the lease liability include only non-lease components and consist of real estate taxes, operating costs, and security charges. The FY 2025 variable lease payments are approximately $868,000.

Intragovernmental Leases

The real property intragovernmental lease agreements are held with GSA and GPO and expire on various dates through FY 2025. Additionally, the AOC uses GSA Fleet to lease a variety of passenger vehicles and trucks. These leases expire on various dates through FY 2034.

The balances of the Intragovernmental lease expenses for the period ended September 30, 2025, are as follows:

Dollars in Thousands

LEASE CATEGORY		2025
Office and Storage Space	$	6,524
Fleet		230
Total	**$**	**6,754**

In FY 2025, the AOC made variable lease payments of $1.3 million for non-lease components such as operating and security costs. These variable costs are not reflected in the fixed lease costs shown above.

Embedded Leases

Embedded leases represent lease components that are contained in contracts or agreements that are primarily for non-lease purposes, such as a service contract. SFFAS No. 62, Transitional Amendment to SFFAS 54, has granted federal agencies a transitional accommodation to account for contracts or agreements meeting the embedded lease criteria and allows these to be treated as non-lease contracts or agreements for the remaining term unless they are subsequently modified after the end of the accommodation period. This accommodation period ends on September 30, 2026. The AOC has elected this accommodation for the term granted by SFFAS No. 62.

Note 15:
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 estimated liabilities for contingent and environmental cleanup costs, as of September 30, 2025, are shown in the following table.

Dollars in Thousands

			ESTIMATED RANGE OF LOSS			
CONTINGENT LOSS		ACCRUED LIABILITIES		LOWER END		UPPER END
Legal Contingencies						
Probable	$	890	$	-	$	-
Reasonably Possible	$	-	$	100	$	7,100
Environmental Contingencies						
Probable (Note 12)	$	231,427	$	231,427	$	308,260

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.

To estimate 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 for those cases that are determined to meet management's materiality threshold. No amounts are accrued in the financial records for claims where the estimated amount of potential loss is less than $100,000 or where the likelihood of an unfavorable outcome is less than probable.

Additionally, management and the AOC 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.

Certain claims against the AOC, when payable, are covered by the Judgment Fund maintained by the U.S. Department of Treasury under 31 U.S.C. § 1304. The Judgment fund is a permanent indefinite appropriation that is available to pay monetary awards against federal agencies that are not otherwise funded.

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 AOC 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 ESPCs 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 HVAC control and upgrading building automation systems
- Retrofitting existing light fixtures with high-efficiency lamps, ballasts, controls, and reflectors; installing 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, 2025, the AOC has three active ESPCs and one active UESC. All construction related to ESPCs for the House Office Buildings, Senate Office Buildings, and the 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 2027 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
Construction Costs		
Appropriations	$	20,000
Long-term Financing		67,285
Total Construction Costs	**$**	**87,285**
Interest on Financing		25,432
Total Costs Over the Life of the Asset	**$**	**112,717**

The AOC will pay off the total amount of government contract payments (including interest) for the cogeneration facility in annual installments ranging from $3 million to $5 million (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 16:
Imputed Financing

The AOC has activities with OPM that also require imputed costs and financing sources to be recognized. 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. The 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 employees 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 year and less than five years by the end of 1986. The AOC and the employees 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 employees contribute to Social Security and Medicare at rates prescribed by law. In addition, the 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 costs and financing sources also 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 for various legal claims.

Imputed Financing for the period ended September 30, 2025, is as follows:

Dollars in Thousands

IMPUTED FINANCING, BY TYPE		2025
Pensions		
CSRS	$	266
CSRS Offset		272
FERS		93,037
Less: Contributions		(59,242)
Subtotal: Employee Pensions	**$**	**34,333**
Health Insurance	$	22,150
Life Insurance		49
Subtotal: All Employee Benefits	**$**	**56,532**
Other Agency - Campus Infrastructure	$	3,857
Department of Justice-Treasury Judgment Fund		35
OCWR-Settlement and Awards Fund		275
Reversal of Imputed OCWR Payments		(170)
Total	**$**	**60,529**

The largest components of the Imputed Financing costs for employee benefits are pensions (FERS) and Health Insurance. These amounts fluctuate based on changes in annual basic pay, staffing levels, and OPM cost factors.

Note 17:
Cost of Operations Related to Payroll

Expenses for salaries and related benefits for the period ended September 30, 2025, are shown in the following table. The amount was approximately 47 percent of the annual gross cost of operations. 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.

Cost of Operations Related to Payroll for the period ended September 30, 2025, are as follows:

Dollars in Thousands

EXPENSES FOR PAYROLL AND RELATED BENEFITS		2025
Payroll Expense	$	383,382
Benefit Expenses		
FECA and UCFE		3,377
Imputed Costs (Note 16)		56,532
Other Accrued Expenses		
Current Year Accrued Expenses		13,589
Reversal of Prior Year Accrued Expenses		(12,256)
Total Expenses for Payroll and Related Benefits	**$**	**444,624**
Total Gross Cost	**$**	**943,283**
Payroll Related Expenses to Gross Costs (%)		**47%**

Payroll Expense primarily consists of basic pay and associated personnel benefits. The FECA and UCFE balance consists of costs billed by DOL due to workers' compensation and unemployment benefits claims submitted by AOC claimants. Accrued expenses reflect the number of working days accrued for payroll earned but undisbursed and the FECA accruals.

Note 18:
Reconciliation of SCNP Appropriations To SBR

Amounts reported as Appropriations Received on the SCNP consist of funds congressionally appropriated to the AOC within the current fiscal year. Amounts reported as Appropriations on the SBR consist of appropriations received, non-expenditure transfers (NETs) to/from other agencies (if applicable), and new budget authority from the special fund receipts collected in the Capitol Trust Account for Union Square permit fees.

The reconciliation for the period ended September 30, 2025, is as follows:

Dollars in Thousands

RECONCILIATION OF SCNP APPROPRIATIONS TO THE SBR		2025
SCNP		
Appropriations Received	$	850,949
Total SCNP Appropriations	**$**	**850,949**
SBR		
Trust or Special Fund Receipts	$	49
Appropriations Transfer		3,800
Total SBR Appropriations	**$**	**854,798**

Note 19:
Statement of Budgetary Resources— Unobligated Balance Brought Forward, October 1

Unobligated balance brought forward includes prior year budget authority from annual, multiyear, and no year appropriations, as well as spending authority from offsetting collections that is not committed for a specific purpose. Such amounts are available to cover future obligations or expenditures, primarily for capital improvements and construction projects. Unobligated balance brought forward may be increased when prior year obligations or expenditures are reduced (e.g., adjustments, contract modifications, or refunds). There were no material adjustments during the 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

NET ADJUSTMENTS TO UNOBLIGATED BALANCE BROUGHT FORWARD, OCTOBER 1		2025
Unobligated Balance Brought Forward, October 1	$	994,490
Net Adjustments		
Cancelled Authority		(8,395)
Downward Adjustment Prior Year Unpaid Unexpended Obligations		35,977
Downward Adjustment Prior Year Unpaid Expended Authority		9,582
Downward Adjustment Prior Year Paid Expended Authority (Refunds Collected)		5,187
Total Net Adjustments	**$**	**42,351**
Unobligated Balance From Prior Year Budget Authority, Net	**$**	**1,036,841**

Note 20:
Undelivered Orders at the End of the Period

Undelivered orders represent the amount of budgetary resources that are obligated but not yet delivered. These obligations may include vendor contracts for operational needs such as goods and services (e.g., supplies, equipment, and utilities), or for capital construction projects as previously discussed.

Undelivered Orders for the period ended September 30, 2025, are as follows:

Dollars in Thousands

UNDELIVERED ORDERS		2025
Paid		
Federal	$	327,428
Non-Federal		2
Total Paid	**$**	**327,430**
Unpaid		
Federal	$	6,770
Non-Federal		503,258
Total Unpaid	**$**	**510,028**

Undelivered Orders includes federal and non-federal prepayments (i.e., paid) as discussed in Note 10. Additionally, undelivered orders include unpaid obligations to Treasury for DC Water and Sewer Authority services, U.S. Army Corps of Engineers for the Security Assessment Project, and GSA for the Senate Sergeant at Arms Relocation, to name a few. Non-federal Undelivered Orders are primarily unpaid vendor obligations for various ongoing construction projects including the Canon Renewal Phase 4, Collection Storage Module 7, Fort Meade, and RPR Phase VI and VII.

Note 21:
Explanation of Differences Between the Combined Statement of Budgetary Resources and the Budget of the United States Government

The FY 2026 Budget of the United States Government (President's Budget) presenting the actual amounts for the year ended September 30, 2024, was published in May 2025. The FY 2026 President's Budget is reconciled to the AOC's September 2024 SBR to identify differences. The AOC's budget can be found on the OMB website (**https://www.whitehouse.gov/omb/information-resources/budget/supplemental-materials/**) under the 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 PRESIDENT'S BUDGET	BUDGETARY RESOURCES	NEW OBLIGATIONS AND UPWARD ADJUSTMENTS	NET OUTLAYS
Combined Statement of Budgetary Resources (SBR)	$ 2,017,738	$ 1,023,248	$ 869,818
Items on SBR - Not on Budget:			
Expired Funds	(66,955)	-	-
Other SBR Differences	1,217	(248)	(1,818)
Budget of the United States Government:	**$ 1,952,000**	**$ 1,023,000**	**$ 868,000**

The "Other" difference between the FY 2024 amounts presented on the SBR and the actual amounts published in the FY 2026 President's Budget are due to rounding differences and other adjustments.

Note 22:
Reconciliation of Net Cost to Net Outlays

SFFAS No. 7, Accounting for Revenue and Other Financing Sources and Concepts for Reconciling Budgetary and Financial Accounting 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 by reconciling budgetary outlays with the 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.

Amending SFFAS 7, 22, and 24 provides the framework for this reconciliation. The AOC follows the format prescribed by SFFAS No. 53 for presenting this reconciliation.

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 to identify costs paid for in the past and those that will be paid in the future, and to assure integrity between budgetary and financial accounting.

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 net outlays on a budgetary basis and the net cost of operations during the reporting period.

The reconciliation for the period ended September 30, 2025, is as follows:

Dollars in Thousands

RECONCILIATION OF NET OPERATING COST AND NET BUDGETARY OUTLAYS	INTRAGOVERNMENTAL	OTHER THAN INTRAGOVERNMENTAL	TOTAL
Net Operating Cost	**$ 37,293**	**$ 845,719**	**$ 883,012**
Components of Net Operating Cost Not Part of the Budgetary Outlays			
General and Right-to-Use Property, Plant, and Equipment Depreciation Expense	$ -	$ (163,985)	$ (163,985)
General and Right-to-Use Property, Plant, and Equipment Disposals	-	(96)	(96)
Lessee Lease Amortization	-	(12,873)	(12,873)
Cost of Goods Sold	-	(3,459)	(3,459)
Gains/Losses on all Other Investments	-	114	114
Increase/(Decrease) in Assets:			
Accounts Receivable, Net	63	(203)	(140)
Securities and Investments	(11,851)	-	(11,851)
Other Assets	-	72,149	72,149
(Increase)/Decrease in Liabilities:			
Accounts Payable	9	5,891	5,900
Lessee Lease Liability	-	(10,556)	(10,556)
Environmental and Disposal Liabilities	-	17,659	17,659
Federal Employee Salary, Leave, and Benefits Payable	-	(3,388)	(3,388)
Post-Employment Benefits Payable	-	2,343	2,343
Other Liabilities	-	3,597	3,597
Financing Sources:			
Imputed Cost	(60,529)	-	(60,529)
Total Components of Net Operating Cost Not Part of the Budget Outlays	**$ (72,308)**	**$ (92,807)**	**$ (165,115)**
Components of the Budget Outlays That Are Not Part of Net Operating Cost			
Acquisition of Capital Assets	$ -	$ 276,947	$ 276,947
Acquisition of Inventory	-	3,803	3,803
Financing Sources:			
Transfers Out (In) Without Reimbursements	-	469	469
Total Components of the Budgetary Outlays That Are Not Part of Net Operating Cost	**$ -**	**$ 281,219**	**$ 281,219**
Misc Items			
Custodial/Non-Exchange Revenue	-	(15)	(15)
Appropriated Receipts for Trust/Special Funds	-	49	49
Total Other Reconciling Items	**$ -**	**$ 34**	**$ 34**
Total Net Outlays (Calculated Total)	**$ (35,015)**	**$ 1,034,165**	**$ 999,150**
Budgetary Agency Outlays, Net			
Budgetary Agency Outlays, Net			**$ 999,150**

The southeast staircase in the Russell Senate Office Building highlights the building's historic architectural design.

Required Supplementary Information

As of July 14, 2025, OMB Circular A-136 calls for single-year presentation of the Financial Statements, Notes, and Required Supplemental Information. As a legislative branch agency, while not subject to OMB requirements, the AOC conforms to OMB requirements as a best practice when applicable. The AOC determined that in some cases, comparative data provides a more useful explanation of the agency's financial and operational status and therefore, includes some comparative reporting in this report.

A. Combining Statement of Budgetary Resources

Dollars in Thousands*	TOTAL	CAPITAL CONSTRUCTION AND OPERATIONS	CAPITOL BUILDING	CAPITOL GROUNDS AND ARBORETUM
For the Year Ended September 30, 2025:				
Budgetary Resources				
Unobligated Balances from Prior Year Budget Authority, Net (Discretionary and Mandatory) (Note 19)	$ 1,036,841	$ 19,925	$ 117,851	$ 12,346
Appropriations (Discretionary and Mandatory) (Note 18)	854,798	152,507	48,688	18,949
Spending Authority From Offsetting Collections (Discretionary and Mandatory)	67,054	849	432	5
Total Budgetary Resources	**$ 1,958,693**	**$ 173,281**	**$ 166,971**	**$ 31,390**
Status of Budgetary Resources				
New Obligations and Upward Adjustments (Total)	$ 1,055,921	$ 159,125	$ 62,260	$ 22,441
Unobligated Balance, End of Period				
Exempt from Apportionment, Unexpired Accounts	862,818	4,454	103,081	8,178
Unexpired Unobligated Balance, End of Period	862,818	4,454	103,081	8,178
Expired Unobligated Balance, End of Period	39,954	9,702	1,630	771
Unobligated Balance, End of Period (Total)	902,772	14,156	104,711	8,949
Total Budgetary Resources	**$ 1,958,693**	**$ 173,281**	**$ 166,971**	**$ 31,390**
Outlays, Net				
Outlays, Net (Total) (Discretionary and Mandatory)	$ 999,150	$ 158,726	$ 54,919	$ 17,859
Agency Outlays, Net (Discretionary and Mandatory) (Note 22)	**$ 999,150**	**$ 158,726**	**$ 54,919**	**$ 17,859**

Combining Statement of Budgetary Resources *(continued)*

Dollars in Thousands*	CAPITOL POLICE BUILDINGS, GROUNDS AND SECURITY	CAPITOL POWER PLANT	HOUSE OFFICE BUILDINGS	LIBRARY BUILDINGS AND GROUNDS
For the Year Ended September 30, 2025:				
Budgetary Resources				
Unobligated Balances from Prior Year Budget Authority, Net (Discretionary and Mandatory) (Note 19)	$ 370,291	$ 114,057	$ 121,098	$ 107,087
Appropriations (Discretionary and Mandatory) (Note 18)	85,207	123,850	149,974	64,978
Spending Authority From Offsetting Collections (Discretionary and Mandatory)	3,575	10,037	96	3,253
Total Budgetary Resources	**$ 459,073**	**$ 247,944**	**$ 271,168**	**$ 175,318**
Status of Budgetary Resources				
New Obligations and Upward Adjustments (Total)	$ 193,939	$ 183,086	$ 124,348	$ 81,296
Unobligated Balance, End of Period				
Exempt from Apportionment, Unexpired Accounts	259,476	55,684	143,731	89,113
Unexpired Unobligated Balance, End of Period	259,476	55,684	143,731	89,113
Expired Unobligated Balance, End of Period	5,658	9,174	3,089	4,909
Unobligated Balance, End of Period (Total)	265,134	64,858	146,820	94,022
Total Budgetary Resources	**$ 459,073**	**$ 247,944**	**$ 271,168**	**$ 175,318**
Outlays, Net				
Outlays, Net (Total) (Discretionary and Mandatory)	$ 204,227	$ 122,013	$ 158,384	$ 94,205
Agency Outlays, Net (Discretionary and Mandatory) (Note 22)	**$ 204,227**	**$ 122,013**	**$ 158,384**	**$ 94,205**

Combining Statement of Budgetary Resources *(continued)*

Dollars in Thousands*	SENATE OFFICE BUILDINGS	SUPREME COURT BUILDING AND GROUNDS	U.S. BOTANIC GARDEN	U.S. CAPITOL VISITOR CENTER
For the Year Ended September 30, 2025:				
Budgetary Resources				
Unobligated Balances from Prior Year Budget Authority, Net (Discretionary and Mandatory) (Note 19)	$ 109,420	$ 28,213	$ 20,386	$ 16,077
Appropriations (Discretionary and Mandatory) (Note 18)	138,751	20,688	22,506	28,700
Spending Authority From Offsetting Collections (Discretionary and Mandatory)	190	39,192	-	9,425
Total Budgetary Resources	**$ 248,361**	**$ 88,093**	**$ 42,892**	**$ 54,202**
Status of Budgetary Resources				
New Obligations and Upward Adjustments (Total)	$ 117,357	$ 55,827	$ 21,317	$ 34,925
Unobligated Balance, End of Period				
Exempt from Apportionment, Unexpired Accounts	128,668	32,266	19,680	18,487
Unexpired Unobligated Balance, End of Period	128,668	32,266	19,680	18,487
Expired Unobligated Balance, End of Period	2,336	-	1,895	790
Unobligated Balance, End of Period (Total)	131,004	32,266	21,575	19,277
Total Budgetary Resources	**$ 248,361**	**$ 88,093**	**$ 42,892**	**$ 54,202**
Outlays, Net				
Outlays, Net (Total) (Discretionary and Mandatory)	$ 127,887	$ 11,123	$ 24,771	$ 25,036
Agency Outlays, Net (Discretionary and Mandatory) (Note 22)	**$ 127,887**	**$ 11,123**	**$ 24,771**	**$ 25,036**

B. Deferred Maintenance and Repairs

The AOC manages over 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 2025, 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 FCAs to evaluate the assets' condition and to identify deferred maintenance, capital renewal, capital improvements, and capital construction work elements. A 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).

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 short-term. Capital renewal work elements, identified within a five-year period, are combined with DM&R. This figure is referred to as backlog. The AOC has completed a UNIFORMAT Level 5 FCA on most buildings and grounds under its stewardship. The AOC continues to complete and update the FCAs for all its facilities.

The estimate of the amount of DM&R work required to bring facilities to a "good" condition, based on the FCI, was $1.4 billion for the fiscal year ending September 30, 2025.[8] This $227 million increase from the FY 2024 amount was the result of deferred maintenance work elements not funded as well as adjustments in facility condition data from ongoing facility condition surveys.

8 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 09/30/2024	AS OF 09/30/2025	CHANGE
Buildings and Other Structures	$1,001,199	$1,220,399	$219,200
Grounds	124,685	$132,323	$7,638
Heritage Assets	8,740	$8,736	(4)
Capitalized Equipment	-	-	-
Total	$1,134,624	$1,361,458	$226,834

C: Heritage Assets

Introduction

The AOC is the steward of heritage assets located throughout the Capitol campus. In addition to the buildings and grounds, 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.

The Curator Division manages the resources provided by Congress for the conservation and preservation of heritage assets. 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.[9] 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 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.

9 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 Sheets and presented under 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 land encompasses 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, USBG, Bartholdi Fountain and Gardens, 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, land is held predominantly for conservation and preservation purposes. Typically, units of stewardship land are added to or withdrawn from the portfolio through congressional action.

Total Stewardship Land and Cultural Landscapes by Predominant Use (Acres)

PREDOMINANT USE	SEPTEMBER 30, 2024	SEPTEMBER 30, 2025
Conservation and Preservation	466	466
Operational	107	107
Commercial Use	0	0
Total Acres	573	573

The AOC does not hold land for disposal or exchange. The AOC did not acquire or dispose of any stewardship land in FY 2025 nor were there any material expenditures for temporary land rights in FY 2025.

Memorial trees are living heritage assets planted to honor distinguished citizens, groups, and events. Memorial trees are added through congressional action. More information about memorial trees is available online.

MEMORIAL TREES	AS OF 9/30/24	AS OF 9/30/25	CHANGE	GENERAL CONDITION
Memorial Trees	158	160	2*	Fair

* In FY 2025, five memorial trees were planted in honor of the people of Nevada, lives lost in the attack on the Murrah Federal Building in Oklahoma City, OK, to commemorate the life and service of Berthie H. Bowman, the life and service of Representative Floyd Spence, and the life and service of Dianne Feinstein. Three trees were removed from the inventory due to the deterioration of the tree's health.

General Conditions Standards

The AOC has defined condition standards based on principles and guidance from the American Institute for Conservation. Periodic condition surveys are used 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 assets must be closely monitored 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
Heritage Assets		
Poor	Asset exhibits, or is in danger of exhibiting, 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 deter-mined that no conservation treatment is needed. Requires only routine maintenance.	No Conservation Treatment Needed
Historic Paper Records		
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
Photographic Records		
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 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, the AOC entered a long-term annual conservation maintenance contract. Through FY 2025, most statues have received at least four rounds of maintenance and are in excellent condition. Additional information is included in the **Capitol Highlights: The National Statuary Hall Collection**.

INTERIOR SCULPTURE	AS OF 9/30/24	AS OF 9/30/25	CHANGE	GENERAL CONDITION
1.1.1.1 National Statuary Hall Statues	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.)	86	86	-	Poor to Excellent

* In FY 2025, the statue of Martha Hughes Cannon was added to the collection in December 2024. The statue of Philo Farnsworth was removed from the collection.

1.1.2. Framed Oil Paintings

Framed oil paintings include portraits of former Architects and other paintings. Many of the frames for these paintings are also heritage assets.

FRAMED OIL PAINTINGS	AS OF 9/30/24	AS OF 9/30/25	CHANGE	GENERAL CONDITION
1.1.2.1 Portraits	22	22	-	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

Works on paper are 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 9/30/24	AS OF 9/30/25	CHANGE	GENERAL CONDITION
1.1.3.1 Watercolors	6	6	-	Good
1.1.3.2 Prints and Drawings	72	73*	1	Poor to Excellent
1.1.3.3 Sketches for Murals	Approx. 232	Approx. 232	-	Fair to Excellent

* The pastel, *Monumental Gateway to the Capitol* by D.H. Burnham was added to the Works on Paper Collection in FY 2025.

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 9/30/24	AS OF 9/30/25	CHANGE	GENERAL CONDITION
1.2.1 Gilded Mirror Frames*	91	91	-	Poor to Excellent
1.2.2 Historic Furniture	41	41	-	Fair to Good
1.2.3 Antique Clocks	10	10	-	Good to Excellent
1.2.4 Textiles	2	2	-	Good

* 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

Architectural 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 9/30/24	AS OF 9/30/25	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*	40	40	-	Good
1.3.6 Sculptured Bronze Doors (sets) (interior and exterior)	4	4	-	Excellent
1.3.7 Plaques	38	38	-	Fair to Excellent
1.3.8 Stained Glass	16	16	-	Poor to Good
1.3.9 Rotunda Paintings	8	8	-	Fair to Excellent*
1.3.10 Rooms or Spaces with Fine Art Murals ***	84	84**	-	Fair to Excellent***

* 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.

** 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 Building's walls. Mural conservation has been ongoing since 1981 and most murals are in at least "good" condition.

*** Conservation of gilding, decorative painting, and ceiling murals in S-213 was completed in FY2025.

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 inventory of the Capitol Building's Executive Director of Facilities Operations. Only about one third of the lighting fixtures are historic heritage assets appropriate for restoration. More utilitarian fixtures are at times relocated or replaced.

ARCHITECTURAL DECORATIVE ART	AS OF 9/30/24	AS OF 9/30/25	CHANGE	GENERAL CONDITION
1.4.1 Mantels	Approx. 167	Approx. 167	-	Good
1.4.2 Chandeliers*	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

*This category refers to crystal chandeliers in the U.S. Capitol Building.

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 Executive Director of Facilities Operations, U.S. Capitol Building, 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 encompass the land on which the U.S. Capitol, Senate and House office buildings, and Capitol Power Plant are located. 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 9/30/24	AS OF 9/30/25	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	-	Fair

2.2. Landscape Features and Fixtures (including fixtures on the exterior of the U.S. Capitol)

LANDSCAPE FEATURES AND FIXTURES	AS OF 9/30/24	AS OF 9/30/25	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
2.24 Bollards	1	1	-	Good

3. House Office Buildings

There are five major office buildings for the House of Representatives: the Cannon, Ford, Longworth, O'Neill, and Rayburn House Office Buildings.

ARCHITECTURAL FINE ART	AS OF 9/30/24	AS OF 9/30/25	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

The Russell, Dirksen, and Hart Senate Office Buildings house Member offices and committee spaces for the United States Senate.

ARCHITECTURAL FINE ART	AS OF 9/30/24	AS OF 9/30/25	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	1	1	-	Good
4.6 Reliefs (exterior)	51	51	-	Good
4.7 Murals	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 Adams Building, which is embellished with art deco-style decorative metal and relief stonework, and the modern Madison Building.

5.1. Architectural Fine Art

ARCHITECTURAL FINE ART	AS OF 9/30/24	AS OF 9/30/25	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 9/30/24	AS OF 9/30/25	CHANGE	GENERAL CONDITION
5.2.1 Fountains with Sculpture	3	3	-	Poor to Excellent

6. Supreme Court Building and Grounds

The Supreme Court is richly adorned with decorative carvings in marble and wood, decorative metal and plaster work and decorative painting.[10]

ARCHITECTURAL FINE ART	AS OF 9/30/24	AS OF 9/30/25	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

10 The collectible fine art within the Supreme Court does not fall under the AOC's jurisdiction and is cared for by the Curator of the Supreme Court.

7. U.S. Botanic Garden

The U.S. Botanic Garden 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 of 1838–1842, 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
- 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 U.S. Botanic Garden 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 gardens and living collections are important resources for the study of threatened plants and their conservation. The U.S. Botanic Garden 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 U.S. Botanic Garden website. The collection is continually reviewed for accuracy in identification.

7.1. Outdoor Sculpture

OUTDOOR SCULPTURE	AS OF 9/30/24	AS OF 9/30/25	CHANGE	GENERAL CONDITION
7.1 Fountains with Sculpture	1	1	-	Good

7.2. Living Botanical Assets

The table identifies the U.S. Botanic Garden's inventory of living botanical assets. Plant inventories for FY 2025 and the prior five years are provided to facilitate comparison.

All Plants (Including Orchid Collection)

FY	ACCESSIONS*	NAMES (TAXA)**	INDIVIDUALS***	DEACCESSIONS****
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
2024	9,248	6,049	46,649	790
2025	8,984	6,007	45,999	1,216

* Current number of accessions assigned to living plants. An individual accession number might include multiple lots (divisions) that might include multiple individual plants.

** Number of names for living plants in the database. This includes species names, cultivars, and varieties, and is restricted to only the names for plants that are living at the Botanic Garden. In many cases, there are numerous accessions (from different times and sources) of the same named plant.

*** This number captures individual plant counts and is higher than the number of accessions due to accessions that have multiple individuals (note: this number has a high degree of inaccuracy).

**** 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.

7.2.1. Orchid Collection

The U.S. Botanic Garden's orchid collection contains more than 1,900 accessions and 2,700 individual orchids and represents the largest component of the plant inventory.

Orchid Collection

FY	ACCESSIONS	NAMES (TAXA)	INDIVIDUALS	DEACCESSIONS
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
2024	2,156	1,263	2,696	101
2025	1,909	1,197	2,732	535

8. Architectural and Engineering Artifacts

Small architectural and engineering artifacts and models are used for research or exhibition. Additionally, an inventory of large artifacts, such as pieces of stone removed from buildings or plaster models, are maintained for potential reuse or repair. This includes over 150 tons of sculpture and stone salvaged from the East Front of the U.S. Capitol during the 1958 extension. The Curator tracks these artifacts and maintains detailed lists of the objects in storage. Because some crates contain multiple pieces and some items are disassembled across multiple crates, providing an exact count is challenging.

9. Historical Records and Reference Materials

The Records Management and Archives Branch (RMAB) manages the archival collection of historical materials and creates records schedules based on archival appraisal and records surveys. The RMAB maintains 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 due to their physical attributes. To protect these materials, 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 additional protection. Digital scans of drawings serve as important backups to the original drawings.

9.1. Accessioned Materials

Accessioned materials are 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, as well as digitizing records 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 dating from the 1850s onward, the architectural and engineering drawings in the archival collection document a wide range of subjects in various formats. These include pencil renderings, finely detailed ink and watercolor working drawings, polished presentation pieces, blueprints, and modern computer-aided design drawings. These drawings are vital to current construction and maintenance projects, as well as to historic research. Files documenting previous projects also support the planning and development of new projects.

The archives contain more than 194,000 architectural and engineering drawings with new materials added each year. Approximately 60 percent of these drawings have been digitized and indexed in a web-based database to facilitate search and retrieval. Archival staff perform ongoing maintenance and basic preservation activities, while specialized conservation work on fragile and historic drawings is carried out by contracted conservation experts.

9.1.2. Specifications and Other Textual Records

Administrative and project records document the AOC's history, as well as the 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 AOC. The records schedules apply to both paper and electronic formats. The RMAB continues to promote the transfer of permanent electronic records to the archival collection, where they can be preserved as heritage assets.

9.2. Preaccessioned Materials

Preaccessioned materials include all incoming materials transferred to the RMAB during 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 during which materials are screened before being formally registered as part of the archival collection. The screening process identifies temporary, duplicative, or otherwise nonrecorded materials that are not appropriate for accessioning. The process also identifies issues that may require resolution prior to transfer, such as incomplete transfer documentation, unarranged or partial materials, and archival preservation issues.

9.3. Small Architectural Models

Small display models are maintained as part of the architectural record for study and possible future exhibit purposes.

9.4. Still Image Assets

The Photography and Technical Imaging Branch (PTIB) produces still image assets relating to architectural design, construction, renovation, maintenance, and restoration of the historic buildings and grounds. 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. These still image assets support the safety, security, training, and communications offices. The still image assets accounted for in this annual report are permanent historical records for the agency.

The photo archive consists of more than 430,000 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). Most of the glass and film negatives are stored off-site for long-term preservation. Digital files are systematically backed up and copied.

9.5. Video Assets

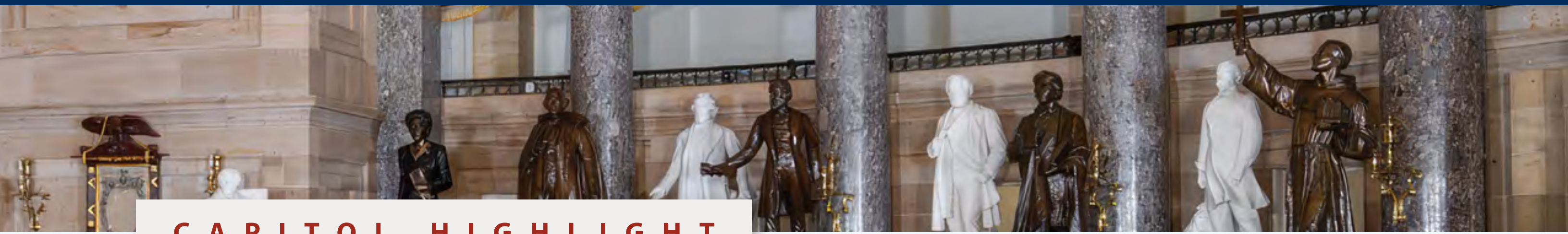
Video assets document architectural design, construction, renovation, maintenance, and restoration of the historic buildings and grounds under the AOC's care. The assets also document major ceremonial events, works of art, and conservation projects, and include graphic slides, displays, and still images. These assets also support the safety, security, training, and communications offices. The video assets accounted for in this annual report are permanent historical records for the agency. They are final edited productions combining video, audio, graphical, and multimedia elements.

Detail view of ornate gilding in the first-floor Senate Connecting Corridor undergoing preservation and restoration.

9.6, 9.7 and 9.8 Reference Files, Library Materials, and Conservation Reports

The Curator maintains a file on each work of art, artist, and room in the U.S. Capitol, as well as files on buildings and architectural subjects. The Curator also keeps records on major ceremonies, such as joint sessions of Congress and inaugurations. These files are used to answer questions from AOC staff and contractors, the public, and Members of Congress and their staff, and to provide information for fact sheets and publications. The U.S. Capitol Historical Society Fellowship, managed by the Curator, continues to expand knowledge of the art and architecture of the U.S. Capitol.

RECORDS AND REFERENCE	AS OF 9/30/24		AS OF 9/30/25		CHANGE		GENERAL CONDITION	
	TRADITIONAL	ELECTRONIC	TRADITIONAL	ELECTRONIC	TRADITIONAL	ELECTRONIC	TRADITIONAL	ELECTRONIC
9.1 Accessioned Materials								
9.1.1 Architectural and Engineering Drawings	Approx. 194,172	-	Approx. 194,172	-	0	-	Fair to Excellent	N/A
9.1.2 Specifications and Other Textual Records (linear feet)	Approx. 9,207.25	-	Approx. 9,207.25 (linear feet)	-	0 (linear feet)	-	Fair to Excellent	N/A
9.1.3 Electronic Archival Records (megabytes [MB])	-	20,721 MB	-	21,974.8 MB	-	1,253.1 MB	N/A	N/A
9.2 Preaccessioned Materials								
9.2.1 Architectural and Engineering Drawings	Rolls, small: 15; Rolls, medium: 19; Rolls, large: 16 Bin: 1	-	Rolls, small: 18; Rolls, medium: 24; Rolls, large: 9 Bin: 0	-	N/A	N/A	N/A	N/A
9.2.2 Specifications and Other Textual Records	Boxes, small: 1; Boxes, medium: 45; Boxes, large: 0	-	Boxes, small: 9; Boxes, medium: 90; Boxes, large: 3	-	N/A	N/A	N/A	N/A
9.2.3 Electronic Records (MB)	-	183,722.58 MB	-	190,786.08 MB	-	7,063.5 MB	N/A	N/A
9.3 Small Architectural Models	18	-	18	-	-	-	Fair	N/A
9.4 Still Image Assets	411,813	-	434,822	-	23,009	-	Good to Excellent	N/A
9.5 Video Assets	106	-	136	-	30	-	Excellent	-
9.5.2 Reality Capture	0	-	53	-	53	-	Excellent	N/A
9.6 Reference Files (drawers)	108	-	108	-	-	-	Good	N/A
9.7 Library Materials (volumes)	1,251	-	1,262	-	11	-	Good	N/A
9.8 Conservation Reports (notebooks)	499	-	504	-	5	-	Good	N/A



CAPITOL HIGHLIGHT

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. 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. Additional information about the National Statuary Hall Collection is available online.

STATUE	STATE	YEAR
Helen Keller	Alabama	2009
General Joseph Wheeler	Alabama	1925
Edward L. "Bob" Bartlett	Alaska	1971
Ernest Gruening	Alaska	1977
Barry Goldwater	Arizona	2015
Father Eusebio F. Kino	Arizona	1965
Daisy Lee Gatson Bates	Arkansas	2024
John R. "Johnny" Cash	Arkansas	2024
Ronald Reagan	California	2009
Father Junipero Serra	California	1931
Dr. Florence Rena Sabin	Colorado	1959
John L. Swigert Jr.	Colorado	1997
Roger Sherman	Connecticut	1872
Jonathan Trumbull	Connecticut	1872
John M. Clayton	Delaware	1934
Caesar Rodney	Delaware	1934
Mary McLeod Bethune	Florida	2022
John Gorrie	Florida	1914
Dr. Crawford W. Long	Georgia	1926
Alexander H. Stephens	Georgia	1927
Father Damien	Hawaii	1969
King Kamehameha I	Hawaii	1969
William Edgar Borah	Idaho	1947
George L. Shoup	Idaho	1910
General James Shields	Illinois	1893
Frances E. Willard	Illinois	1905
Oliver P. Morton	Indiana	1900
General Lew Wallace	Indiana	1910
Dr. Norman E. Borlaug	Iowa	2014
Samuel J. Kirkwood	Iowa	1913
Amelia Earhart	Kansas	2022
Dwight D. Eisenhower	Kansas	2003
Henry Clay	Kentucky	1929
Dr. Ephraim McDowell	Kentucky	1929

STATUE	STATE	YEAR
Huey Pierce Long	Louisiana	1941
Edward Douglass White	Louisiana	1955
Hannibal Hamlin	Maine	1935
William King	Maine	1878
Charles Carroll of Carrollton	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 Z. George	Mississippi	1931
Francis Preston Blair	Missouri	1899
Harry S. Truman	Missouri	2022
Jeannette Rankin	Montana	1985
Charles M. Russell	Montana	1959
Willa Cather	Nebraska	2023
Chief Standing Bear	Nebraska	2019
Patrick A. 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
William Franklin "Billy" Graham Jr.	North Carolina	2024
Zebulon Baird Vance	North Carolina	1916
John Burke	North Dakota	1963

STATUE	STATE	YEAR
Sakakawea	North Dakota	2003
Thomas Alva Edison	Ohio	2016
James A. Garfield	Ohio	1886
Will Rogers	Oklahoma	1939
Sequoyah	Oklahoma	1917
Rev. Jason Lee	Oregon	1953
Dr. John McLoughlin	Oregon	1953
Robert Fulton	Pennsylvania	1889
John P. G. 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 H. H. Beadle	South Dakota	1938
Joseph Ward	South Dakota	1963
Andrew Jackson	Tennessee	1928
John Sevier	Tennessee	1931
Stephen F. Austin	Texas	1905
Samuel Houston	Texas	1905
Martha Hughes Cannon	Utah	2025
Brigham Young	Utah	1950
Ethan Allen	Vermont	1876
Jacob Collamer	Vermont	1881
Statue to be Replaced	Virginia	TBD
George Washington	Virginia	1934
Mother Joseph	Washington	1980
Marcus Whitman	Washington	1953
John E. Kenna	West Virginia	1901
Francis H. Pierpont	West Virginia	1910
Robert M. La Follette	Wisconsin	1929
Pere Jacques Marquette	Wisconsin	1896
Esther Hobart Morris	Wyoming	1960
Chief Washakie	Wyoming	2000

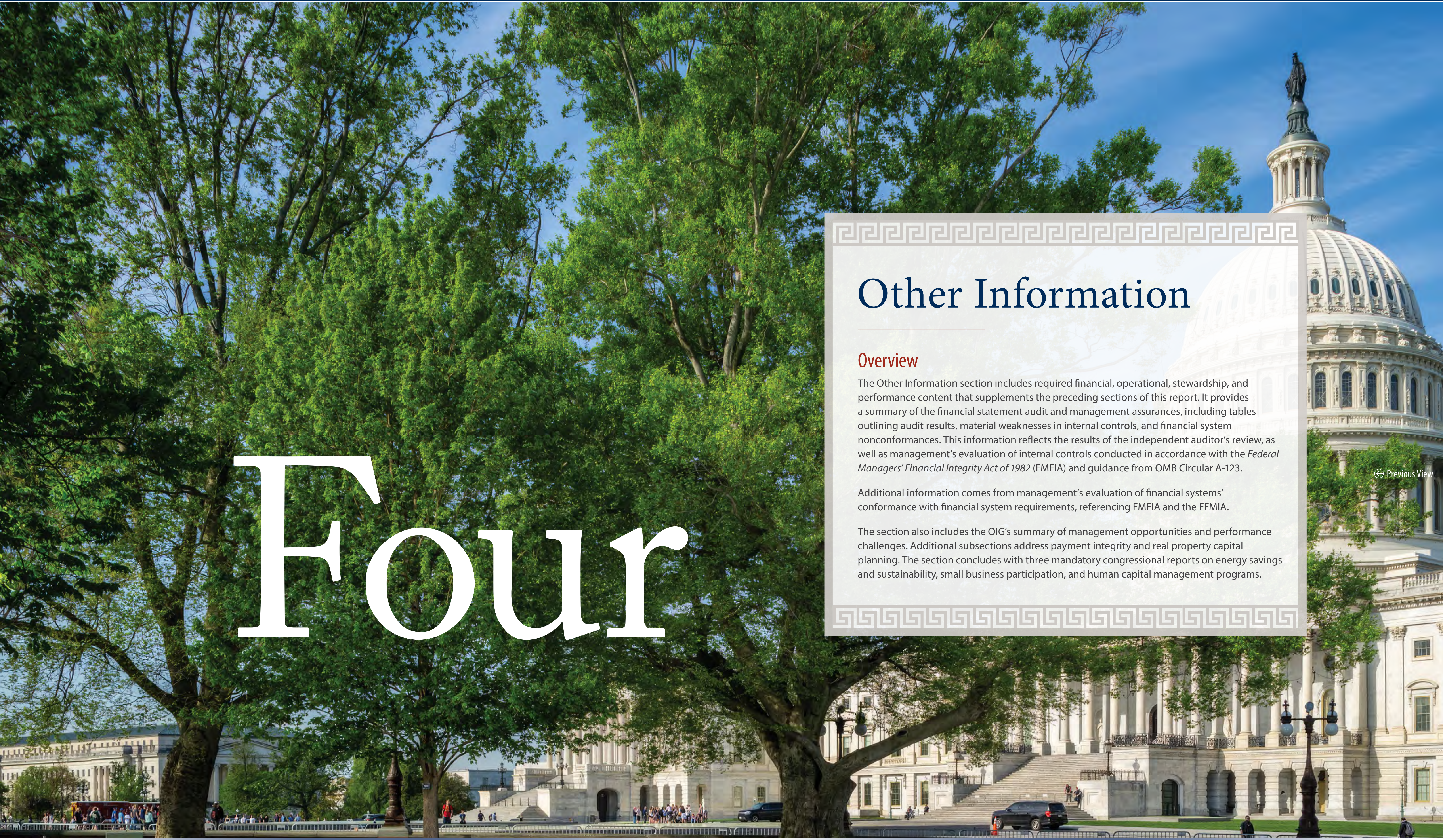
Summary of Heritage Assets

This consolidating schedule reports the heritage assets by jurisdiction and AOC-wide.

CATEGORY	AS OF SEPTEMBER 30, 2025 AOC JURISDICTION								
	Capital Construction and Operations	Capitol Building/Capitol Visitor Center	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	—	—	160	—	—	—	—	—	160
Artwork									
Fine Art									
Interior Sculpture									
National Statuary Hall Statues	—	99	—	—	—	—	—	—	99
Other Statues	—	10	—	—	—	—	—	—	10
Possibly Joint Statues	—	3	—	—	—	—	—	—	3
Busts	—	15	—	1	—	—	—	—	16
Possibly Joint Busts	—	21	—	—	—	—	—	—	21
Other (Maquettes, etc.)	—	30	—	56	—	—	—	—	86
Subtotal	—	178	—	57	—	—	—	—	235
Framed Oil Paintings									
Portraits	—	22	—	—	—	—	—	—	22
Possibly Joint Portraits	—	26	—	—	—	—	—	—	26
Paintings Other Than Portraits	—	12	—	—	—	—	—	—	12
Possibly Joint Paintings	—	23	—	—	—	—	—	—	23
Subtotal	—	83	—	—	—	—	—	—	83
Works of Art on Paper									
Watercolors	—	6	—	—	—	—	—	—	6
Prints and Drawings	—	73	—	—	—	—	—	—	73
Sketches for Murals	—	232	—	—	—	—	—	—	232
Subtotal	—	311	—	—	—	—	—	—	311
Subtotal: Fine Art	—	572	—	57	—	—	—	—	629
Decorative Art									
Gilded Mirror Frames	—	91	—	—	—	—	—	—	91
Historic Furniture	—	41	—	—	—	—	—	—	41
Antique Clocks	—	10	—	—	—	—	—	—	10
Textiles	—	2	—	—	—	—	—	—	2
Subtotal	—	144	—	—	—	—	—	—	144
Architectural Fine Art									
Pediments (Exterior)	—	3	—	1	—	1	2	—	7
Statues/Sculpture	—	6	—	8	27	1	2	—	44
Plaster Models of Sculpture	—	3	—	25	—	6	—	—	34
Sculptured Stair Railings	—	4	—	—	2	—	—	—	6
Architectural Models on Display	—	—	—	1	—	4	—	—	5
Reliefs	—	40	—	1	73	51	4	—	169
Light Posts With Reliefs (Exterior)	—	—	—	—	—	—	2	—	2
Bronze Doors (Sets)	—	4	—	—	17	—	1	—	22
Plaques	—	38	—	1	—	—	—	—	39
Monuments/Statues	—	—	—	2	—	—	—	—	2
Stained Glass/Mosaics	—	16	—	—	17	—	—	—	33
Rotunda Paintings	—	8	—	—	—	—	—	—	8
Rooms or Spaces With Fine Art Murals	—	84	—	1	32	1	—	—	118
Maquettes	—	—	—	—	—	1	—	—	1
Sculptural Clock	—	—	—	—	1	—	—	—	1
Exterior Sculpture	—	—	—	—	1	—	—	—	1
Subtotal	—	206	—	40	170	65	11	—	492

CATEGORY	AS OF SEPTEMBER 30, 2025 AOC JURISDICTION								
	Capital Construction and Operations	Capitol Building/Capitol Visitor Center	Capitol Grounds and Arboretum	House Office Buildings	Library Buildings and Grounds	Senate Office Buildings	Supreme Court Building and Grounds	U.S. Botanic Garden	Total
Architectural Decorative Art									
Mantels	—	167	—	—	—	—	—	—	167
Chandeliers	—	285	—	—	—	—	—	—	285
Pendant Lights	—	155	—	—	—	—	—	—	155
Sconces	—	100	—	—	—	—	—	—	100
Rooms/Spaces With Decorative Murals	—	48	—	—	—	—	—	—	48
Subtotal	—	755	—	—	—	—	—	—	755
TOTAL	**—**	**1,677**	**—**	**97**	**170**	**65**	**11**	**—**	**2,020**
Architectural Features									
Outdoor Sculptures									
Monuments/Statues	—	—	4	—	—	—	—	—	4
Fountains With Sculpture	—	—	1	—	3	—	—	1	5
Plaques	—	—	5	—	—	—	—	—	5
Subtotal	—	—	10	—	3	—	—	1	14
Landscape Features and Fixtures									
Urns	—	—	20	—	—	—	—	—	20
Lighting Fixtures	—	—	166	—	—	—	—	—	166
Basins	—	—	2	—	—	—	—	—	2
Bollards	—	1	—	—	—	—	—	—	1
Subtotal	—	1	188	—	—	—	—	—	189
TOTAL	**—**	**1**	**198**	**—**	**3**	**—**	**—**	**1**	**203**
Reference and Library Materials									
Art and Reference Files (Drawers)	108	—	—	—	—	—	—	—	108
Art and Reference Library (Volumes)	1,262	—	—	—	—	—	—	—	1,262
TOTAL	**1,370**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**1,370**
Archival Records									
Architectural and Engineering Drawings	194,172	—	—	—	—	—	—	—	194,172
Specifications and Other Textual Records (Linear Feet)	9,207.25	—	—	—	—	—	—	—	9,207.25
Small Architectural Models	18	—	—	—	—	—	—	—	18
Conservation Reports	504	—	—	—	—	—	—	—	504
Video Assets	136	—	—	—	—	—	—	—	136
Still Image Assets	434,822	—	—	—	—	—	—	—	434,822
Reality Capture	53								53
TOTAL	**638,912**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**638,912**
Electronic Archival Records (MB)									
Materials (Accessioned)	21,974.80	—	—	—	—	—	—	—	21,974.80
TOTAL	**21,974.80**	**—**	**—**	**—**	**—**	**—**	**—**	**—**	**21,974.80**
Living Botanical Assets (Taxa)	—	—	—	—	—	—	—	**6,007**	**6,007**

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.



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Other Information

Overview

The Other Information section includes required financial, operational, stewardship, and performance content that supplements the preceding sections of this report. It provides a summary of the financial statement audit and management assurances, including tables outlining audit results, material weaknesses in internal controls, and financial system nonconformances. This information reflects the results of the independent auditor's review, as well as management's evaluation of internal controls conducted in accordance with 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 FFMIA.

The section also includes the OIG's 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 energy savings and sustainability, small business participation, and human capital management programs.

Summary of Financial Statements Audit and Management Assurances

TABLE 14. Summary of Financial Statements Audit

AUDIT OPINION TYPE	Unmodified				
RESTATEMENT (YES/NO)	No				
MATERIAL WEAKNESSES	**BEGINNING BALANCE**	**NEW**	**RESOLVED**	**CONSOLIDATED/ REASSESSED**	**ENDING BALANCE**
	0	0	0	0	0
Total Material Weaknesses	**0**	**0**	**0**	**0**	**0**

TABLE 15. Summary of Management Assurances

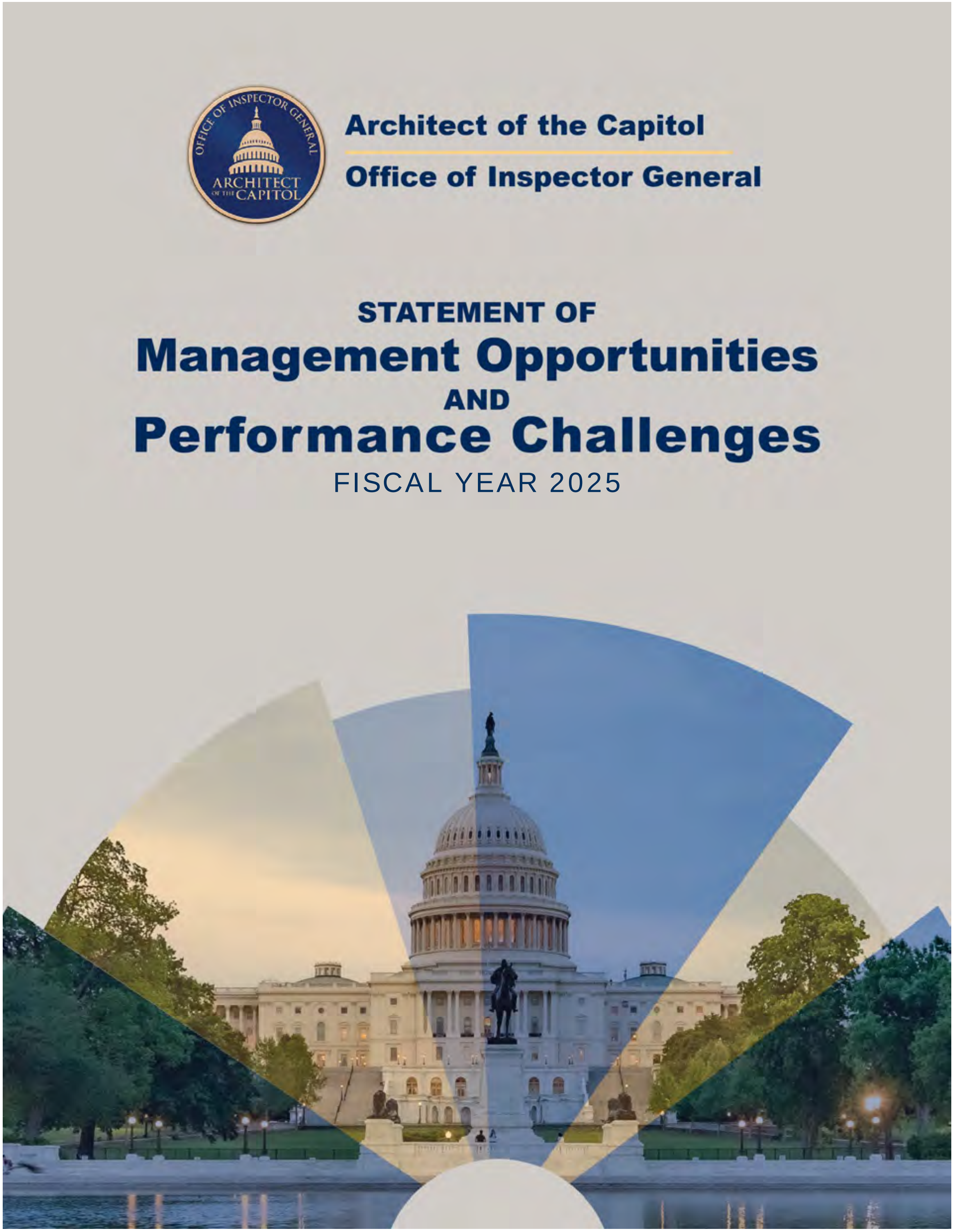
EFFECTIVENESS OF INTERNAL CONTROL OVER FINANCIAL REPORTING (FMFIA, PARA. 2)					
STATEMENT OF ASSURANCE	Unmodified				
MATERIAL WEAKNESSES	**BEGINNING BALANCE**	**NEW**	**RESOLVED**	**CONSOLIDATED/ REASSESSED**	**ENDING BALANCE**
	0	0	0	0	0
Total Material Weaknesses	**0**	**0**	**0**	**0**	**0**

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
Total Material Weaknesses	**0**	**0**	**0**	**0**	**0**

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
Total Nonconformances	**0**	**0**	**0**	**0**	**0**

COMPLIANCE WITH FEDERAL FINANCIAL MANAGEMENT IMPROVEMENT ACT of 1996 (FFMIA)		
	AGENCY	**AUDITOR**
System Requirements	No lack of compliance noted	No lack of compliance noted
Accounting Standards	No lack of compliance noted	No lack of compliance noted
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



The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

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. OIG does this through value-added, transparent, impactful, and independent audits, inspections, evaluations, and investigations. OIG strives to positively affect the AOC and benefit the taxpayer while keeping the AOC and Congress fully informed.

VISION

OIG is a high-performing team, promoting positive change and striving for continuous improvement in AOC programs and operations. OIG fosters an environment that inspires AOC workforce trust and confidence in its work.

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The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

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The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

Inspector General

DATE: December 15, 2025

TO: Thomas E. Austin, PE, CCM, PMP
Architect of the Capitol

FROM: Luiz A. Santos, CFE, PMP
Inspector General

SUBJECT: Transmittal of the Fiscal Year 2025 Statement of Management Opportunities and Performance Challenges

I am pleased to transmit the Office of Inspector General's (OIG) Fiscal Year (FY) 2025 Statement of Management Opportunities and Performance Challenges (Statement) for inclusion in the Architect of the Capitol's (AOC's) Performance and Accountability Report. Consistent with oversight best practices identified in the Reports Consolidation Act of 2000[1] and Office of Management and Budget (OMB) Circular A-136,[2] this Statement provides an independent view of the most significant opportunities and challenges affecting the AOC's operations, internal controls, and overall mission performance.

All federal agencies face management challenges that require sustained attention, and the AOC is no exception. OIG presents this Statement from an independent oversight perspective, with the aim of supporting continuous improvement and strengthening the agency's effectiveness, accountability, and resilience. The assessment draws on OIG audits, evaluations, investigations, and other oversight activities conducted during the year as well as broader trends and patterns observed across multiple jurisdictions.

Developments Impacting the AOC in FY 2025

In FY 2025, the AOC made meaningful progress in several areas that directly affect the agency's long-term capacity. Leadership stabilization, the filling of senior executive vacancies, and expanded recruitment partnerships enhanced organizational continuity. The agency also strengthened training, upskilling, and career development offerings, supporting workforce readiness and contributing to improvements across multiple mission areas.

At the same time, OIG oversight identified several conditions that continue to affect transparency, auditability, and operational efficiency. Property accountability challenges remain significant, with inconsistent practices and incomplete documentation impacting the agency's ability to safeguard resources. Nonstandardized recordkeeping and delays in producing documentation continue to hinder auditability and reduce visibility into potential waste, loss, or mismanagement.

[1] Public Law 106–531. Reports Consolidation Act of 2000. https://www.congress.gov/106/plaws/publ531/PLAW-106publ531.pdf.
[2] OMB. Circular A-136, Financial Reporting Requirements. https://www.whitehouse.gov/wp-content/uploads/2025/04/OMB-Circular-No.-A-136.pdf.

The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

The agency's risk environment also evolved. The FY 2025 Targeted Risk Assessment identified a substantial increase in critical infrastructure risk due to aging systems and deferred maintenance. Cybersecurity challenges intensified as the AOC modernized its technology environment and has begun exploring incorporating artificial intelligence tools. The need for coordinated emergency preparedness and consistent physical security practices remained prominent, given the unique operating environment of the Capitol campus.

Despite these challenges, the AOC continues to carry out its mission under complex conditions — including fiscal constraints, heightened security demands, and the need to preserve a historic and heavily utilized campus. These developments provide important context for the management opportunities and performance challenges outlined in the attached Statement.

Management Opportunities and Performance Challenges

Based on our oversight work, we have identified the following six areas that present significant management opportunities and performance challenges for the AOC:

1. **Safety, Security, and Preservation Management**
2. **Information and Cybersecurity Risk Management**
3. **Workforce Management and Accountability**
4. **Data Governance and Records Retention**
5. **Resource Waste and Accountability**
6. **Whistleblower Protections**

The attached Statement explains each challenge in detail, including the conditions observed, the associated risks for AOC operations and mission execution, and the progress the agency has reported in addressing these matters. The assessment also highlights cross-cutting factors, such as the effect of documentation deficiencies on auditability and the way infrastructure and cybersecurity challenges heighten vulnerability to operational disruptions.

OIG acknowledges the constructive steps the AOC has taken over the past year to strengthen its management practices and internal controls. Efforts to improve workforce development, enhance data and cybersecurity capabilities, advance physical security coordination, and refine property management reflect a commitment to continuous improvement. Sustained attention to these areas, along with focused action to address the challenges identified in this Statement, will help reinforce the AOC's effectiveness and organizational resilience.

As OIG identifies additional concerns through audits, inspections, evaluations, investigations, and management advisories, we will continue to provide timely recommendations to support the AOC's efforts to detect and prevent fraud, waste, abuse, and mismanagement. These recommendations are intended to enhance the efficiency and effectiveness of AOC programs and operations, ensure responsible stewardship of taxpayer resources, and reinforce the agency's capacity to fulfill its mission.

I appreciate the cooperation extended to OIG and value the professional engagement of your leadership team and staff during oversight activities. OIG remains committed to providing

The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

objective information and recommendations that support the AOC's ability to "serve, preserve, and inspire" on behalf of Congress, the Supreme Court, and the American public. I look forward to continued constructive collaboration as the agency addresses the issues outlined in the Statement.

The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

1. Safety, Security, and Preservation Management

Status: Renewed and Updated

Safety, security, and preservation management refers to the AOC's responsibility to "serve, preserve, inspire" while ensuring that construction, renewal, and daily operations protect the Capitol campus, its occupants, and its historical assets. This area also includes emergency preparedness, physical security, and consistency in applying safety codes and standards. Refer to the Safety, Security, and Preservation Management section in the appendix for relevant reports.

Key Areas of Concern

Key areas of concern include physical security, emergency preparedness, and the management of critical infrastructure.

The Capitol campus continues to face elevated security threats that place people, property, and historical resources at risk. Physical security is essential to daily operations; however, safety considerations are not consistently integrated into routine decision-making.

In addition, the agency continues to confront complex demands associated with maintaining and preserving historic assets and managing an aging infrastructure portfolio. These challenges require coordinated planning, timely communication, and strong internal controls to ensure that safety, preservation, and mission needs remain in balance.

Physical Security

Physical security, like information technology (IT) security, depends on shared awareness and vigilance across an organization. However, physical security is not fully embedded in the AOC's day-to-day culture or operational routines. As a result, it remains a top-tier enterprise risk that directly affects the AOC's ability to fulfill its mission.

The AOC has a key role in the campus-wide security posture, particularly in managing suitability screening and badge processes for contractors. While security badge access itself is governed by the U.S. Capitol Police (USCP) for most entities, the AOC must ensure that contractor documentation, vetting, and access procedures are complete, timely, and accurate. OIG acknowledges progress made through the recent implementation of its Contractor Suitability Policy, but at present a comparable policy for AOC employees does not exist. Instead, the agency adheres to the approved Suitability Adjudicative Process SOP in administrating the security badging program for AOC employees.

Situational awareness is central to mitigating potential physical security threats. The adage "see something, say something" is more than a reminder; it reflects the proactive posture required on a campus with unique security demands. Without consistent training and reinforcement, gaps in awareness can persist, especially as staff transition from remote or hybrid work environments back to regular campus operations.

OIG also notes that inconsistent sharing of threat assessment information among jurisdictions inhibits coordinated readiness.

The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

While coordination with the Capitol Police Board and USCP is ongoing, the AOC's internal processes for communicating emerging threats and security concerns are not fully standardized.

Emergency Preparedness

Emergency preparedness remains a recurring challenge due to inconsistent implementation across the Capitol campus. Persistent threats—including suspicious packages, disruptions affecting public-facing jurisdictions, and localized security incidents—underscore the importance of clear, coordinated emergency response processes.

Despite the strong security presence of the USCP, some AOC employees work in areas with heightened exposure to external threats. These conditions can affect staff morale and well-being, as reflected in employee reliance on the AOC's Employee Assistance Program following certain incidents.

Critical Infrastructure

The AOC's infrastructure portfolio is aging, and deferred maintenance continues to grow. According to the FY 2025 Targeted Risk Assessment, critical infrastructure failure was identified as the agency's highest-rated risk, with its score increased from 16.2 in FY 2024 to 23.51 in FY 2025. This approximately 45 percent increase reflects both the scale of the challenge and the compounding effect of delayed investment.

Without adequate funding, the AOC faces challenges maintaining essential building systems and utilities, many of which are nearing or exceeding their expected lifecycle. Failures in these systems can disrupt congressional operations and compromise both safety and preservation elements of the AOC's mission.

Serve, Preserve, Inspire

The AOC's mission to "serve, preserve, inspire" requires that construction, renewal, and maintenance activities honor the historic character of the Capitol campus while ensuring safe and functional operations. Preservation encompasses paper and electronic records, architectural drawings, models, product samples, and other materials that document the campus's unique heritage.

Timely development of preservation and archival policies remains essential. The AOC must ensure that historically significant materials are consistently identified, protected, and made accessible to support ongoing operational needs and institutional continuity. Adequate resources, including storage and archival expertise, are required to prevent loss, deterioration, or mismanagement of these one-of-a-kind records.

Balancing preservation needs with modernization goals also requires careful planning. The AOC must integrate heritage considerations early in project design and execution to ensure that historically significant spaces and materials are protected while still meeting evolving functional, safety, and accessibility requirements.

The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

To manage these risks, the AOC must prioritize infrastructure needs through systematic assessments, clear planning documents, and strong coordination across jurisdictions. Transparent communication about funding requirements and risk implications remains critical to addressing this challenge.

The AOC also continues to use security awareness training to reinforce staff vigilance and support employees in identifying and responding to potential threats. Additionally, the agency participates in coordinated, campus-wide emergency exercises — such as internal threat and shelter-in-place drills — and produces After Action reports to guide process improvements.

Agency Progress

OIG recognizes several ongoing efforts to strengthen safety, security, and preservation management. The agency has engaged actively with Capitol Police Board working groups and other campus partners to refine physical security governance and clarify management roles and responsibilities. These efforts are aimed at improving threat awareness, enhancing communication, and establishing more consistent internal processes.

Within preservation functions, the AOC has taken steps to support archival needs and consolidate guidance, although further work is needed to ensure historical materials are uniformly protected and accessible. Sustained attention to policy development and resource allocation will be essential as preservation demands grow alongside modernization and security requirements.

The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

2. Information and Cybersecurity Risk Management

Status: Renewed and Updated

Information and cybersecurity risk management refers to the protection of sensitive information and technology assets in an environment marked by increasing cyber threats, public and private sector data breaches, and sophisticated attacks capable of disrupting critical IT services. Such disruptions could compromise data confidentiality, impede mission-critical functions, and affect the safety and security of the Capitol campus. Refer to the Information and Cybersecurity Risk Management section in the appendix for relevant reports.

Key Areas of Concern

Key areas of concern include consistent application of Information Technology Division (ITD) policies across jurisdictions and emerging cybersecurity risks associated with the expanding use of artificial intelligence tools.

The AOC is responsible for the maintenance, development, and preservation of the Capitol campus and relies heavily on information systems to support its responsibilities. These systems often contain highly sensitive information, including detailed Capitol complex designs, emergency preparedness documents, and operational procedures. Because many systems are interconnected, vulnerabilities in one area can cascade across the network.

Cybersecurity remains a top-tier enterprise risk for the AOC. Threats continue to evolve, and the agency must ensure its policies, internal controls, and technology safeguards are consistently implemented to reduce exposure.

Policy and Implementation

The AOC uses a variety of information systems to deliver its mission, and each system requires appropriate security controls, routine monitoring, and compliance with established ITD policies. While the agency maintains cybersecurity directives, OIG oversight has found that these policies are not always applied consistently.

Cybersecurity attacks can disrupt network operations, limit access to essential services, and expose sensitive data. Advanced and persistent threats have the potential to cause significant harm, including damage to IT infrastructure and unauthorized disclosure of security-sensitive materials related to congressional continuity of operations.

Oversight activities have identified instances in which AOC personnel violated information security requirements, including ITD policy. In one case, the potential for a security breach could have been reduced had the agency confirmed receipt and review of the ITD Rules of Behavior. Variations in policy implementation across jurisdictions — combined with incomplete documentation of cybersecurity processes — continue to create gaps that adversaries could exploit.

OIG continues to evaluate emerging risks and vulnerabilities and to document potential impacts to AOC systems and operations.

The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

Information Security Modernization

The AOC must manage heightened cyber risk while supporting Congress, which increases its visibility as a potential target for hostile actors. Broader federal IT modernization requirements — including movement toward Zero Trust Architecture — demand sustained investment in technology, process redesign, and workforce readiness.

The agency's exposure to cyber threats is expanding as operations increasingly depend on interconnected systems, cloud-based tools, and artificial intelligence–enabled capabilities. These advancements offer important benefits but also raise new security considerations. Without strong governance, established control frameworks, and consistent oversight, new technologies may increase the risk of malicious activity, data inaccuracies, or unauthorized exposure of sensitive information.

Effective modernization requires close coordination across jurisdictions, reliable documentation of system configurations and vulnerabilities, and prioritized remediation of known weaknesses. A comprehensive, agencywide cybersecurity strategy will support resilience and reduce the risk of operational disruptions, data breaches and reputational harm.

Agency Progress

The AOC has taken several steps to strengthen its information security controls and risk management practices. It recently updated its overarching cybersecurity policy, clarifying requirements and responsibilities for safeguarding information systems under the AOC's authority or control.

Additional improvements include launching an executive cybersecurity dashboard, enhancing processes for identifying and assessing IT weaknesses, and improving tracking of remediation activities. The AOC continues to make progress toward implementing Zero Trust Architecture principles, including the refinement of identity, access management, and monitoring capabilities.

While these efforts demonstrate a commitment to strengthening the agency's cybersecurity posture, consistent implementation across jurisdictions remains essential. Sustained investment in technology infrastructure, risk management processes, and workforce education are critical to meeting the evolving cybersecurity challenges facing the AOC.

The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

3. Workforce Management and Accountability

Status: Renewed and Updated

Workforce management and accountability encompasses a wide range of personnel-related activities, including workforce planning (e.g., hiring, retention, and training), employee benefits and services, payroll administration, and employee and labor relations. These functions are fundamental to the AOC's ability to execute its mission effectively. Refer to the Workforce Management and Accountability section in the appendix for relevant reports.

Key Areas of Concern

Key areas of concern related to workforce management and accountability include recruitment and retention, equitable hiring practices, and recurring employee misconduct.

For more than two decades, the Government Accountability Office (GAO) has identified strategic human capital management as a governmentwide high-risk area.[3] While this area is no longer the AOC's highest-rated enterprise risk, the agency continues to experience shortages in critical skill areas.

As in previous years, OIG has observed instances of employee misconduct and inconsistent or incorrectly applied accountability measures. If these conditions remain unaddressed, they may contribute to a culture of distrust and lower morale. Despite increased employee education efforts, noncompliance with AOC policies continues, especially in labor relations and management practices.

Recruiting and Retaining a Highly Skilled Workforce

The AOC continues to face challenges recruiting and retaining a diverse, highly skilled workforce. Contributing factors include complex and sometimes lengthy hiring processes, an aging workforce, and the need to attract and retain specialized trades. These challenges are compounded by a federal compensation structure that may not be competitive with broader labor market conditions.

A strong recruitment and retention strategy is essential to maintaining institutional knowledge and service quality. The AOC reports having expanded recruitment efforts through strategic partnerships and notes a 6.6 percent agencywide decrease in vacancy rates, as of June 2025, with all senior leadership positions filled. This represents a notable improvement over the conditions highlighted in FY 2024. However, gaps persist, largely due to limited staffing and funding to support recruitment efforts to address current human capital needs.

To strengthen its position, the AOC should continue monitoring workforce trends to anticipate talent needs, strengthen strategic partnerships, fully leverage available hiring flexibilities, and pursue innovative approaches to recruiting, developing, and retaining a skilled, motivated, and diverse workforce.

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[3] 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)*

Equitable Hiring Practices

Staff continue to raise concerns about the fairness and transparency of hiring practices. OIG receives complaints alleging that less-qualified candidates are selected (including into managerial positions) based on prior working relationships with senior staff or hiring officials, while more experienced internal candidates are not advanced. The perception that supervisory positions are prioritized over nonsupervisory roles needed for day-to-day operations contributes to concerns about equity and organizational effectiveness.

These reports also highlight allegations related to direct-hire actions and limited opportunities for internal advancement. Some employees report frustration over the lack of clear pathways for upward mobility. In several matters, OIG inquiries were impeded because supporting records — such as résumés, vacancy announcements, or other hiring documentation — were incomplete or not maintained. While not all complaints warrant full investigations and many are referred to the AOC for further review, the volume and nature of these concerns underscore ongoing perceptions of favoritism, nepotism, and questionable qualification determinations.

The AOC is encouraged to review its policies, practices, and procedures to identify and address potential biases or barriers that may prevent qualified employees or applicants from being hired or promoted.

Employee Misconduct and Inconsistencies in Accountability Practices

Workplace compliance is necessary to safeguard employees, support achievement of strategic and operational goals, and maintain a productive environment. OIG continues to observe inconsistent application of, and noncompliance with, AOC policies and orders across multiple jurisdictions and offices. Much of the noncompliance relates to labor relations and management practices.

OIG notes that, in some instances, employees may be unclear about their responsibilities and obligations under AOC policies and orders. Prior management opportunities and performance challenges have also documented differences in how administrative actions are applied following substantiated misconduct, both across and within jurisdictions. For similar violations, outcomes can vary significantly.

As reports of misconduct and noncompliance continue despite enhanced training and communication, there is growing concern that the AOC's reputation and workplace culture could negatively affect recruitment and retention. Leadership plays a key role in shaping agency culture, and as the AOC advances its efforts to manage cultural and reputational risk, OIG encourages continued attention to consistent, ethical leadership and practices that help promote accountability at all levels.

Agency Progress

While the AOC's Human Capital Management Division recently conducted a Wage Grade Compensation Study to understand and help address pay inequities and retention of skilled trade workers, a definitive implementation timeline has not been established. While competitive salaries are essential, other factors are equally if not more important for retaining talent. Opportunities for career growth, a positive organizational culture, and

The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

work-life balance are crucial for keeping employees engaged in their roles. The AOC recognizes these additional factors and has expanded its training offerings and established several transitional career development initiatives, including upskilling and trade exploration programs as well as opportunities for certification and mastery within select fields.

The agency's goal is to provide a comprehensive employee development framework to ensure the agency has exceptional leaders ready to seamlessly step into new opportunities, supporting efficient knowledge management and retention of critical leadership talent. According to AOC, in FY 2025, it processed 351 promotions to fill vacant positions. By investing in the growth and development of employees, the AOC seeks to ensure organizational readiness through a structured talent pipeline.

The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

4. Data Governance and Records Retention

Status: Renewed and Updated

Data governance and records retention refers to the consistent application of procedures for recording transactions, communications, and significant events so that documentation is complete, reliable, and readily available for examination. Refer to the Data Governance and Records Retention section in the appendix for relevant reports.

Key Areas of Concern

Key areas of concern include nonstandardized documentation practices and ongoing data quality issues.

While some improvements have been observed, the AOC continues to face challenges in applying uniform documentation procedures across jurisdictions. OIG requests frequently result in delayed, incomplete, or missing records, which prolongs oversight work and, at times, requires rework. These conditions impair transparency; limit insight into potential fraud, waste, abuse, and mismanagement; and elevate the agency's risk profile.

Data integrity and timely availability of information remain persistent enterprise-wide concerns, affecting the AOC's ability to support data-driven decision-making and maintain reliable operational records.

Nonstandardized Documentation Practices

Documentation practices vary widely across AOC jurisdictions and offices. Records are not always maintained with the level of detail or organization necessary to support transactions, management decisions, or third-party review. The absence of a consistent, agencywide approach to documenting the lifecycle of transactions — from initiation through final disposition — continues to undermine auditability.

OIG's audit of the Senate Furniture Program illustrates these challenges. Ineffective inventory management processes led to inaccurate records, and insufficient documentation limited OIG's ability to locate assets and verify compliance with accountability practices. These weaknesses demonstrate the need for documentation standards that apply uniformly throughout the lifecycle of a transaction or event, supported by clear roles, responsibilities, and points of contact.

OIG has also encountered difficulties obtaining complete ITD records for departing employees unless requests are made immediately upon separation. While ITD has updated some retention practices and made progress in preserving certain records, resource constraints and the need for specific software capabilities continue to present challenges.

Similar concerns arise in procurement documentation. Despite recent updates to the contracting manual, some contract files remain incomplete or inconsistent across systems. Thorough documentation is essential for effective oversight, ensuring compliance with regulations, preventing unnecessary costs, and supporting informed management review.

The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

Data Quality

High-quality data are fundamental to mission execution and organizational efficiency. A strong data governance framework supports collaboration, transparency and informed decision-making while helping to mitigate security risks through controlled access and appropriate handling of sensitive information.

The AOC continues to rely on multiple disparate systems that are not fully integrated, limiting its ability to generate accurate, consolidated reporting and insights. This fragmentation contributes to data silos, inefficiencies, and inconsistencies in how information is captured and used across the enterprise.

The rapid expansion of artificial intelligence tools further elevates the importance of sound data governance. Effective use of these technologies depends on access to accurate, reliable data and staff capacity to analyze and apply it appropriately.

Agency Progress

Although several previously identified deficiencies have been addressed, adherence to policy remains inconsistent across jurisdictions, and practices continue to vary. Ensuring uniform application of existing standards will be critical to achieving sustained improvement.

The AOC reports progress toward acquiring a data cataloging and governance system that, once fully implemented, should enhance the agency's ability to manage, classify, and access enterprise data. This investment is expected to improve the timeliness, reliability, and usability of information across the organization and strengthen the foundation for data-driven decision-making.

In FY 2025, AOC issued Order 8-6: Data Management Policy, assigning responsibility to system owners for ensuring the accuracy and quality of data entered and maintained within their systems.

The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

5. Resource Waste and Accountability

Status: Renewed and Updated

Resource waste and accountability refers to the extravagant, careless, or needless expenditure of AOC funds or the consumption of AOC property that results from operational and programmatic redundancies, deficient practices, weak systems, ineffective controls, or poor decisions. Intent is not necessarily a factor in defining waste. This challenge area also encompasses the absence of comprehensive accountability standards governing the wasteful use of government resources. Refer to the Resource Waste and Accountability section in the appendix for relevant reports.

Key Areas of Concern

Key areas of concern related to waste and accountability include inconsistently applied policies and policy noncompliance, the impact of these conditions on accountability, and internal controls and the continued need for a working capital fund to reduce fragmentation and duplication in agency processes.

The AOC has an obligation to the American taxpayers to pursue cost-effective and responsible ways to carry out its mission. Despite this responsibility, OIG work continues to identify a pattern of wasteful practices across multiple programs and functions. A strong internal control system should provide reasonable assurance of efficient operations and compliance with laws and regulations; however, persistent reports of waste, abuse, and policy noncompliance weaken that system. In numerous instances, OIG has substantiated complaints involving wasteful actions and behaviors that occurred repeatedly and without appropriate consequence.

Relatedly, OIG has observed ongoing inconsistencies in the application of administrative actions following findings of employee misconduct. These differences occur both across and within jurisdictions and contribute to a culture in which recurrent waste of government and taxpayer resources can become normalized rather than promptly corrected.

Inconsistent Application of Policy

OIG continues to observe inconsistent application of, and noncompliance with, AOC policies and orders across many jurisdictions and offices. Policy compliance is essential to protect employees, achieve strategic and operational goals, and ensure that taxpayer resources are managed responsibly.

Ambiguities in AOC policy contribute to this environment. Several policies lack a clear definition of waste, do not explicitly assign or require specific roles and responsibilities, and are not supported by consistent record-keeping practices. These weaknesses align with other documentation and data challenges discussed elsewhere in this Statement. Additionally, AOC policies and orders do not include comprehensive accountability standards addressing wasteful use of government resources.

In multiple investigations, OIG has identified wasteful actions for which the consequences did not align with the seriousness of the conduct or the

The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

requirements of policy. Examples include falsification of records, unreported outside employment, attempts to circumvent established processes, and inappropriate relationships. In some cases, employees engaged in these behaviors without facing meaningful remedial or disciplinary action.

The AOC's discipline matrix also remains silent on noncooperation with OIG, even though such conduct impedes effective oversight and reduces transparency. The absence of clear consequences for noncooperation can discourage candor, delay investigations, and weaken the agency's ability to respond to issues in a timely, well-informed manner.

Given these conditions, OIG strongly reiterates that AOC policies and orders must be clearly understood, readily accessible, frequently communicated, and consistently applied throughout the agency. Doing so is critical to reducing the risk of fraud, waste, and mismanagement; mitigating legal and safety risks; and improving the effectiveness and efficiency of AOC programs and operations.

Inventory Accountability and Controls

Operational inefficiency and ineffectiveness can lead directly to asset mismanagement and increase the agency's vulnerability to waste, loss, or theft. Weaknesses in inventory accountability and controls remain a significant concern.

An OIG audit of the Senate Furniture Program found that policies, procedures, and processes for acquiring, safeguarding, transferring, and disposing of furniture were inefficient and ineffective. As a result, inventory costs were overstated, records were inaccurate, and staff were unable to locate or safeguard furniture or provide adequate supporting documentation. These conditions increase the risk of undetected loss or theft and reduce confidence in reported inventory balances.

Across the AOC, accountable property is not consistently defined or standardized. Jurisdictions determine what property they consider accountable, and OIG continues to receive reports of "lost" items on a recurring basis. While jurisdictions have different missions and operational needs, excessive discretion in determining what must be tracked can create gaps in inventory management and control. There is an elevated risk that mission-critical, nonconsumable property — essential items that are used frequently and not easily discarded — is not consistently documented or monitored.

This challenge extends to nonaccountable property, which is not required to be reported in the property management system. Some mission-critical items may therefore be treated as nonaccountable and remain untracked. The lack of a clear and consistently applied distinction between accountable and nonaccountable property makes it difficult to hold employees responsible for misplaced or missing assets. In some cases, OIG has found that there is no documentation at all for missing items or that months have passed since an item was last recorded or seen.

At a minimum, the agency must update and implement procedures that increase accountability; ensure property is properly safeguarded; and prevent unauthorized use, theft, and loss of inventory. Enhanced monitoring and tracking would help reduce these negative outcomes and improve the overall control environment.

The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

In a FY 2023 follow-up evaluation of the AOC's inventory accountability and controls, OIG recommended the agency update its policy on the personal property management lifecycle by clarifying dollar thresholds for accountable property and develop more robust accountability procedures to reduce the risk of property mismanagement. Although completion of this work was originally anticipated in FY 2024, the policy remains in draft status and the underlying challenges persist.

In a more recent evaluation of the AOC's Supply Chain Risk Management (SCRM) process, the OIG determined that the agency has not established consistent governance of SCRM. The absence of centralized oversight increases the potential for waste and undermines accountability. Without a unified framework and standard assessment protocols, the AOC is more vulnerable to procuring high-risk goods and services, including counterfeit or compromised products that could affect mission-critical systems. It also becomes more difficult to ensure that procurement decisions are both cost-effective and security conscious. As a result, the agency faces heightened risk of duplicative purchasing, inefficient sourcing and limited visibility into how funds are allocated and managed.

AOC senior leaders should acknowledge these risks, set clear expectations for stewardship of resources and actively address wasteful practices. Strong internal controls, well-defined standard operating procedures, effective training and frequent communication collectively demonstrate leadership's commitment to accountability and risk mitigation.

Working Capital Fund

Management of construction projects and other programs that span multiple appropriations presents challenges and risks that are not typical for agencies with more centralized funding structures. While thorough planning and design can mitigate some of these issues, unforeseen conditions, schedule changes, and evolving security or infrastructure needs can increase costs and create inefficiencies.

In the absence of a working capital fund, the AOC must manage shared services and cross-cutting activities through decentralized arrangements. This can lead to operational and programmatic redundancies, fragmented decision-making, and limited visibility into the full cost of services. Without a central mechanism to manage common support activities, the agency is more likely to experience inefficiencies, waste, and duplication of effort that could be reduced through more coordinated, centralized funding and management.

Agency Progress

The agency has indicated that a revised disciplinary policy is under development that is intended to align with best practices, streamline the handling of disciplinary cases, and reinforce fairness and consistency. OIG recognizes the substantial number of policies that have been updated or revised over the past year and encourages the AOC to focus equally on ensuring that these changes are fully understood and consistently applied throughout the organization. Improved awareness and implementation can help reduce misconduct and strengthen the internal control environment.

The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

The Acquisition and Material Management Division is actively collaborating with jurisdictions to refine processes for tracking and maintaining AOC property. As part of these efforts, the AOC conducted an organization-wide property assessment to identify unused or excess items for proper disposition. Following this assessment, offices and jurisdictions turned in 58 pieces of excess property totaling $421,237.48. These actions represent positive steps toward improving inventory management, reducing waste, and enhancing accountability for government resources.

The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

6. Whistleblower Protections

Status: Renewed and Updated

Whistleblower protections refers to leadership's responsibility to maintain a safe workplace where employees can report concerns about fraud, waste, abuse, or misconduct without fear of reprisal. This responsibility includes ensuring that employees understand their rights, have access to confidential reporting mechanisms, and can raise concerns without exposure to retaliation. Refer to the Whistleblower Protections section in the appendix for relevant reports.

Key Areas of Concern

Key areas of concern related to whistleblower protections include safeguarding employees from retaliation and strengthening internal processes that support reporting.

Because the AOC is a legislative branch agency, its employees are not covered by the Whistleblower Protection Act. Instead, protections arise under the Congressional Accountability Act, which prohibits employing offices from intimidating, retaliating against, or discriminating against employees who report allegations of wrongdoing. The effectiveness of these protections depends on the AOC's internal procedures and the degree to which leadership fosters a culture that encourages reporting.

OIG continues to receive allegations of fraud, waste, and abuse through its independent hotline. While increased reporting reflects employees' willingness to raise concerns, many individuals still express hesitation due to fears of reprisal or uncertainty about the protections available. Ensuring that employees feel safe to speak up is essential to identifying misconduct early, promoting accountability, and strengthening the integrity of AOC operations.

Availability of Protection

Although OIG treats all allegations with the utmost seriousness and confidentiality, some reporting parties continue to express limited confidence in the protections available to them. Employees have raised concerns about the potential for retaliation after reporting violations to OIG or through internal channels. The AOC has a responsibility to reinforce that employees who raise legitimate concerns will not face adverse consequences for doing so.

As noted in Section 5, Resource Waste and Accountability, the AOC's discipline matrix does not currently address violations involving noncooperation with OIG. This omission may discourage full participation in investigations and reduces transparency in situations where accountability is necessary. Establishing consistent expectations for cooperation would enhance oversight effectiveness and reinforce a culture of integrity.

OIG has observed an increase in the volume of complaints in recent years. While this rise may reflect improved awareness of reporting avenues, it also underscores the importance of having clear, enforceable protections in place. According to the AOC's FY 2025 targeted risk assessment, whistleblower protections have emerged as

The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

a developing risk area for the agency. This recognition provides an important opportunity for the AOC to assess its policies, strengthen protections and address internal barriers that may inhibit reporting.

Though formal statutory whistleblower protections would require legislative action, the AOC can take steps within its existing authority to strengthen its internal framework. These steps include expanding training on whistleblower rights, reinforcing nonretaliation policies, ensuring confidentiality, and setting clear expectations for leadership behavior. Other legislative branch agencies have implemented similar measures to strengthen reporting pathways and can serve as a model for enhancing AOC practices.

The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

APPENDIX: SUPPLEMENTAL INFORMATION

The following sections list reports relevant to each subject opportunity/challenge.

1. Safety, Security, and Preservation Management

- *White Paper on the Research of the Architect of the Capitol's Management of Deferred Maintenance and Capital Renewals* (OIG-AUD-2024-04)
- *Architect of the Capitol Targeted Risk Assessment Report FY 2025* (Not Releasable to Public)
- *Evaluation of the Architect of the Capitol's Security Badging Program* (2022-0001-IE-P)
- *Evaluation of the Architect of the Capitol's Safety Inspection Program* (2022-0004-IE-P)
- *Architect of the Capitol Office of Inspector General Organizational Risk Assessment FY 2023* (Not Releasable to Public)

2. Information and Cybersecurity Risk Management

- *Evaluation of the Architect of the Capitol's Implementation of Information Security Modernization for Fiscal Year 2024* (2024-004-IE-P)
- *Evaluation of the Architect of the Capitol's (AOC's) Implementation of the Federal Information Security Modernization Act of 2014 (FISMA), Fiscal Year 2022* (2022-0005-IE-P)
- *Evaluation of the Information Technology Division's Inventory Accountability and Controls* (2022-0002-IE-P)
- *Allegations of Forgery and Security Violations Related to the Security of Personally Identifiable Information (PII)* (2024-0006-INVI-P)
- *Misuse of Government Issued iPhone* (2024-0001-INVI-P)
- *Misuse of Government Issued iPhone* (2024-0017-INVI-P)

3. Workforce Management and Accountability

- *Inequitable Hiring Practices*: 2025-0004-INVC-P; 2025-0005-INVC-P;2025-0010-INVC-P; 2025-0012-INVC-P; 2025-0013-INVC-P; 2025-0037-INVC-P; 2025-0005-INVR-P (Not Releasable to Public)
- *Unreported Outside Employment and Allegations of Paycheck Protection Program (PPP) and Economic Injury Disaster Loan (EIDL) Fraud* (2024-0015-INVI-P)
- *Theft of Government Property* (2023-0016-INVI-P)
- *Former Architect of the Capitol (AOC) Employee Committed Destruction of Government Property Inside Library of Congress Adams Building* (2024-0004-INVI-P)
- *Inappropriate Relationship, Retaliation and Truthfulness* (2025-0003-INVI-P)
- *Allegation of Malingering* (2025-0005-INVI-P)
- *Fraudulent Medical Documentation* (2024-0019-INVI-P)
- *Time and Attendance Fraud* (2024-0023-INVI-P)
- *Misuse of Government Equipment* (2025-0002-INVI-P)
- *Paycheck Protection Program (PPP) and Economic Injury Disaster Loan (EIDL) Fraud* (2024-0005-INVI-P)
- *Fiscal Year 2023 Financial Statements Audit Management Letter* (OIG-AUD-2024-02)

The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

- *The Architect of the Capitol Human Capital Management Program Evaluation* (2023-0003-IE-P)
- *Follow-Up Evaluation of the Congressional Request for Architect of the Capitol's Response to Sexual Harassment* (OIG-FLD-2022-01)
- *Architect of the Capitol Office of Inspector General Semiannual Report to Congress* (24-1)
- *Outside Employment While on COVID-19 Administrative Leave* (2023-0004-INVI-P)
- *Inappropriate Romantic Relationship Involving a Senior Rated (SR) Employee and a Subordinate Supervisor* (2023-0005-INVI-P)
- *Unreported Outside Employment and Employment of Subordinate Architect of the Capitol (AOC) Employees* (2023-0009-INVI-P)
- *Alleged Violations of Contract Protocol in Hiring of Yoga Instructo*r (2023-0012-INVI-P)
- *False Medical Documentation* (2023-0015-INVI-P)
- *Misuse of Government Issued iPhone* (2024-0001-INVI-P)
- *Misuse of Government Issued iPhone* (2024-0017-INVI-P)
- *Office of Inspector General (OIG) Management Advisory Report – Clear, Consistent and Uniform Application of Architect of the Capitol (AOC) Policy* (2023-0006-INVM-P)
- *Architect of the Capitol (AOC) Implementation of the Pregnant Workers Fairness Act* (2024-0001-INVM-P)
- *Architect of the Capitol Office of Inspector General Organizational Risk Assessment FY 2023* (Not Releasable to Public)
- *Architect of the Capitol Targeted Risk Assessment Report FY 2025* (Not Releasable to Public)

4. Data Governance and Records Retention

- *Audit of the Architect of the Capitol's Senate Furniture Program (OIG-AUD-2025-03)*
- *Follow-up Evaluation of the Architect of the Capitol's Compliance with the Government Purchase Card Program* (OIG-FLD-2025-01)
- *AOC Locality Pay for Remote Employees* (2023-0047-INVC-P)
- *Evaluation of the Architect of the Capitol's Contracting Officer and Contracting Officer's Representative Oversight* (2023-0002-IE-P)
- *The Architect of the Capitol Human Capital Management Program Evaluation* (2023-0003-IE-P)
- *Audit of the Architect of the Capitol's Construction Division* (OIG-AUD-2024-06)
- *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)
- *Follow-Up Evaluation of the Architect of the Capitol Data Center* (OIG-FLD-2024-01)
- *Audit of the Architect of the Capitol's Senate Furniture Program* (OIG-AUD-2025-03)

5. Resource Waste and Accountability

- *Audit of the Architect of the Capitol's Senate Furniture Program* (OIG-AUD-2025-03)
- *Theft of Government Property* (2023-0016-INVI-P)
- ROI 2023-0010-INVI-P (not published)

The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

- *Overtime Abuse* (2024-0013-INVI-P)
- *Evaluation of the Architect of the Capitol's Supply Chain Risk Management* (2024-0003-IE-P)
- *Follow-Up Evaluation of the Architect of the Capitol's Inventory Accountability and Controls* (OIG-FLD-2023-01)
- *AOC Locality Pay for Remote Employees* (2023-0047-INVC-P)
- *Alleged Violations of Contract Protocol in Hiring of Yoga Instructor* (2023-0012-INVI-P)
- *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)

6. Whistleblower Protections

- 2025-0003-INVC-P, 2025-0006-INVC-P, 2025-0010-INVC-P, 2025-0012-INVC-P, 2025-0019-INVC-P, 2025-0025-INVC-P, 2025-0026-INVC-P, 2025-0027-INVC-P, 2025-0028-INVC-P, 2025-0031-INVC-P, 2025-0033-INVC-P, 2025-0037-INVC-P (Not Releasable to Public)
- Recommendations for Improvements to the Congressional Accountability Act, (118th Congress, Office of Congressional Workplace Rights)

The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

ACRONYMS AND ABBREVIATIONS

AOC	Architect of the Capitol
FY	fiscal year
GAO	Government Accountability Office
IT	information technology
ITD	Information Technology Division
OIG	Office of Inspector General
OMB	Office of Management and Budget
SCRM	Supply Chain Risk Management
USCP	U.S. Capitol Police

The Inspector General's Statement of Management Opportunities and Performance Challenges *(continued)*

Agency Response to the Inspector General

ARCHITECT OF THE CAPITOL

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United States Government

MEMORANDUM

DATE: January 23, 2026

TO: Luiz A. Santos, CFE, PMP
Inspector General

FROM: Thomas E. Austin, PE, CCM, PMP
Architect of the Capitol

SUBJECT: Agency Response to Office of Inspector General Statement of Management Opportunities and Performance Challenges for Fiscal Year 2025

The Architect of the Capitol (AOC) appreciates the opportunity to review and respond to the Office of Inspector General (OIG) Statement of Management Opportunities and Performance Challenges. We value the OIG's work to enhance efficiency and effectiveness in AOC programs and operations and prevent waste, fraud and abuse.

We concur with the challenges identified by the OIG, many of which align with the enterprise-level risks we have identified. Our risk response plans to address these are outlined in the Enterprise Risk Management section of the Fiscal Year 2025 Performance and Accountability Report. We appreciate the OIG's acknowledgement of our progress in these areas over the past year, and we will continue building on those advancements through the actions identified in those plans.

Resource Waste and Accountability

The AOC is dedicated to minimizing resource waste and emphasizing the consistent application of accountability within our internal policies and standards.

To manage resource waste, the AOC researched best practices for acquiring and maintaining adequate storage to reduce the risk of theft, which have been incorporated into updates to our personal property management program. Revisions to the personal property manual are near completion and will clarify dollar thresholds for accountable property, ensure that requirements for mission-critical, nonconsumable property are consistently defined, and provide guidance on identifying and tracking mission-critical property to safeguard and reduce property mismanagement.

Regarding accountability, AOC policy sets forth conduct rules that all employees are required to follow. Every employee must complete the Standards of Conduct training on an annual basis to ensure they are aware of and understand their responsibilities. This training is crucial for

Agency Response to the Inspector General *(continued)*

informing staff of how to interact with co-workers, supervisors, stakeholders, and contractors to support the AOC's mission and objectives.

Further, we will continue to revise outdated policies, ensure their accessibility via our new policy library, and effectively socialize policy updates within the agency to improve awareness and adherence.

Whistleblower Protections

AOC leadership has a responsibility to provide a safe work environment for employees that is free from reprisal for reporting allegations of fraud, waste and abuse.

This is something the AOC takes seriously.

To address this concern, the AOC solicited relevant information from other legislative agencies to make informed decisions on how best to approach this issue. These agencies engage in disparate activities, which include establishing grievance processes to address whistleblower activity; relying on OCWR retaliation provisions; and being covered by executive branch whistleblower protections.

Currently, AOC policy explains that employees who have the authority to take, direct others to take, recommend or approve any personnel action must not take or threaten to take any action against any employee as a reprisal for making a complaint or disclosing information to the OIG. Those who disregard these responsibilities may be subject to disciplinary action.

The AOC presently uses multiple methods to inform AOC staff about retaliation under the OCWR's Congressional Accountability Act. This includes, among other things, posting resources, such as the AOC Anti-Harassment Policy and AOC Conciliation Guide, on the AOC intranet; posting posters in common areas; and sharing information in group workshops and staff meetings.

In addition, the AOC intends to make efforts to amplify its internal policy regarding whistleblower activity. These efforts will include, among other things, strengthening policies to provide additional guidance on the handling of these matters; ensuring digital and printed guidance on reporting these matters is consistent with current policy; increasing communication to employees encouraging them to report these matters and informing them about protections for employees who report; and ensuring information is integrated into supervisory training and senior leaders' meetings and forums.

As we continue to further strengthen AOC programs and operations, we welcome the OIG's continued commitment and partnership in achieving this shared goal.

Distribution List:
Joseph Campbell, Deputy Architect of the Capitol
Patrick Briggs, Chief of Staff
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Agency Response to the Inspector General *(continued)*

Sherri Jordan, Chief Financial Officer
Telora Dean, Chief Administrative Officer
Joseph DiPietro, Chief of Operations
Aaron Altwies, Chief Security Officer
Kirk Nelson, Chief Engineer
Angela Freeman, General Counsel
Ann Vallandingham, Director, Legislative and Public Affairs
Charles Iliff, Director of Safety and Code Compliance
Curtis McNeil, Risk Management Officer

Doc. No. 260106-04-04

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, Requirements for Payment Integrity Improvement, Appendix C, 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. Further, 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. 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 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. The AOC continues to utilize a QFR process to address the untimely de-obligation of unliquidated obligations. 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.

Do Not Pay Initiative

The 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 the 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.

Ceiling of the Small Senate Rotunda in the U.S. Capitol, featuring restored decorative detailing and lighting.

Real Property Capital Planning

The AOC is responsible 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 16.** 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 (which supports the U.S. House of Representatives) from the GSA and the FY 2023 completion of the Library of Congress' Book Module 6 storage facility.

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 16. Real Property Baseline Comparison

	FY 2015 BASELINE (ROUNDED)	FY 2025 (ROUNDED)	CHANGE FROM BASELINE
Total Square Footage (In Millions)	More than 17.4	More than 18.5	1.1

Energy and Sustainability Program Management Report

The AOC is required to meet annual reductions in energy consumption under the *Energy Policy Act of 2005* and the EISA2007. This report in intended to meet the requirements of these laws and provides Congress and the public with updates on the agency's energy efficiency progress, commitments to sustainability, and water conservation efforts. It includes details on energy expenditures and savings, energy management and conservation projects, sustainability initiatives, and future priorities.

This year represents the tenth and final year of ambitious performance efforts to meet the additional energy reduction goal set in 2016. The sustainability strategy focuses on energy, water, high-performance buildings, and sustainable waste management. As shown in Figure 30, energy consumption declined by 50 percent from the agency's FY 2003 baseline, meeting the percent reduction target of 50 percent energy reduction.

This year ongoing efforts to implement operational changes with retro-commissioning continued to enhance energy efficiency operations. Greenhouse gas emissions were also reduced by 51 percent from the FY 2006 baseline, exceeding the FY 2025 goal of 35 percent. The reduction represents an approximate decrease of 149,007 metric tons of emitted carbon dioxide.

Energy audits were completed at the O'Neill House Office Building and the Thurgood Marshall Building, and new audits were initiated at the Supreme Court and the Botanic Gardens Conservatory and Administration buildings. These efforts identified opportunities to improve energy performance and adopt clean energy technologies. The agency also is continuing an effort to incorporate solar panels into roof replacement projects on the Capitol campus, based on the feasibility study completed by the National Renewable Energy Laboratory in FY 2024. The plan is being developed with attention on historical preservation requirements and long-term infrastructure needs.

Energy Expenditures and Savings Estimates

The implementation of ESPCs, a utility energy service contract (UESC), and other infrastructure investments have provided more than $200 million in cost avoidance and reduced the long-term energy demand. From FY 2015 to FY 2025, the AOC voluntarily continued its partnership with stakeholders to manage one of the federal government's most effective energy and sustainability programs.

As detailed in **Table 17**, approximately $417,725 in direct appropriations funded efficiency and performance improvements such as building automation and lighting upgrades. Further, the ESPCs for the U.S. Capitol and the House and Senate office buildings continued to generate savings. Similarly, the ESPC for the Library of Congress buildings exceeded guaranteed energy savings, reflecting sustained performance from completed lighting and mechanical upgrades.

FIGURE 30. Energy Reduction Commitments and Results

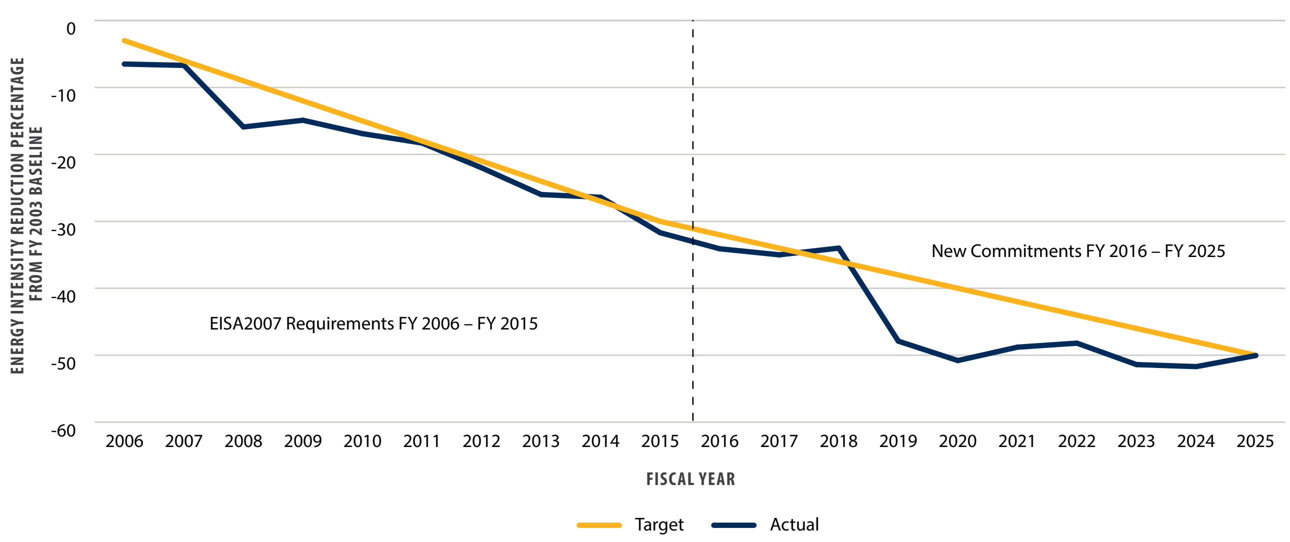


TABLE 17. FY 2025 Investments in Energy and Water Management

SOURCE OF INVESTMENT	DIRECT APPROPRIATIONS	FY 2025 ANNUAL GOAL SUBJECT ENERGY SAVINGS (MMBTU)	
Energy and Sustainability Program Expenditures	$417,725	(47,310)	
ESPC/UESC EXPENDITURES	**FY 2025 ANNUAL PAYMENTS**	**GUARANTEED ANNUAL COST SAVINGS**	**FINAL PAYMENT**
House Office Buildings ESPC	$5,323,678	$5,354,638	FY 2027
Senate Office Buildings ESPC	$5,304,977	$5,305,078	FY 2027
Capitol Power Plant Cogeneration UESC	$3,370,562	$3,370,562	FY 2037
Library of Congress ESPC	$4,129,497	$4,148,269	FY 2039
FY 2025 Annual Payment Total	**$18,128,714**	**$18,178,547**	

Energy Management and Conservation Projects

Energy conservation and sustainable best practices are incorporated into major design and construction projects across the Capitol campus through an integrated design process and a Sustainability Scorecard. This approach supports environmental stewardship while reducing total lifecycle ownership costs of agency facilities.

Energy, water, and sustainability efforts continue to prioritize performance metrics, metering, commissioning, building automation, recycling, and integrated design principles. The FY 2025 performance targets included:

- 50 percent energy reduction (from FY 2003 baseline). **Goal Met**
- 35 percent greenhouse gas emissions reduction (from FY 2006 baseline). **Goal Met**
- 36 percent water use reduction (from FY 2008 baseline). **Goal Not 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 composted. **Goal 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

In FY 2025, cost-effective strategies were used to meet sustainability targets. The agency maintained its focus on building energy performance plans, energy audits, and the use of sustainability project scorecards to reduce operating costs and conserve resources. Retro-commissioning efforts remain an essential tool for identifying and correcting issues related to automation, control logic, and malfunctioning equipment. The agency continues to measure and verify three ESPCs and one UESC (see **Table 17**). These efforts once again exceeded projected energy savings following the completion of lighting and mechanical work. A potential ESPC is in development, with project scope and contract value expected to be finalized in FY 2026. Additionally, the agency leveraged its Community of Practice to promote sustainability education, share information across jurisdictions, and engage employees in sustainable practices.

Future Priorities to Ensure Compliance

Looking ahead, the AOC will continue to identify cost-effective opportunities to improve energy and water performance, operational reliability, and environmental conditions. The agency remains committed to meeting federal sustainability requirements through targeted investments, ongoing retro-commissioning, and operational optimization. Future efforts will build on current progress by expanding the use of advanced data analytics and ensuring energy-related training is embedded in operations. For example, the transition of utility performance tracking to Tableau provides jurisdictions with real-time visibility into energy and water use and supports more informed decision-making and planning.

To maintain compliance with the EISA2007 Section 432, the AOC will continue to update Building Performance Plans for its covered facilities. These plans outline energy and water evaluation schedules and implementation strategies, helping the agency prioritize improvements and meet long-term performance targets. Energy awareness and sustainability-focused training sessions for facility operations and project management staff will reinforce accountability, improve technical knowledge, and embed best practices.

Data Tables

The data tables (**Tables 18, 19, 20,** and **21**) 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 2025 expenditures.

KEY FOR DATA TABLES:

BBTU Billion British Thermal Units	**KCF** Thousand Cubic Feet	**MWh** Megawatt Hours
CHW Chilled Water	**KGal** Kilogallons	**Short Ton** A unit of weight equal to 2,000 pounds
GSF Gross Square Feet	**kWh** Kilowatt Hours	
KBTU Thousand British Thermal Units	**MMBTU** Metric Million British Thermal Units	

TABLE 18. 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	172,609.2	$23,723.3	$0.14	/kWh	588.9	1,849.3
Fuel Oil	KGal	136.5	$385.7	$2.83	/Gallon	19.1	19.1
Natural Gas	KCF	1,397,435.7	$17,966.7	$12.86	/KCF	1,397.4	1,467.3
Coal	Short Ton	0.0	$0.0	$0.00	/Short Ton	0.0	0.0
Purchased Steam	BBTU	29.0	$145.2	$5.00	/MMBTU	29.0	64.6
Site/Source Credit*	BBTU	(460.3)			/MMBTU	(460.3)	
Excluded Steam	BBTU	(178.3)	($7,817.0)	$43.83	/MMBTU	(178.3)	(254.8)
Excluded CHW	BBTU	(45.7)	($1,143.7)	$25.00	/MMBTU	(45.7)	(58.1)
Excluded Security	BBTU	(2.8)	($58.8)	$20.99	/MMBTU	(2.8)	(8.8)
PURCHASED RENEWABLE							
Electric	MWh	17,007.2	$2,337.5	$0.14	/kWh	58.0	0.0
Other	BBTU				/MMBTU		
Totals	**BBTU**	**1,405.3**	**$35,538.9**			**1,405.3**	**3,078.6**
FY 2025 Goal Subject Buildings Gross Square Feet (Thousands)		**16,850.0**	**FY 2025 Goal Subject Buildings Actual KBTU/GSF**			**80.6**	**182.7**

*Site/Source Credit accounts for displaced grid electricity per U.S. Department of Energy guidance.

TABLE 19. 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	31,504.5	$2,988.8	$0.10	/kWh	107.5	337.5
Fuel Oil	KGal	420.0	$1,039.3	$2.80	/Gallon	58.8	58.8
Natural Gas	KCF	34,094.5	$353.8	$0.01	/KCF	34.1	35.8
Coal							
Purchased Steam							
Excluded Steam	BBTU	178.3	$7,817.0	$35.38	/MMBTU	178.3	254.8
Excluded CHW	BBTU	45.7	$1,143.7	$6.44	/MMBTU	45.7	58.1
Excluded Security	BBTU	2.8	$58.8	$20.18	/MMBTU	2.8	8.8
Purchased Renewable							
Electric							
Other							
Totals	**BBTU**	**427.2**	**$13,401.4**			**427.2**	**753.8**
FY 2025 Goal Excluded Buildings Gross Square Feet (Thousands)		**1,083.3**	**FY 2025 Goal Excluded Buildings Actual KBTU/GSF**			**394.4**	**695.8**

TABLE 20. Strategic Goal Performance

ENERGY MANAGEMENT REQUIREMENT	FY 2003 KBTU/GSF	FY 2025 KBTU/GSF	PERCENT CHANGE FY 2003–FY 2025	FY 2025 GOAL TARGET
Reduction in Energy Intensity in Facilities Subject to Energy Policy Act Goals	166.930	83.405	(50.0%)	(50.0%)
RENEWABLE ENERGY REQUIREMENT	**RENEWABLE ELECTRICITY USE (MWH)**		**TOTAL ELECTRICITY USE (MWH)**	**PERCENTAGE**
Eligible Renewable Electricity Use as a Percentage of Total Electricity Use	17,007		221,121	7.7%
WATER INTENSITY REDUCTION GOAL	**FY 2007 GALLON/GSF**	**FY 2025 GALLON/GSF**	**PERCENT CHANGE FY 2007–FY 2025**	**FY 2025 GOAL TARGET**
Reduction in Potable Water Consumption Intensity	28.2	18.9	(32.8%)	(36.0%)
SUSTAINABLE WASTE MANAGEMENT	**PERFORMANCE METRIC**		**FY 2025 GOAL**	**FY 2025 ACTUAL**
Divert Building Occupant Waste	Waste Diverted / Total Occupant Waste		50.0%	35.0%
Reduce, Reuse and Recycle Construction and Demolition Debris	Waste Diverted / Total Construction Waste		90.0%	92.0%
Compost Nonconstruction Waste	Waste Diverted / Total Occupant Waste		10.0%	10.0%

TABLE 21. 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% w/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 2024–Sep 2025	326	460.3	57,278.8

Emancipation Hall in the Capitol Visitor Center prepared for the inaugural military review.

Small Business Accomplishments Report

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 2025, as shown in **Table 22**, a goal of 73 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 each category of small business concerns through increased visibility in the small business community, consultations with small business concerns seeking information regarding AOC procurements, data collection on the types of businesses that the AOC contracts with, and actively seeking small business concerns for small purchases.

TABLE 22. Small Business Program Accomplishments

CATEGORY	FY 2025 GOAL	FY 2025 RESULTS*	GOAL MET?
Small Business	73.0%	76.8%	Yes
Small Disadvantaged Business	15.0%	19.8%	Yes
Women-Owned Small Business	12.0%	13.8%	Yes
Veteran-Owned Small Business	4.0%	5.3%	Yes
Service-Disabled Veteran-Owned Small Business	1.0%	2.0%	Yes
HUBZone Small Business	1.0%	3.1%	Yes

*Contract awards may fall under more than one category.

Human Capital Management Report

The *Architect of the Capitol Human Resources Act* (HR Act), 2 U.S.C. § 1831, requires the AOC to evaluate its personnel management system for compliance with the HR Act and all other relevant laws, rules, and regulations. The agency provides the annual results of this evaluation 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
- An employee assistance program
- A performance appraisal system
- A fair and equitable system to address misconduct and performance
- Absence and leave

Fair Employment System

The HR Act requires the AOC to use a human resources system that ensures appointments and promotions are based on merit and fitness. To comply, the agency follows fair and open competition for all applicants and ensures that hiring and promotion decisions are aligned with the agency's operational needs and candidates' qualifications.

AOC Order 335, Career Staffing Plan, establishes a standardized process for recruitment and hiring, consistent with best practices in the public and private sectors. The HCMD follows the provisions of the policy as well as the three strategies outlined in the FY 2022–2026 Human Capital Strategic Plan: Talent Acquisition, Talent Development, and Talent Engagement and Retention.

Program Highlights

Talent Acquisition

The talent acquisition strategic goal outlines objectives and strategies to attract, recruit, and onboard highly skilled talent to meet the current and future mission needs. The agency cannot achieve its mission without a skilled and dedicated workforce.

Recruitment and retention are among the agency's highest priorities. In an increasingly competitive labor market, the agency uses innovative strategies to attract and retain highly qualified talent. A deliberate approach of strategic marketing, targeted outreach, engagement, and advanced technologies is used to identify and acquire exceptional candidates. Additionally, the agency employs diverse methods to expand awareness of career and internship opportunities and to broaden applicant pools for the most critical roles.

Expanded partnerships with educational institutions and nationally recognized trade organizations increase awareness of AOC career opportunities. In FY 2025, AOC human capital staff and stakeholders participated in 24 recruitment events, including regional career fairs and on-campus information sessions, to connect job seekers with positions aligned to their education and experience. These events expanded a résumé database for direct hire and future recruitment efforts.

Partnerships with trade organizations, whose membership exceeds 10,000 nationwide, promoted AOC careers and hard-to-fill positions. In parallel, collaboration with AOC hiring managers identified entry-level opportunities in the skilled trades. These efforts target early-career job seekers, strengthening the talent pipeline and proactively addressing attrition risks related to the anticipated retirement of experienced workers.

Technology-based recruitment tools such as LinkedIn, Handshake, and the Agency Talent Portal have been instrumental in sourcing and attracting candidates for vacancies, including hard-to-fill positions. Leveraging these platforms and others, such as organizational job boards and targeted recruitment tools, raised awareness of the AOC as an employer of choice and connected job seekers with opportunities aligned to their skills and experience. LinkedIn postings generated over 140,000 views in FY 2025, with a 12 percent apply rate. Handshake was effective in strategically targeting college students at institutions whose academic programs aligned with available internships, resulting in more than 4,000 total applications for advertised positions.

In FY 2025, the agency implemented a Time-to-Hire dashboard to improve hiring efficiency, enhance the applicant and hiring manager experience, increase transparency, and support the 80-day time-to-hire goal. The dashboard highlights hiring timelines, identifies process roadblocks, and provides visibility into the overall talent acquisition process.

These talent acquisition strategies help ensure applicants receive fair and equitable consideration and experience a positive and transparent hiring process. Internally, these efforts enhance customer service for hiring managers by delivering high-quality applicant pools, establishing clear timelines to reduce time-to-hire, and providing actionable data to identify and address barriers to an effective and efficient hiring process.

Executive Resources

In FY 2025, a focused executive recruitment campaign was initiated to identify and hire highly skilled, experienced leaders for senior leadership vacancies. Through a strategic approach to sourcing and recruitment, the agency filled 13 senior executive vacancies, including two statutory positions and two C-suite executive roles. Where appropriate, executive roles were temporarily filled through internal appointments and acting assignments were rotated among existing leaders to ensure continuity of service. Executive positions filled include the following:

- Deputy Architect
- Inspector General
- Chief Engineer
- Director, Legislative and Public Affairs
- Deputy General Counsel
- Deputy Chief of Operations
- Chief Executive Officer for Visitor Services
- Deputy Chief Executive Officer for Visitor Services
- Executive Director of Facilities Operations, U.S. Capitol Building
- Deputy Executive Director of Facilities Operations, U.S. Capitol Building
- Director, Planning and Design Division
- Director, Project Controls Division
- Director, Construction Management Division

These critical agency leadership roles are essential to building and sustaining strong internal teams, achieving mission requirements and strategic goals, enhancing employee morale, and aligning agency culture with organizational objectives. Rebuilding the senior leadership cadre supports the Human Capital Strategy by strengthening efforts to acquire and retain a highly skilled workforce, maximize individual and organizational performance, and enhance employee engagement.

Equal Employment Opportunity / Affirmative Employment Programs

The HR Act requires the AOC to maintain an Equal Employment Opportunity (EEO) program, including an affirmative employment program for employees and applicants, and procedures to monitor progress toward a diverse workforce. Additionally, the *Americans with Disabilities Act of 1990* and the *Americans with Disabilities Act Amendments Act of 2008* require employers to provide reasonable accommodation to qualified individuals with disabilities unless doing so would cause undue hardship.

Program Highlights

The AOC hires and advances individuals based on merit, without regard to race, color, sex (including pregnancy, sexual orientation, and gender identity), religion, age, national origin, disability, genetics (including family history), or involvement in protected EEO activity, and provides reasonable accommodation to employees and applicants in accordance with AOC policy and federal laws.

This year, the EEO program experienced higher engagement in EEO processes. The EEO office shifted more investigations in-house to reduce external costs, decrease overall case processing timeframes, and create a higher-quality, more consistent investigative product. The Reasonable Accommodation Program remained active during FY 2025, with request volumes consistent with the prior fiscal year. Processing times for reasonable accommodation requests decreased by 54 percent. Through the Reasonable Accommodation Program, the EEO office promotes full access and integration for qualified individuals with disabilities into the workforce.

In FY 2025, the EEO office developed an operational strategy to establish an Anti-Harassment Program that is separate and distinct from the AOC's EEO claims process. When resourced and established, this program will address harassing conduct that detracts from an efficient workplace but does not involve a claim of unlawful discrimination or a criminal allegation. The program defines non-EEO harassment and will outline inquiry and investigation avenues, as well as referral mechanisms to the EEO claims process, the Office of Inspector General, the AOC Ombuds, the Human Capital Management Division, the Office of Safety and Code Compliance, and other AOC offices, as appropriate. Once resourcing has been determined, AOC policy will be updated and standard operating procedures will be developed.

Additionally, during FY 2025, the EEO office developed an operational strategy to establish the Affirmative Employment Program to allow effective management, accountability, and self-analysis of the agency's model EEO program. The Affirmative Employment Program will monitor employment data to identify potential barriers to equal employment opportunity throughout the employment cycle, promote affirmative employment, assist employees in addressing and resolving concerns, and ensure the agency upholds its commitment to a diverse and respectful work environment free of harassment, discrimination, and retaliation. Actions to support filling the associated position have been completed, including development of the position description and program requirements. The position is anticipated to be filled in FY 2026, contingent upon the availability of funds.

Classification of Positions

The HR Act requires the AOC to implement a position classification system that evaluates positions based on difficulty, responsibility, and qualifications, and adheres to the principle of equal pay for substantially equal work. The classification system promotes internal equity among employees with similar qualifications and responsibilities. The AOC follows federal guidelines to classify General Schedule and Wage Grade positions, determining appropriate duties, responsibilities, qualification requirements, titles, series, and grade levels. In addition, the agency pays prevailing rates to employees in recognized trades and in unskilled or skilled manual labor occupations, including work leaders and supervisors.

The AOC also maintains exempt personnel positions that are Senior Rated. Employees in these roles serve at the pleasure of the Architect. The classification program aims to ensure equity within the agency and in relation to similar positions in the external nonfederal sector. AOC Order 532, Pay Under the Architect's Wage System, outlines the policy for position classification and employee compensation determinations.

Program Highlights

Skilled Trades Job Study

As part of the trade study initiative, 16 skilled trades positions were reviewed. The duties and responsibilities of each position were examined to determine whether classifications were accurately graded, position descriptions were properly aligned, and updates were needed. Position questionnaires were distributed to employees and returned for review and evaluation. As part of the trade study evaluation process, follow-up interviews and reviews of current position descriptions validated the information provided by stakeholders.

Using information gathered from interviews and position description reviews, new position descriptions and evaluation reports were developed in accordance with the Office of Personnel Management's position classification standards. Of the 16 trades reviewed, four resulted in position upgrades and corresponding promotions for the employees occupying those roles. Meetings were held with each jurisdiction to allow leaders and their designees an opportunity to review the evaluation reports and position descriptions and to provide any additional input not captured during initial interviews with employees and supervisors. The effort resulted in accurate descriptions for all duties and responsibilities and ensured that positions were properly classified.

Wage Grade Compensation Study

An agencywide compensation study of Wage Grade positions was conducted to ensure the program is internally equitable, externally competitive, legally defensible, efficient to administer, adaptable to future needs, and aligned with the Human Capital Strategy. The study assessed market competitiveness of the current pay structure, developed recommendations to retain or redesign it if needed, and, if warranted, proposed a new structure to better support market competitiveness, internal equity, and resolution of salary compression issues. The analysis and recommendations were based on comprehensive benchmarking and labor market research across both public and private sectors.

Employee Training and Development

The HR Act requires the AOC to establish and maintain a comprehensive employee training and development program aimed at enhancing agency performance and fostering career advancement. AOC University leads this strategic initiative by providing training opportunities that help employees develop key behaviors, familiarize themselves with industry standards, and improve job-related knowledge, skills, and technical competencies.

AOC Order 410-1, Training and Employee Development, governs the program. This order supports the commitment to delivering high-quality training and educational resources, thereby driving professional growth and aligning with the agency's strategic goals.

Program Highlights

Employee Development

AOC University continued to invest in enterprisewide training aligned with the agency's commitment to employee development, organizational readiness, and long-term success. By expanding access to high-quality learning opportunities, the program ensures employees have the tools and resources needed to strengthen critical competencies, enhance job performance, and pursue professional growth. In FY 2025, AOC University delivered a wide range of enterprisewide courses, including Project Management for the Unofficial Project Manager, Increasing Your Emotional Composure, 6 Critical Practices for Leading a Team, Crucial Conversations, and 5 Choices to Extraordinary Productivity. The program also provided specialized technical training on topics including National Electric Code, Variable Frequency Drive, Arc Flash, Backflow Prevention, Contact Release, Steam Distribution Systems, and Electrical Motors and Motor Control Circuits. This enterprisewide approach promotes consistency in standards and practices, supports upskilling and reskilling efforts, strengthens soft skills, and helps close knowledge gaps across the workforce.

Training Needs Assessment

To proactively identify and address organizational training and development needs, AOC University conducted a Training Needs Assessment targeting supervisory staff at the close of FY 2024. In FY 2025, supervisors completed the assessment, providing a comprehensive view of the agency's training landscape and highlighting priority areas where additional training resources are needed. The results of the assessment support more effective resource allocation, provide insight into pending retirements, strengthen succession planning and preserve institutional knowledge, and identify subject matter experts who can help expand peer-to-peer learning and internal training opportunities. The data collected also gives jurisdictions and offices a foundation for developing targeted training plans aligned with the agency's mission, workforce needs, and future challenges.

Leadership Development Programs and Training

In alignment with the agency's commitment to cultivating leadership at all levels, AOC University made significant progress in FY 2025 through the delivery of two Supervisory Academies, the AOC Leads Academy, and a third cohort of the Aspiring Leaders Program. These targeted initiatives reflect a strategic approach to strengthening leadership capacity and enhancing team performance. By investing in structured development programs, AOC University continues to cultivate a strong and capable leadership foundation and promote a culture of continuous learning and improvement. Participation in these programs equipped participants with essential leadership competencies and tools to enhance their effectiveness, support career growth, and prepare them to lead with confidence and impact.

AOC University also updated its online supervisory training modules to serve as targeted refresher courses, reinforcing key leadership and management concepts for current supervisors. These updates provide accessible, flexible learning opportunities that support skill development, ensure alignment with policies and procedures, and help supervisors effectively manage everyday leadership responsibilities. By revisiting topics such as Disciplinary, Awards, Leave, and Workers Compensation, supervisors are better equipped to lead teams and make informed decisions.

AOC Learn Enhancements

In FY 2025, AOC University continued to advance the capabilities of the learning management system to better align with agency process improvements by implementing an Electronic Group SF-182 workflow. This feature is designed to streamline the training request process for group participation by allowing a single submission for multiple employees, eliminating the need for redundant individual entries. This enhancement saves time for both staff and approvers, improves accuracy, simplifies tracking, and supports more efficient coordination of training logistics.

Career Development Tools

As part of its commitment to expanding career development resources, AOC University created an online Career Development Series featuring modules on Writing Effective Resumes, the Situation–Action–Result (SAR) Model, Writing Accomplishment Reports, AOC's Application Process, and Interviewing as an Internal Candidate. These targeted learning opportunities empower employees to take ownership of their career growth and strengthen their ability to compete for internal opportunities.

Employee Assistance Program

The HR Act requires the AOC to offer support for mental health, alcohol and drug abuse, and other employee issues, while ensuring confidentiality. AOC Order 792-1, Employee Assistance Program (EAP), defines the approach to meeting this requirement. The program supports employees by helping them define problems, develop action plans, strengthen coping skills, and identify resources for resolution. Services include initial assessment, short-term problem-solving, consultation, referrals to community resources, and follow-up support.

Participation in the EAP is voluntary and offered at no cost to employees and their immediate family members; however, employees are responsible for any external services they choose to pursue. Confidentiality is strictly maintained and personal information is not shared without the employee's written consent. By addressing the needs of the whole person, the EAP reflects the agency's commitment to fostering a safe, healthy, and supportive work environment.

Program Highlights

The EAP is a vital resource and key component of the agency's broader Wellness Program. It supports the development of wellness policies and delivers monthly presentations on a range of topics including domestic violence, recovery and alcohol awareness, distracted driving, healthy eating, financial fitness, suicide awareness and prevention, and other mental health-related issues.

Employees have 24/7 telephone access to EAP services through ESPYR/Acentra, which includes scheduled sessions and "TalkNow" support with a qualified behavioral health professional. Additionally, employees have unlimited intranet access to the EAP Library and to the ESPYR/Acentra behavioral health website, which offers on demand webinars, articles, tools, videos, and training programs.

New employees receive *Mandatory Alcohol and Drug-Free Workplace Employee Awareness* and *Nature and Services of EAP* presentations during onboarding sessions. Participants in the Supervisory Academy receive *EAP: A Resource for Supervisors*, those in the Leads Academy receive *What Team Leads Should Know About EAP*, and all employees were offered *Strategies for Managing Anxiety and Depression* as an Office Hours session.

Performance Appraisal System

The HR Act requires the AOC to implement a formal performance appraisal system that accurately evaluates job performance based on objective criteria. The Performance, Communication and Evaluation System (PCES) is modeled on OPM's performance management framework but is tailored to align with the AOC's unique mission. PCES links individual work elements to the Strategic Plan, enhances communication between supervisors and employees, improves both individual and organizational performance, provides mechanisms for recognition and rewards, and identifies areas where performance expectations are not being met.

AOC Order 430-1, Performance, Communication and Evaluation System, outlines the performance management policy, while AOC Order 430-2, Performance Management for Exempt Personnel, governs performance reviews for senior executives.

Program Highlights

AOC's Performance Management System

A comprehensive review of the agency's automated performance management system, now in its third year of operation, focused on the system's utility and overall user experience. The consensus was that the mid-year review and annual Rating of Record processes were overly lengthy, cumbersome, and not user-friendly—largely due to an excessive number of performance goals and separately evaluated competencies. In response, changes were identified that will be implemented in FY 2026 to reduce the number of performance goals, eliminate separate evaluations of competencies, revise competency definitions, introduce drop-down menus to link competencies directly to performance goals, and develop a goal planning template to streamline the process.

TABLE 23. Performance Training Programs

TYPE OF TRAINING	NUMBER OF TRAINING PROGRAMS	NUMBER OF AOC PARTICIPANTS
Office Hours	2	158
Partner Training	13	48
Supervisory Academy	2	50
Mid-Year Review	6	61
Rating of Record and Goal Planning	10	139
One-on-One Training	92	127
Group Presentation Training	24	146
Total	**149**	**729**

Fair and Equitable System to Discuss Misconduct and Performance

The HR Act requires the AOC to have a fair and equitable system in place to address unacceptable conduct and performance, including a general statement of violations, sanctions, procedures, and a formal grievance system. The AOC has a progressive discipline policy aligned with OPM's Managing Federal Employees' Performance Issues or Misconduct guidance but tailored to the agency's unique mission.

AOC Order 752-1, Discipline, and applicable collective bargaining agreements establish uniform procedures for disciplinary actions intended to address and correct inappropriate conduct. AOC Order 430-1, Performance, Communication and Evaluation System, outlines the approach for addressing unacceptable performance, which is also reflected in relevant collective bargaining agreements. AOC Order 752-1 includes a table of typical penalties for common infractions, and a formal grievance procedure is available to all employees. All employees have access to the Human Resources Policy Manual via the intranet.

If an employee is represented by a union, formal grievance procedures are provided under the applicable collective bargaining agreement. For all other employees, AOC Order 771-1, Grievance Policy, governs a formal grievance process.

Each instance of misconduct is evaluated using the "Douglas Factors," a set of criteria established by the Merit Systems Protection Board to ensure that penalties are appropriate and proportionate. To support fairness and consistency, the agency also reviews comparable disciplinary cases. A uniform approach to addressing performance deficiencies is outlined in AOC Order 430-1 and applicable collective bargaining agreements. Coaching and accountability are key principles embedded in both the discipline and performance management processes.

Program Highlights

Relevant Training Programs

AOC University conducts a biannual Supervisory Academy for new supervisors. During the program, supervisors receive training on the disciplinary action process, including proper documentation and application of the "Douglas Factors," and gain firsthand knowledge of the disciplinary hearing process from the Office of General Counsel.

The documentation component of the Disciplinary Actions and Progressive Discipline training was also enhanced to place greater emphasis on effective documentation practices to support disciplinary decisions.

Two new training courses were developed in response to supervisor feedback. Documentation for Performance and Conduct demonstrates how supervisors can effectively document both positive and negative employee performance in relation to position descriptions and performance plans. Steps to a Probationary Removal guides supervisors through the probationary removal process.

Nine workplace violence prevention presentations were delivered to six offices and jurisdictions, including a dedicated session during the Supervisory Academy. Additionally, four discipline-related training courses were provided to various offices and jurisdictions.

Workplace Violence Prevention

AOC Order 900-2, Workplace Violence Prevention, defines the agency's policy and response procedures. A designated Workplace Violence Coordinator is responsible for conducting thorough investigations and determining whether reported incidents constitute threats or acts of violence, based on substantiated evidence.

A communication plan was developed in FY 2025 to increase awareness and understanding of the Workplace Violence Prevention Program. The plan was designed to help employees recognize behaviors that may constitute workplace violence and to promote appropriate responses. Targeted training opportunities were provided to offices and jurisdictions with higher incidences of negative employee interactions, such as disruptive behavior.

This fiscal year, five workplace violence investigations were conducted, with one matter substantiated.

Absence and Leave

The HR Act requires the AOC to maintain a formal policy regarding the use and accrual of sick and annual leave. AOC Order 630-1, Absence and Leave Policy; AOC Order 630-2, Family and Medical Leave Act Policy; AOC Order 550-3, Time and Attendance Policy; and AOC Order 610-1, Alternative Work Schedule Policy, govern the accrual and use of sick and annual leave, advanced leave, compensatory time, leave without pay, and other forms of leave. They also outline procedures to ensure uniform and consistent administration of leave programs, address leave abuse, and clarify employee and supervisor responsibilities.

All policies comply with applicable federal regulations and the Office of Congressional Workplace Rights requirements related to the *Family Medical Leave Act* (FLMA). Employees receive these policies during onboarding and have ongoing access via the agency's intranet.

Program Highlights

Voluntary Leave Transfer Program

Per AOC Order 630-1, the Voluntary Leave Transfer Program allows employees with unused accrued annual leave to donate leave to other federal employees who are facing personal or family medical emergencies. These donations help support employees who experience or are expected to experience a significant loss of income due to a prolonged absence from work and lack of available paid leave. The program serves as a critical resource for employees navigating serious health challenges, helping to alleviate the financial stress and anxiety that often accompany extended medical absences. This fiscal year, 21 employees received approval for donated leave.

Family and Medical Leave Training

Each jurisdiction has an appointed *Family Medical Leave Act* (FMLA) coordinator responsible for collecting documentation, maintaining records, and communicating with employees regarding FMLA-related matters. These coordinators work closely with the AOC FMLA coordinator. All jurisdiction FMLA coordinators and human resources liaisons received FMLA training this fiscal year, supporting consistent program understanding and administration. Additionally, an agencywide Office Hours training session outlined the application process, addressed frequently asked questions, and provided key updates for both employees and supervisors.

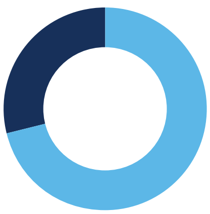
The agency transitioned to a new software application for FMLA reporting, improving efficiency in processing and equipping human resources liaisons and support staff with enhanced tools for managing and tracking cases. All relevant staff received training on the new system.

INFOGRAPHIC: Human Capital by the Numbers

WORKFORCE PROFILE

2,400 + 267 = 2,667

Permanent Employees | **Temporary Employees** | **Total Employees**

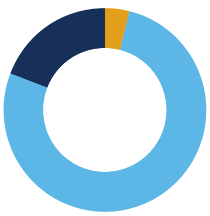


GENDER

- **Men**, 1,899, 71%
- **Women**, 768, 29%

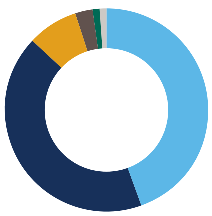
JOB CATEGORIES

- **Trades**, 1,490, 56%
- **Technical**, 358, 13%
- **Professional**, 327, 12%
- **Other**, 51, 2%
- **Clerical**, 16, 1%
- **Administrative**, 425, 16%



SUPERVISORY RATIO

- **Leaders**, 101, 4%
- **Nonsupervisors**, 2,080, 78%
- **Supervisors**, 486, 18%



RACE

- **Black or African American**, 1,189, 45%
- **White**, 1,117, 42%
- **Hispanic or Latino**, 222, 8%
- **Asian**, 89, 3%
- **American Indian or Alaska Native**, 26, 1%
- **Two or more**, 21, 1%
- **Native Hawaiian or Other Pacific Islander**, 3, 0%

ELECTRONIC OUTREACH

LinkedIn
156,791
Views on AOC Jobs

Glassdoor
10,129
Views on AOC Employer Profile

REWARDS AND RECOGNITION

450
Recognition Federal Service

6,350
Monetary Awards

TALENT ACQUISITION

361
Promotions

262
Permanent Appointments

241
Temporary Appointments

TRAINING AND EMPLOYEE DEVELOPMENT

351 courses 779 sessions
Training Opportunity Offerings

22,559 **Course Completions from AOC Learn Percipio**

35,107 **Updated Records**

989 **Approved Training Requests**

PAYROLL AND PROCESSING

2,607
Personnel Actions Processed

3,052
Payroll Documents Processed

EMPLOYEE BENEFITS

310
Family and Medical Leave Recipients

37
Voluntary Leave Transfer Program Recipients

696
Transit Subsidy Recipients

63
New Workers' Compensation Claims

48
Student Loan Repayments

ATTRITION RATE

7.3%
Attrition Rate

92
Retirements

146
Resignations

23
Transfers

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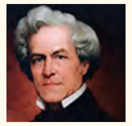
Appendices

Appendix A:

Architects of the Capitol

More information about the Architects of the Capitol is available online.

	NAME	DATES OF SERVICE
	**Dr. William Thornton**	**1793**
	**Benjamin Henry Latrobe**	**1803-1811 1815-1817**
	**Charles Bulfinch**	**1818-1829**
	**Thomas Ustick Walter**	**1851-1865**
	**Edward Clark**	**1865-1902**
	**Elliott Woods**	**1902-1923**
	**David Lynn**	**1923-1954**

	NAME	DATES OF SERVICE
	**J. George Stewart**	**1954-1970**
	**George M. White, FAIA**	**1971-1995**
	**Alan M. Hantman, FAIA**	**1997-2007**
	**Stephen T. Ayers, FAIA, CCM, LEED AP**	**2010-2018**
	**J. Brett Blanton, PE**	**2020-2023**
	**Thomas E. Austin, PE, CCM, PMP**	**2024-Present**

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 24** lists major facilities and buildings under the AOC's stewardship, organized by the respective organizational unit.

TABLE 24. Major 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)
Capitol Building			
U.S. Capitol Building	Washington, D.C.	1793 and various dates for expansions	A
Capitol Grounds and Arboretum			
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
Capitol Power Plant			
Generator Building	Washington, D.C.	1909	A
Main Boiler Plant	Washington, D.C.	1909	A
Cogeneration Plant	Washington, D.C.	1937	A
Administration Building	Washington, D.C.	1978	A
West Refrigeration Plant	Washington, D.C.	1978 and various dates for expansions	A
Utility Tunnels	Washington, D.C.	Various dates	A
Coal Yard Facilities	Washington, D.C.	Various dates	A
House Office Buildings			
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
E Street SE Garage, Washington, D.C.	Washington, D.C.	1950	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
Library Buildings and Grounds			
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
Fort Meade Warehouse Buildings	Fort Meade, Maryland	1942 (Transferred 1993)	A
Fort Meade Collection Storage Modules	Fort Meade, Maryland	Module 1: 2002, Module 2: 2005, Modules 3 and 4: 2009, Module 5: 2017, Module 6: 2021	A
Packard Campus for Audio-Visual Conservation	Culpeper, Virginia	2007	A
Collections Storage Facility	Landover, Maryland	2016	L
Logistics Storage Facility	Landover, Maryland	2017	L
U.S. Copyright Office Storage Facility	Landover, Maryland	2021	L

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)
Office of the Chief Engineer (Construction Division)			
Construction Division Shops	Washington, D.C.	Estimated 1950s (Transferred 1982)	A
Construction Division Warehouse	Landover, Maryland	2016	L
Office of the Chief Security Officer			
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
Government Publishing Office (GPO)	Washington, D.C.	2005	L
Interim Off-Site Delivery	Washington, D.C.	2006	A
Verizon Building	Washington, D.C.	2011	L
Senate Office Buildings			
107 D Street, NE	Washington, D.C.	1885	A
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
Senate Sergeant at Arms Office Support (formerly in the Postal Square Building)	Washington, D.C.	1992	L
Daniel Webster Senate Page Residence	Washington, D.C.	1930 (Transferred 1993)	A
Senate Storage Building	Washington, D.C.	1993	A
Senate Employees' Child Care Center	Washington, D.C.	1998	A
Senate Sergeant at Arms/Secretary of the Senate Warehouse Facility	Landover, MD	2005	L
GPO—Senate Furniture/Refinishing Shop	Washington, D.C.	2007	L
Senate Mail Handing Facility	Landover, Maryland	2008	A
Senate Sergeant at Arms Printing, Graphics and Direct Mail Facility	Landover, Maryland	2011	L
GPO—Senate Sergeant at Arms Cabinet Shop	Washington, D.C.	2012	L
Supreme Court Building and Grounds			
Supreme Court of the United States	Washington, D.C.	1935	A
Thurgood Marshall Federal Judiciary Building	Washington, D.C.	1992	A
U.S. Botanic Garden			
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
U.S. Capitol Visitor Center			
U.S. Capitol Visitor Center[11]	Washington, D.C.	2008	A

11 The visitor services operations at the U.S. Capitol Visitor Center are performed by the U.S. Capitol Visitor Center jurisdiction; facility maintenance is managed by the Capitol Building jurisdiction.

Appendix C:
Jurisdictions

The jurisdictions have responsibilities for maintenance, operation, development, preservation, and services for specific areas of the Capitol campus. Each jurisdiction is funded by a separate appropriation. **Table 25** identifies the jurisdictions and their corresponding responsibilities. This section also highlights jurisdiction-specific achievements that were not included elsewhere in this report, together with their FY 2026 priorities.

TABLE 25. Jurisdictions

Capitol Building: Responsible for the lifecycle 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 Police Buildings, Grounds and Security: Responsible for security operations and the maintenance, care, and operations of the U.S. Capitol Police buildings and grounds.
Capitol Power Plant: Responsible for providing centralized utility services for Capitol Hill and maintaining and operating the Capitol Power Plant, which provides steam and chilled water to heat and cool the U.S. Capitol and 22 other facilities.
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 lifecycle maintenance, operations, and care of the Library of Congress facilities and grounds.
Senate Office Buildings: Responsible for the lifecycle maintenance, operations, and care of the facilities supporting the office and committee space for United States senators and their staff.
Supreme Court Building and Grounds: Responsible for the lifecycle maintenance, operations, and care of the Supreme Court, the Thurgood Marshall Building, and the surrounding grounds.
U.S. Botanic Garden: Responsible for the maintenance, operation, and care of the Botanic Garden, the outside gardens, support facilities, the Bartholdi Fountain and Gardens, heritage assets, and plant collections.
U.S. Capitol Visitor Center: Responsible for visitor services and general operations at the Capitol Visitor Center, including informational exhibitions, a restaurant, two orientation theaters, an auditorium, and gift shops.

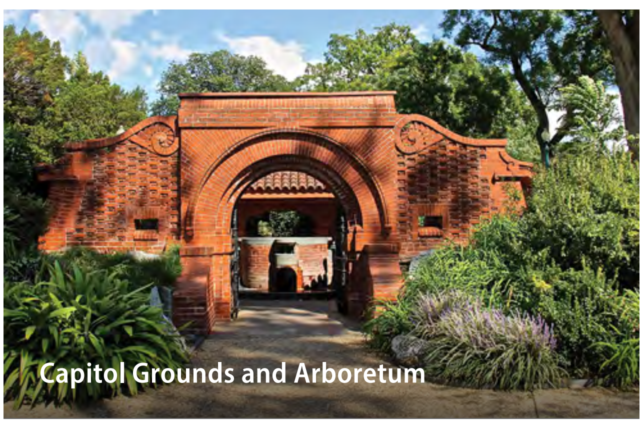
Capitol Building

FY 2025 Accomplishments

- **Completed Conservation in Historic Spaces:** Conservation work included gilding, mural treatment, plaster repair, decorative paint replication, and chandelier restoration in the Senate Reception Room, the first floor Senate Connecting Corridor, and the Speaker's Lobby retiring room. The projects conserved the original finishes and historic design elements from the 1850s and 1860s.
- **Strengthened Workplace Safety Governance:** The Job Occupational Safety and Health Committee charter was codified, formalizing its mission, structure, and responsibilities, and reinforcing a shared commitment to workplace safety. Monthly Committee meetings support proactive issue identification, collaborative problem-solving, and increasing safety awareness.
- **Advanced Planning for Statuary Hall Cupola Restoration:** Completed material selection, measurements, and design drawings to support research and replacement planning for the House and Senate cupolas. These efforts set the stage for restoration using updated materials that reduce maintenance needs while preserving historic character.

FY 2026 Priorities

- **Restore Presidents Room Ceiling and Fixture:** Develop a plan to stabilize ceiling plaster, conserve frescoes and decorative painting, and restore the chandelier to its original finish. Work is expected to be completed by the end of FY 2027.
- **Support 250th Anniversary Celebration:** Coordinate agencywide efforts to support the Nation's 250th anniversary.



Capitol Grounds and Arboretum

FY 2025 Accomplishments

- **Provided Mission Critical Grounds Support:** Ensured safe and accessible Capitol Grounds during the Lying in State of President Carter. Despite seven inches of snowfall and extensive security fencing, teams worked around the clock in sub-freezing temperatures, adapting snow removal operations to meet both public safety and ceremonial requirements.
- **Established Five-Year Operational Plan:** Implemented a five-year operational plan introducing an updated mission, vision, and priorities. Staff were oriented to the plan's foundational pillars—team development, landscape and arboretum management, collaboration, and public experience—fostering a shared understanding of long-term goals and a unified direction for the jurisdiction.
- **Centralized Equipment Storage:** Consolidated 50,000 square feet of storage from three locations to improve efficiency and asset management. The new leased facility provides indoor protection for equipment previously stored outdoors, enhancing equipment longevity and enabling more effective inventory tracking. The consolidation is projected to save 2,700 labor hours and 8,000 vehicle miles annually.

FY 2026 Priorities

- **Develop Landscape Resource Protection Guide:** Create and disseminate a comprehensive guide to safeguard the historic landscape during major events on the Capitol Grounds. The guide will clarify protection requirements for vendors and event organizers, improve compliance, reduce damage, and increase accountability for restoration costs.
- **Optimize Leased Facility for Asset and Shop Use:** Outfit newly leased space to improve asset storage and operational efficiency. Enhancements will extend equipment life by enabling sheltered storage and alternative worksites to support tasks not feasible in current shop environments.

Capitol Police Buildings, Grounds and Security

FY 2025 Accomplishments

- **Enhanced Physical Security:** Made continued progress on physical security projects across the Capitol campus in coordination with congressional partners. Key upgrades were completed ahead of the January 2025 elections certification, significantly bolstering the campuswide security posture.
- **Installed Decorative Stanchions:** Replaced standard bike rack barriers with custom-made, ornamental steel stanchions and rail systems at the North and South entrances of the Capitol. The upgraded stanchions improve security while preserving the historic appearance of the building's exterior.
- **Supported Special Events:** Supported 10 special security events on Capitol Hill, ensuring necessary physical security measures were provided as part of the Capitol Police Board priorities for the safety of Members, staff, and visitors.

FY 2026 Priorities

- **Deploy Modular Vehicle Barriers:** Install modular vehicle barrier technology to enhance campus security. This initiative reflects a proactive approach to improving perimeter protection and adapting to evolving safety needs.
- **Break Ground on South Screening Facility:** Begin construction on a new, modern South Screening Facility to enhance secure entry to the Capitol Grounds. The project will improve screening capacity, visitor flow, and security infrastructure.

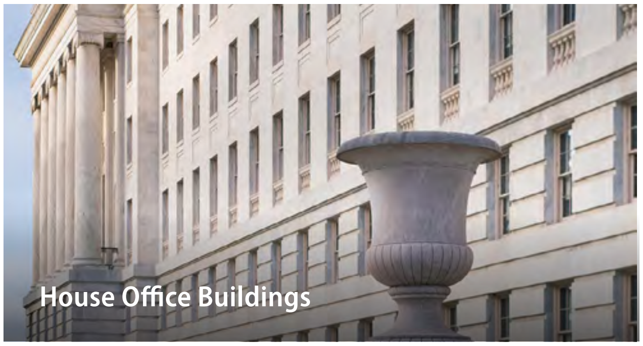
Capitol Power Plant

FY 2025 Accomplishments

- **Completed Safety Culture Assessment and Improvement Plan:** Partnered with the National Safety Council to assess safety culture through an anonymous employee survey, The survey results placed the Capitol Power Plant in the top 25 percent of peer organizations. An action plan was developed to address improvement areas identified in the results.
- **Improved Energy Control Safety Procedures:** Enhanced the Lock-Out/Tag-Out program to improve energy control safety during equipment maintenance. A cross-functional team revised standard procedures, strengthened training, upgraded materials, and improved the digital tracking system. These enhancements resulted in fewer safety-audit findings and a stronger understanding of energy isolation requirements among staff.
- **Strengthened Environmental Compliance:** Decommissioned two boilers to reduce emissions and streamline regulatory requirements, while securing District of Columbia Department of Energy and Environment approval of the agency's Alternative Reasonably Available Control Technology Plan to reduce air pollutant emissions. Deployed new digital tools to improve environmental recordkeeping and reduce the risk of air permit deviations.

FY 2026 Priorities

- **Replace Tunnel Piping Expansion Joints:** Complete the first phase of a project to replace aging expansion joints. The effort will involve removing and replacing large pipe sections in narrow utility tunnels and will require extensive coordination with multiple stakeholders.
- **Remove Abandoned Boiler Systems and Hazardous Materials:** Initiate removal of obsolete boiler systems and hazardous materials, including asbestos abatement from two decommissioned coal boilers, and begin design work to remove an abandoned electrostatic precipitator.



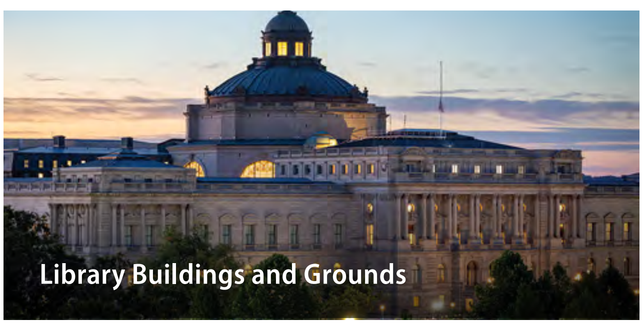
House Office Buildings

FY 2025 Accomplishments

- **Responded to Emergency Infrastructure Failures:** Addressed multiple infrastructure emergencies in the Rayburn Building, including significant water leaks. Cross-trade teams coordinated repairs in collaboration with the Office of the Chief Engineer and ensured minimal disruptions for congressional offices.
- **Installed Wall of Fallen Tribute at Rayburn Entrance:** Coordinated with the Committee on House Administration to install a new Wall of Fallen in the Rayburn Building. The wall was unveiled during a ceremony hosted by the Committee's Chairman and Ranking Member.
- **Upgraded Fitness and Wellness Facilities:** Completed a series of upgrades to the Staff Fitness Center and Members' Wellness Center to enhance functionality, comfort, and service. The Fitness Center was upgraded with new paint, flooring, and equipment. In the Members' Wellness Center, upgrades included sauna renovations, in-house laundry machines, and custom doors to enhance airflow.

FY 2026 Priorities

- **Enhance Facility Management Capabilities:** Equip staff with the tools, training, and processes needed to deliver responsive, data-informed facility management support to Congress. This includes enhancing SOPs, investing in data analytics, and improving the Work Order Management System to better track risks, response times, and performance.
- **Advance Capital Renewal and Program Management:** Address critical priorities including deferred maintenance, the capital renewal backlog, the Rayburn Renewal, and enterprise asset management by setting strategic priorities and realigning personnel and offices to support these high-risk infrastructure needs.



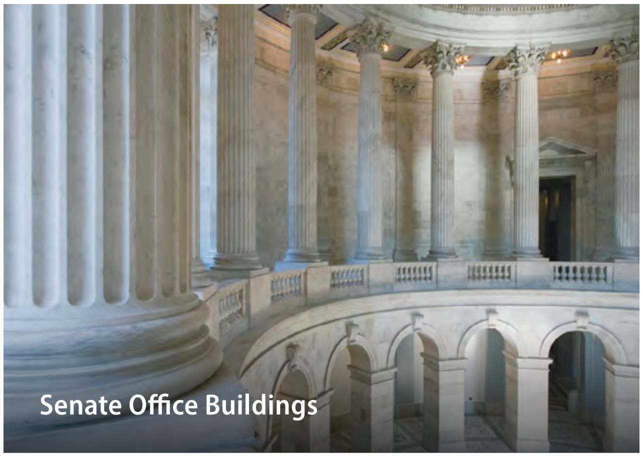
Library Buildings and Grounds

FY 2025 Accomplishments

- **Improved Cellular Connectivity:** In a joint effort with the Library of Congress, completed a full upgrade of in-building cellular coverage in the Madison, Jefferson, and Adams Buildings and the Packard Campus, improving signal strength and communication reliability.
- **Converted Off-Site Space:** Repurposed an underutilized area to create new office space for the Fort Meade Operations and Maintenance Branch. The upgrade helps on-site staff manage daily operations and construction at the Book Storage Facility.
- **Created New Event Space**: Transformed the Adams North Reading Room into a new event space. The effort entailed replicating damaged vinyl flooring, fabricating custom bookshelf trim, upgrading life safety and audio-visual systems, and preserving historic finishes.

FY 2026 Priorities

- **Initiate Fire Alarm Construction:** Replace the obsolete fire alarm system and address known deficiencies at the Jefferson Building to ensure reliable emergency notification for occupants and responders. Construction is expected to be completed in FY 2029.
- **Modernize Madison Bronze Core Elevator:** Initiate replacements of outdated elevator components to address recurring control system failures, enhance safety and code compliance, and improve overall reliability.



FY 2025 Accomplishments

- **Renovated and Expanded Senate Spaces:** Created two new event rooms in the Russell Building to support Senate meetings, presentations, and public gatherings, with upgrades to finishes, ventilation, and accessibility. Renovated new leased office space for the Senate Sergeant at Arms, with staff relocated and over 1,250 pieces of furniture moved with no disruption to Senate operations.
- **Enhanced Key Building Features:** Restored the historic Dirksen Auditorium Door entrance and made it ADA-accessible. Provided enhanced interior design services for Senate offices and developed a new drapery application for Hart Building windows. Fabricated a new air filter bracket that streamlines filter replacement for over 100 air handling units, saving approximately 170 hours of staff time for filter changes each year.
- **Initiated Critical Building Infrastructure Projects:** Began implementation of projects to replace the approximately 50,000-square-foot flat roof on the Dirksen Building, underground diesel storage tanks serving the Hart and Dirksen Buildings, and worn components on 24 air handling units in the Hart Building.

FY 2026 Priorities

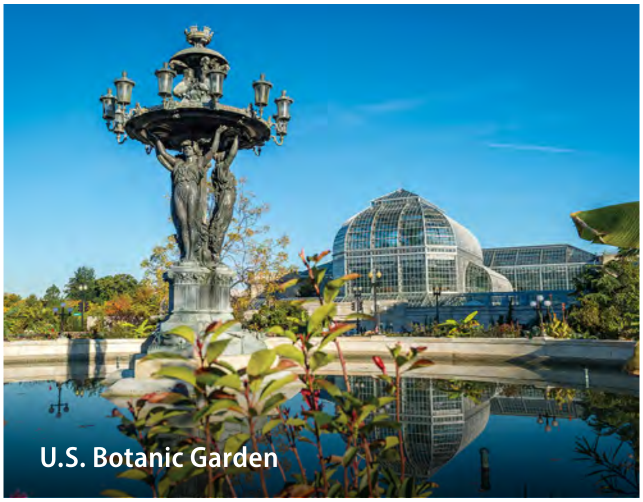
- **Improve the Visitor Experience:** Expand food service options, create an additional public collaborative space, enhance accessibility, and improve wayfinding in Senate office buildings. Plans include piloting and installing new signage, upgrading interior signs to increase ADA accessibility, and developing accessible digital directories.
- **Reinstall Calder Clouds Sculpture:** Oversee the reinstallation of newly fabricated clouds for Alexander Calder's *Mountain and Clouds* sculpture in the Hart atrium, restoring the artist's original vision and resolving structural issues.

FY 2025 Accomplishments

- **Continued Space Planning Study:** Advanced a phased study of the Supreme Court Building, portions of the Thurgood Marshall Building, and warehouse space. The effort engaged stakeholders, analyzed space utilization, and developed long-term strategies to reallocate, repurpose, or redesign facilities to support evolving program needs.
- **Completed Seasonal Plant Installations:** In-house teams installed more than 4,000 spring and summer plants across the Supreme Court grounds, enhancing the landscape's appearance and ensuring seasonal continuity. The effort received positive feedback from tenants and visitors.
- **Replaced Historic Trees:** Two declining historic northern red oak trees on the Southwest lawn were replaced with two "Happidaze" trees, ensuring the continued viability, appearance, and ecological balance of this prominent landscape area.

FY 2026 Priorities

- **Initiate Succession Planning:** Evaluate workforce needs and launch succession planning efforts to address anticipated retirements, particularly in critical skilled trades. Plans include reviewing job descriptions for potential reclassification and developing targeted recruitment strategies for hard-to-fill roles.
- **Upgrade Elevator Controllers:** Advance plans to replace the Supreme Court's traction elevator controllers, with construction scheduled across two summer recess periods to minimize disruption.



U.S. Botanic Garden

FY 2025 Accomplishments

- **Upgraded National Garden Infrastructure:** Replaced deteriorating gravel paths in the gated outdoor gardens with ADA-compliant bluestone and concrete walkways, and energy-efficient light-emitting diode (LED) lighting. The project also refurbished perimeter fencing and gates. These upgrades improve accessibility, safety, and functionality for evening programs and congressional events.
- **Enhanced Conservatory Lobby Experience:** Redesigned the North and South lobbies of the USBG Conservatory to improve visitor flow, seating, wayfinding, and access to educational materials and support. Updates included new graphics, interpretation, furniture, and central information kiosk.
- **Conservatory Partial Reglazing:** Replaced glass in the center portion of the Garden Court to better regulate internal temperatures and support plant health. The project also improves protection against water and cold air infiltration in this space, which hosts public programs and congressional events.

FY 2026 Priorities

- **Upgrade Audio-Visual Systems:** Replace outdated systems with modern technology to better support virtual and hybrid programs and meetings. New installations are planned for the Conservatory, Administration Building, and the Production Facility Headhouse, where a new conference room is being constructed.
- **Improve Visitor Entrance Experience:** Enhance wayfinding throughout the USBG campus by identifying all entrances and guiding visitors to the Conservatory through improved signage, landscaping, and three-dimensional design elements.

U.S. Capitol Visitor Center

FY 2025 Accomplishments

- **Building Automation and Network Resilience:** Installed 25 uninterruptible power supplies and a new fiber infrastructure to support the Capitol Visitor Center's IT network. The upgrades replace aging infrastructure, improve power reliability, enable centralized data center control, and ensure continued system integrity through automated failure alerts.
- **Improved Digital Exit Signage**: Replaced static exit signs with high-resolution 4K digital displays and overhead projectors to improve emergency messaging and wayfinding. The digital signs operate on a unified platform, allowing dynamic, real-time content updates that enhance both safety and the visitor experience.
- **Upgraded Orientation Theaters:** Enhanced the orientation theaters with 4K projectors, screens, and playback systems, enabling the display of high-resolution film and imagery throughout visitor presentations.

FY 2026 Priorities

- **Decrease Entrance Wait Times:** Collaborate with U.S. Capitol Police to identify strategies that reduce entrance wait times, minimize tour disruptions, and improve the overall visitor experience.
- **Implement New Reservation System:** Launch a new reservation system that improves scheduling for public tours, educational programs, and Capitol Dome tour requests. The upgraded platform will be accessible on computers and mobile devices.

Appendix D:
Major Stone Repair and Preservation Projects

SUPREME COURT COURTYARD RESTORATION

This multiphase project restored the stone façades and fountains in the four courtyards at the Supreme Court. In FY 2025, the final phase was completed, addressing the two South Courtyards. Work included marble cleaning, mortar repointing, dutchman repairs, bronze restoration, and installation of advanced water treatment systems. These efforts preserve the courtyard's historic character and improve long-term safety and functionality.

CAPITOL EXTERIOR PRESERVATION – STONE AND METAL

Preparation and planning continue for the fourth and final phase of the preservation project focused on restoring the East Front's historic façade. Construction procurement is underway, with an award scheduled for January 2026. The project will address stone deterioration, failing joints, water infiltration, waterproofing needs, corroded metalwork, and surface staining across the East Front façade. Specialized cleaning, repairs, and restoration treatments will extend the lifespan of the original materials and persevere the historic architectural detail.

THURGOOD MARSHALL FAÇADE STABILIZATION

This seven-phase project addresses exterior stone veneer deficiencies at the Thurgood Marshall Building to ensure structural stability and preserve the façade's integrity. In FY 2025, construction advanced, with three phases reaching 80 to 95 percent completion. Work included stone repairs, replacement of joint sealants and the weep system, grout sampling, non-destructive anchorage testing, repair of bird deterrent system, and installation of new netting. The project remains on track for completion in FY 2026 and will ultimately stabilize the building's exterior and reopen adjacent community greenspace.

Additional information on the major repair and preservation projects is available online.

Appendix E:
Major Exhibitions and Programs

The USBG and Capitol Visitor Center create and offer a wide range of exhibitions and educational programming for the visiting public.

U.S. Botanic Garden

"Fierce Flora: Tales of Survival and Demise"
September 2024 – Ongoing

This immersive exhibit explores the defensive adaptations plants have developed to survive threats from herbivores, disease, and competition. It reveals the unexpectedly aggressive side of the plant world — where touch, taste, or even proximity can lead to surprising consequences for animals and humans alike. The exhibit also highlights the powerful medicinal benefits of plants.

"Orchids: Masters of Deception"
February 14 – April 27, 2025

The USBG and Smithsonian Gardens presented the 29th annual joint orchid exhibit, showcasing the ingenious and often unusual ways orchids attract pollinators. Thousands of live orchids were displayed in the Conservatory.

"Season's Greenings" Holiday Exhibit
November 28, 2024 – January 5, 2025

The annual holiday display included festive lights, thousands of poinsettias, and Washington, D.C., landmarks made entirely from plant materials. G-gauge model trains ran through detailed scenes in the gated outdoor gardens, featuring oversized pollinators made from natural materials, including an orchid bee visiting a vanilla orchid, a chocolate midge pollinating a cacao flower, and a lemur interacting with a traveler's tree flower.

A plant sculpture featured in the U.S. Botanic Garden's holiday train exhibit, themed around pollinators.

Hands-On Learning and Urban Agriculture

The USBG expanded its hands-on science offerings for families in the Children's Garden. Five new outdoor activity stations, facilitated by trained volunteers, were offered several days a week during peak seasons. The Urban Agriculture programming was expanded with activities on-site and in local communities, including additional tasting experiences in the Kitchen Garden featuring food grown on-site and hands-on experiences in seed-saving, especially for heirloom vegetables.

Pilot Program Expands Access to Hands-on Science Education

The USBG, in collaboration with the Friends of the U.S. Botanic Garden (Friends), launched a pilot bus scholarship program to expand access to science education classes for PreK-8 students in Title 1 schools. With support from the Friends, transportation was provided for 449 students to visit the Conservatory, where they participated in educator-led classes on pollination, seed germination, and plant adaptations. The pilot program connected the USBG with schools that had never visited before.

Additional information on exhibits and programming at the USBG is available online.

Capitol Visitor Center guides lead visitors on a tour through the U.S. Capitol.

U.S. Capitol Visitor Center

Exhibition Hall

Exhibition Hall featured a range of programs and activities designed to enrich the visitor experience. "The Nation's Stage" special exhibit explored congressional traditions and ceremonies at the U.S. Capitol, such as inaugurations and lying in state ceremonies. To expand on the exhibit's themes, the CVC hosted weekly curator talks, family programs, and "Object Spotlights" showcasing items from the exhibit, including Queen Elizabeth II's seat cushion, Speaker Nancy Pelosi's swearing-in suit, First Lady Nancy Reagan's 1985 inauguration coat, and the Electoral College vote tallies from 1800, 1804 and 1825. Themed menus in the CVC dining facilities were inspired by historic inaugural luncheons.

Capitol Tours

Specialty tours provided visitors with a deeper understanding of the U.S. Capitol's history and art. The "Halls of the Senate" tour offered an intimate look at the Senate wing's corridors decorated by Constantino Brumidi. The "Votes for Women" tour shared stories of the suffrage movement and the women who advanced equality for future generations. The "Indigenous Peoples in Capitol Art" tour examined how indigenous peoples have been portrayed in Capitol art and how those depictions have evolved over time. The "Heroes of Civil Rights" tour highlighted the stories of Americans whose extraordinary actions helped shape the Civil Rights Movement. The "Outdoor Tour of the Capitol Grounds" explored the scenic and historical features of the U.S. Capitol Grounds.

Student Programming

The CVC offered online and on-site programming for students. "What is the Constitution?" provided information on Article I of the Constitution, the Bill of Rights, the role of citizens in democracy, and the role of Congress in government for all grade levels. "The Debates of the Constitutional Convention of 1787," designed for middle and high school students, examined the plans, debates, and compromises that shaped the U.S. government. "What is the U.S. Capitol?" offered a live question-and-answer session with an education specialist about the U.S. Capitol's function, history, architecture, and art. Nearly 2,000 students attended 45 on-site presentations this fiscal year.

"We the People"

This civics-themed tour of Washington, D.C., was offered in partnership with the U.S. Capitol Historical Society, Library of Congress, George Mason Memorial, National Archives, and USA Guided Tours. The CVC hosted 12 sessions that included a Democracy Lab activity and a modified Capitol Tour, serving 495 eighth grade students from D.C. public schools.

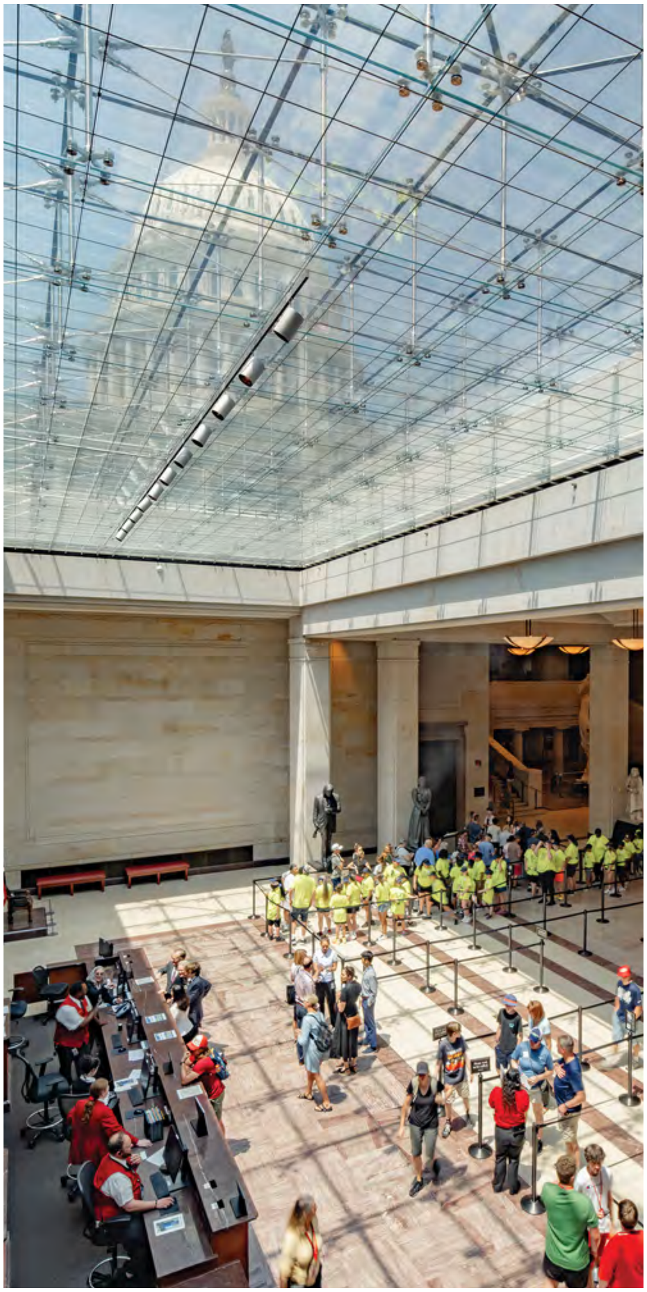
Virtual Experiences

The CVC expanded its digital outreach with the launch of the "Object Spotlight" video series. Produced on-site with guest speakers and subject matter experts, the videos highlighted artifacts from "The Nation's Stage" exhibit and Exhibition Hall. Topics included the Great Seal, the First Nail Ceremony, Robert Frost's inaugural poem, and the preservation of historic cherry trees on the U.S. Capitol Grounds. Distributed across social media platforms and embedded on the exhibit webpage, the series served as both educational content and promotional tools, garnering more than 32,000 views and strong engagement, particularly on LinkedIn.

Partnerships and Outreach

The CVC collaborated with the U.S. Capitol Grounds and Arboretum to broaden the reach of its public programming. Arborists contributed to a series of Object Spotlight presentations, featuring sessions on the U.S. Capitol Christmas Tree, the 1913 Capitol Hill model, and the historic cherry trees gifted by Japan in 1912.

Additional information on exhibits at the CVC is available online.



The U.S. Capitol Dome visible through the south skylight of the Capitol Visitor Center.

Appendix F:
Capitol Campus Visitation Statistics

TABLE 26. Number of Visitors by Year: FY 2020–FY 2025 (Rounded to the Nearest 1,000)

FISCAL YEAR	CAPITOL VISITOR CENTER	U.S. BOTANIC GARDEN	LIBRARY OF CONGRESS
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
2024	2,084,000	1,127,000	882,000
2025	1,988,000	1,070,000	934,000
Six-Year Average*	**1,133,833**	**710,333**	**582,667**

*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 March 2022.

TABLE 27. Number of Visitors by Month, FY 2025 (Rounded to the Nearest 1,000)

MONTH	CAPITOL VISITOR CENTER	U.S. BOTANIC GARDEN	LIBRARY OF CONGRESS
October	177,000	76,000	87,000
November	115,000	78,000	59,000
December	103,000	168,000	53,000
January	94,000	46,000	34,000
February	100,000	47,000	48,000
March	199,000	118,000	87,000
April	239,000	125,000	110,000
May	238,000	103,000	112,000
June	225,000	90,000	96,000
July	225,000	88,000	108,000
August	153,000	87,000	86,000
September	120,000	44,000	54,000
Total	1,988,000	1,070,000	934,000
Monthly Average	**165,667**	**89,167**	**77,833**

Visitors gather in Emancipation Hall at the U.S. Capitol Visitor Center.

Appendix G:
Reimbursable Accounts Summary

The AOC has stewardship responsibility for reimbursable accounts and trust and revolving funds. The reimbursable accounts are summarized below. The assets, liabilities, and transactions associated with these reimbursable accounts are included in the audited financial statements. The trust and revolving funds are identified and described in **Section Three: Financial Information** under Financial Statements Note 1.G.

Reimbursements Collected and Posted to a Specific Appropriation

Battery Recharging Fees (*2 U.S.C. § 2170*, *P.L. 112-167* [Senate], and *2 U.S.C. § 2171*, *P.L. 112-170* [House]). Battery recharging stations for privately owned electric vehicles are available in the parking areas managed by the Senate Office Buildings, the House Office Buildings, and the Library Buildings and Grounds jurisdictions. These recharging stations are available on a fee basis to Members of Congress or covered employees. They 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*). An E85 fuel tank and pumping system is available for all E85 fuel compatible vehicles used by the AOC and other legislative branch agencies. Other legislative branch agencies that refuel vehicles at the station must reimburse the AOC for the fuel cost. Current users include the 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, and 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 discard or dispose of surplus or obsolete personal property through interagency transfer, donation, sale, or trade-in. 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. 113-76*, *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 to the Supreme Court, the Union Station complex, the Thurgood Marshall 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.

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. The AOC collects receipts from other activities, including purchase card rebates, restitution payments, and vendor refunds. Other collections 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* (HR 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.

Backlog: The total deferred maintenance plus capital renewal projects that are expected to become deferred maintenance within a five-year window.

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.

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 Capitol Grounds and Arboretum's director is responsible for overseeing the tree's selection, installation and decoration.

Capitol Campus Blueprint (CCB): The CCB is an implementation program of the Capitol Complex Master Plan (CCMP).

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 ten years.

***Chief Financial Officers Act of 1990* (CFO Act):** This act established a Chief Financial Officer in each major executive branch agency, assigned OMB the responsibility for setting accounting and financial reporting standards, increased internal controls, required annual independent financial statement audits for agencies and established financial management system requirements.

Cogeneration: The Capitol Power Plant's cogeneration system uses natural gas in a combustion turbine to simultaneously generate electricity and steam.

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 wood working and upholstery projects and updating the electrical, data and telecommunications infrastructure.

Construction Work-in-Progress: 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.

Corrective Maintenance: Corrective or emergency maintenance activities are those undertaken to identify, isolate and rectify an unscheduled deficiency of equipment or systems.

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.

Emancipation Hall: The U.S. Capitol Visitor Center's Emancipation Hall is a central gathering place for visitors to the U.S. Capitol. The hall was named to recognize the contributions of the enslaved laborers who helped build the U.S. Capitol.

***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 by the AOC to finance needed energy preservation improvements for four of its jurisdictions (Capitol Building, House Office Buildings, Senate Office Buildings, and Library Buildings and Grounds).

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 dedicated to telling the story of the U.S. Congress and the U.S. Capitol.

Facility Condition Assessment (FCA): A program that assesses the condition of building components, systems and remaining useful life and identifies 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.

Jurisdiction: An AOC organizational unit with responsibility 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. 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 Finance 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®: 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.

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 parklike 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: The U.S. Capitol Visitor Center is the public entrance for visitors to the U.S. Capitol. The facility opened in December 2008 and is located underground on the east side of the U.S. Capitol.

Appendix I:

Abbreviations and Acronyms

A

ACM	Asbestos-Containing Materials
ADA	*Americans with Disabilities Act*
AOC	Architect of the Capitol

B

BBTU	Billion British Thermal Unit

C

CAP	Cross-Agency Priority
CCM	Certified Construction Manager
CCMP	Capitol Complex Master Plan
CCRC	Central Contractor Registration Connector
CEAR	Certificate of Excellence in Accountability Reporting
CERCLA	*Comprehensive Environmental Response, Compensation and Liability Act*
CFM	Certified Facilities Manager
CGFM	Certified Government Financial Manager
CHW	Chilled Water
COTS	Commercial Off-the-Shelf
COVID-19	Coronavirus Disease 2019
CPP	Certified Professional Photographer
CSRS	Civil Service Retirement System
CVC	U.S. Capitol Visitor Center

D

DATA Act	*Digital Accountability and Transparency Act*
DM&R	Deferred Maintenance and Repairs
DOL	U.S. Department of Labor

E

E2 Solutions	CWTSato Travel E2 Solutions Travel System
EAM	Enterprise Asset Management
EAP	Employee Assistance Program
EEO	Equal Employment Opportunity
ERM	Enterprise Risk Management
ESPC	Energy Savings Performance Contract

F

FAIA	Fellow, American Institute of Architects
FASAB	Federal Accounting Standards Advisory Board
FBWT	Fund Balance with Treasury
FCA	Facility Condition Assessment
FCI	Facility Condition Index
FECA	*Federal Employees Compensation Act*
FERS	Federal Employees Retirement System
FFMIA	*Federal Financial Management Improvement Act of 1996*
FISMA	*Federal Information Security Management Act of 2002*
FMFIA	*Federal Managers' Financial Integrity Act of 1982*
FY	Fiscal Year

G

GAAP	Generally Accepted Accounting Principles
GAO	U.S. Government Accountability Office
GPO	U.S. Government Publishing Office
GPRA	*Government Performance and Results Act of 1993*
GPRAMA	*GPRA Modernization Act of 2010*
GSA	U.S. General Services Administration
GSF	Gross Square Feet
GTAS	Governmentwide Treasury Account Symbol Adjusted Trial Balance System

H

HCMD	Human Capital Management Division
HR Act	*Architect of the Capitol Human Resources Act*
HUBZone	Historically Underutilized Business Zones

I

ICS	Inventory Control System
IPP	Invoice Processing Platform
IRMD	Integrated Risk Management Division
ISO	International Standards Organization
ITD	Information Technology Division

K

KBTU	Thousand British Thermal Units
KCF	Thousand Cubic Feet
KGal	Kilogallons
kWh	Kilowatt Hours
KPI	Key Performance Indicator

L

LBFMS	Legislative Branch Financial Management System
LEED AP	Leadership in Energy and Environmental Design Accredited Professional

M

MB	Megabytes
MD&A	Management's Discussion and Analysis
MMBTU	Metric Million British Thermal Units
MWh	Megawatt Hours

N

NFC	National Finance Center
NIST	National Institute of Standards and Technology

O

OAP	Office of Attending Physician
OCAO	Office of the Chief Administrative Officer
OCE	Office of the Chief Engineer
OCFO	Office of the Chief Financial Officer
OCO	Office of the Chief of Operations
OCSO	Office of the Chief Security Officer
OCWR	Office of Congressional Workplace Rights
ODS	Operational Data Store
OGC	Office of General Counsel
OIG	Office of Inspector General
OMB	Office of Management and Budget
OPM	Office of Personnel Management

P

PAR	Performance and Accountability Report
PCES	Performance, Communication and Evaluation System
PE	Professional Engineer
PIIA	*Payment Integrity Information Act of 2019*
P.L.	Public Law
PMIS	Project Management Information System
PMP	Project Management Professional
PP&E	Property, Plant, and Equipment
PTIB	Photography and Technical Imaging Branch

Q

QFR	Quarterly Financial Review

R

RISE	Respect, Integrity, Safety, and Empowerment
RMAB	Records Management and Archives Branch
RSI	Required Supplementary Information
RTU	Right-to-Use

S

SAM	System for Award Management
SBR	Combined Statement of Budgetary Resources
SCC	Office of Safety and Code Compliance
SCNP	Statement of Changes in Net Position
SFFAS	Statements of Federal Financial Accounting Standards
SITES®	Sustainable SITES Initiative
SNC	Statement of Net Cost

T

TSP	Thrift Saving Plan
Treasury	U.S. Department of Treasury

U

UCFE	Unemployment Compensation for Federal Employees
UESC	Utility Energy Service Contract
USBG	U.S. Botanic Garden
U.S.C.	United States Code
USCP	U.S. Capitol Police
USSGL	U.S. Standard General Ledger

Appendix J:
Websites

PAGE	DESCRIPTION	URL
1	Performance & Accountability Report	https://www.aoc.gov/what-we-do/publications/performance-accountability-report
8	Areas of Expertise	https://www.aoc.gov/what-we-do/areas-expertise
11	AOC You Tube Channel	https://www.youtube.com/uscapitol
12	AOC Organizational Structure	https://www.aoc.gov/about-us/organizational-structure
12	Office of the Architect	https://www.aoc.gov/about-us/organizational-structure/office-architect
13	Office of Inspector General	https://aocoig.oversight.gov/
13	Office of the Chief Administrative Officer	https://www.aoc.gov/about-us/organizational-structure/office-chief-administrativeofficer
13	Office of the Chief Engineer	https://www.aoc.gov/about-us/organizational-structure/office-chief-engineer
14	Office of the Chief Financial Officer	https://www.aoc.gov/about-us/organizational-structure/office-chief-financial-officer
14	Office of the Chief of Operations	https://www.aoc.gov/about-us/organizational-structure/office-chief-operations
14	Office of the Chief Security Officer	https://www.aoc.gov/about-us/organizational-structure/office-chief-security-officer
14	Capitol Building Jurisdiction	https://www.aoc.gov/about-us/organizational-structure/office-chief-operations/capitol-building-jurisdiction
15	Capitol Grounds and Arboretum Jurisdiction	https://www.aoc.gov/about-us/organizational-structure/office-chief-operations/capitol-grounds-arboretum-jurisdiction
15	Capitol Power Plant Jurisdiction	https://www.aoc.gov/about-us/organizational-structure/office-chief-operations/capitol-power-plant-jurisdiction
15	House Office Buildings Jurisdiction	https://www.aoc.gov/about-us/organizational-structure/office-chief-operations/house-office-buildings-jurisdiction
15	Library Buildings and Grounds Jurisdiction	https://www.aoc.gov/about-us/organizational-structure/office-chief-operations/library-buildings-grounds-jurisdiction
16	Senate Office Buildings Jurisdiction	https://www.aoc.gov/about-us/organizational-structure/office-chief-operations/senate-office-buildings-jurisdiction

PAGE	DESCRIPTION	URL
16	**Supreme Court Building and Grounds Jurisdiction**	https://www.aoc.gov/about-us/organizational-structure/office-chief-operations/supreme-court-building-grounds-jurisdiction
16	**The U.S. Botanic Garden**	https://www.aoc.gov/about-us/organizational-structure/office-chief-operations/botanic-garden-jurisdiction
16	**U.S. Capitol Visitors Center Jurisdiction**	https://www.aoc.gov/about-us/organizational-structure/capitol-visitor-center-jurisdiction
16	**Did You Know: Plant Collections at the U.S. Botanic Garden**	https://www.usbg.gov/plant-collections/
24	**Capitol Highlight: 200 Years of the U.S. Capitol Rotunda**	https://www.aoc.gov/explore-capitol-campus/blog/us-capitol-rotunda-celebrating-200-years-heart-american-democracy
26	**Behind the Scenes of Inauguration Construction**	https://www.youtube.com/watch?v=Fw4psKqXjx8
27	**Capitol Highlight: Honoring President Jimmy Carter in the Rotunda**	https://www.aoc.gov/what-we-do/programs-ceremonies/lying-in-state-honor
31	**Did You Know: Capitol Christmas Tree**	https://www.aoc.gov/about-us/news-notices/capitol-christmas-tree
32	**Capitol Highlight: Preserving the Historic Cherry Trees**	https://www.aoc.gov/explore-capitol-campus/blog/hanami-cherry-blossom-capitol-grounds
35	**Capitol Highlight: Supporting the 60th Presidential Inauguration**	https://www.aoc.gov/what-we-do/programs-ceremonies/inauguration
52	**FY 2024 PAR with Audited Financial Statements**	https://www.aoc.gov/what-we-do/publications/performance-accountability-report
145	**National Statuary Hall Collection**	https://www.aoc.gov/explore-capitol-campus/art/about-national-statuary-hall-collection
180	**Improper Payment Information**	https://www.gao.gov/fraud-improper-payments
195	**Architects of the Capitol**	https://www.aoc.gov/about-us/history/architects-of-the-capitol
204	**Major Repair and Preservation Projects**	https://www.aoc.gov/what-we-do/projects/stone-preservation-capitol-campus
205	**USBG Exhibits and Programming**	https://www.usbg.gov/visit
207	**Exhibits at the Capitol Visitor Center**	https://www.visitthecapitol.gov/explore/exhibitions

PAGE	DESCRIPTION	URL
219	Capitol Campus Virtual Tour	http://www.capitol.gov/
219	AOC Who We Are Video	https://www.aoc.gov/about-us/who-we-are
220	Performance Highlights Video	http://www.aoc.gov/PAR

Landscape restoration work at the historic Olmsted Summerhouse on the U.S. Capitol Grounds.

Appendix K:

Acknowledgments

This report reflects the dedication and talents of the AOC staff. We extend our sincere thanks and recognition for their valuable contributions:

Thomas Austin, PE, CMP, PMP
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Deloitte assisted with the preparation of the financial statements.

Publication Date: January 26, 2026

Appendix L:
Citizen-Centric Report
Fiscal Year 2025 Performance and Accountability Highlights

About the Architect of the Capitol

Who We Are: The Architect of the Capitol (AOC) is charged with preserving, maintaining, and operating the facilities and grounds of the U.S. Capitol campus. This responsibility spans more than 18.5 million square feet of facilities, 570 acres of grounds, and thousands of historic works of art, architectural features, and botanical assets. The agency serves as the steward of many of the nation's most iconic landmarks, including the U.S. Capitol, House and Senate office buildings, the U.S. Capitol Visitor Center, the Library of Congress, the Supreme Court of the United States, and the U.S. Botanic Garden.

Established: The origins of the agency date to 1793, when President George Washington laid the ceremonial cornerstone of the U.S. Capitol. Nearly a century later, in 1876, Congress formally established the AOC as the steward of the U.S. Capitol's care and maintenance.

Branch of Government: Legislative

Leadership: Architect of the Capitol Thomas E. Austin

Workforce: Approximately 2,700 as of September 30, 2025

Fiscal Year 2025 Appropriations: $855 million

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.

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

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

Strategic Objectives

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

View the AOC's FY 2025 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	≥50%	50.0% **Met**
Strategic Goal 1: Maintain Awe-Inspiring Facilities	Operational KPI	Facility Condition Index	≤59.3%	59.3% **Met**
Strategic Goal 1: Maintain Awe-Inspiring Facilities	Operational KPI	Planned Work Order Performance	≥90%	95.1% **Met**
Strategic Goal 1: Maintain Awe-Inspiring Facilities	Operational KPI	Unplanned Work Order Performance	≥90%	96.2% **Met**
Strategic Goal 2: Provide Extraordinary Services	Operational KPI	Customer Satisfaction with Projects	≥90%	85.2% **Not Met**
Strategic Goal 2: Provide Extraordinary Services	Operational KPI	Customer Satisfaction with Work Orders	≥90%	96.1% **Met**
Strategic Goal 2: Provide Extraordinary Services	Operational KPI	Tenant Survey	≥90%	72.0% **Not Met**
Strategic Goal 3: Foster an Innovative and Empowered Workforce	Operational KPI	External Safety Inspection Findings	< 926 6-year average	463 **Met**
Strategic Objective: AOC University	Strategic KPI	Percentage of Courses with Participant Satisfaction Evaluations	15%	9.0% **Not Met**
Strategic Objective: Enterprise Asset Management	Strategic KPI	ISO 55001 Asset Management certification of the asset management system at the Adams Building	Complete internal review and external audit	Complete **Met**
Strategic Objective: Enterprise Asset Management	Strategic KPI	Draft asset management plan for one or more AOC-wide system or facility	Complete	Complete **Met**
Strategic Objective: Enterprise Asset Management	Strategic KPI	Complete A-G Uniformat classification for the existing equipment catalog	Complete	Complete **Met**
Strategic Objective: Human Capital Strategy	Strategic KPI	Time to Fill - Direct Hire Positions	≤ 50 days	33 days **Met**
Strategic Objective: Human Capital Strategy	Strategic KPI	Time to Fill - Competitive Positions	90 days	79 days **Met**
Strategic Objective: Human Capital Strategy	Strategic KPI	Internal Promotion Rate	≥ 8%	15.7% **Met**
Strategic Objective: Human Capital Strategy	Strategic KPI	Voluntary Turnover Rate	≤ 13%	10.9% **Met**

Financial Results

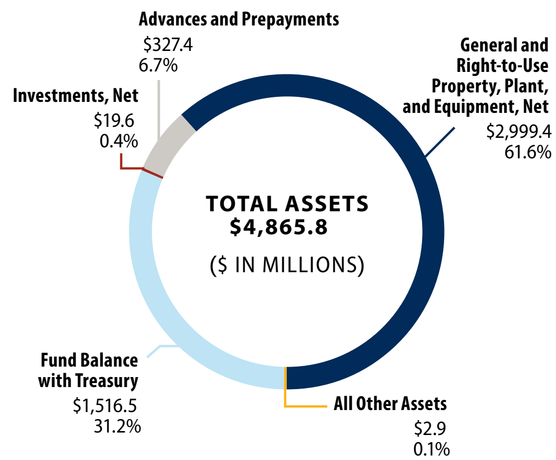
SELECT FINANCIAL AND RELATED NONFINANCIAL DATA ($ In Millions)

	FY 2025
Total Assets	$4,865.8
Total Liabilities	$590.1
Total Net Position	$4,275.7
Total Revenues	$60.3
Total Net Cost of Operations	$883.0
Total Appropriations	$854.8
Facility Space Managed (Square feet)	> 18.5 million
Grounds Managed (Acres)	> 570
Workforce at Fiscal Year-End	2,667

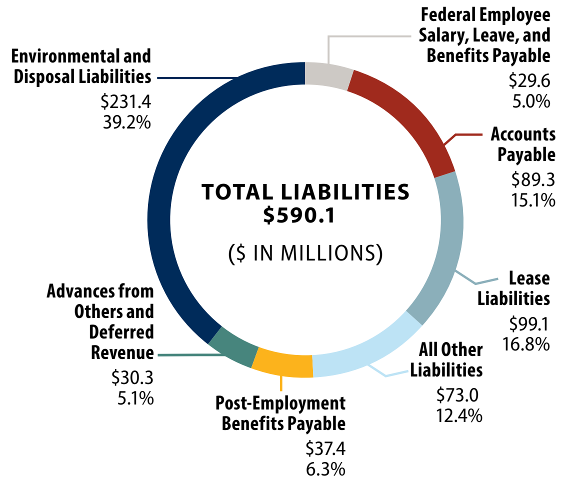
INDEPENDENT AUDITOR'S INTERNAL CONTROL FINDINGS

CATEGORY	FY 2025
Material Weakness	None
Significant Deficiencies	None

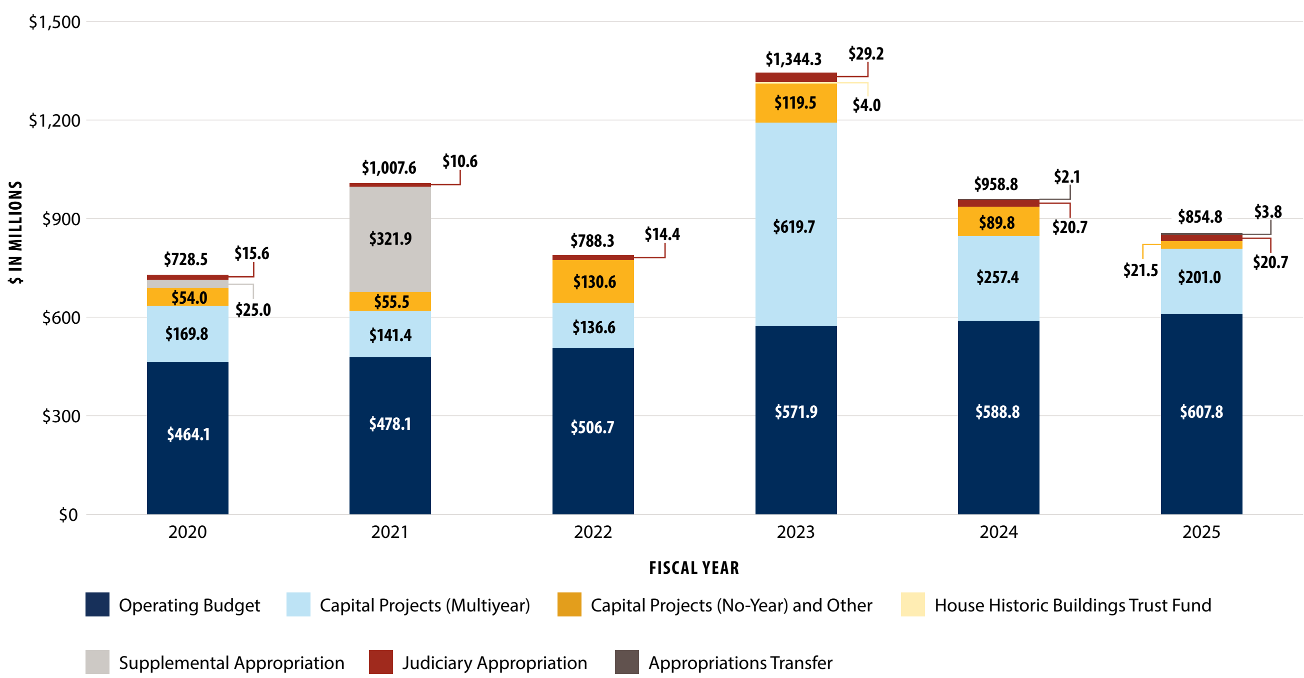
SUMMARY OF TOTAL ASSETS



SUMMARY OF TOTAL LIABILITIES



TREND IN TOTAL APPROPRIATIONS



Enterprise-Level Risks

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.

Capital Planning & Budgeting

Enterprise Risk Statement: The risk of inadequate capital planning and budgeting processes, leading to funding shortfalls and delays in capital renewal projects.

Cybersecurity

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

Deferred Maintenance & 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.

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.

AI Use & Adoption

Enterprise Risk Statement: The risk that as new AI applications are adopted by the AOC, governance and oversight may lag with the rate of change in technology, leading to employee failure to comply with agency policies governing AI usage and issues with managing sensitive information.

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.

Acquisition & Procurement Management

Enterprise Risk Statement: The risk of uncertainties related to the process of procuring and acquiring goods and services, leading to project delays and cost overruns due to unreliable suppliers, inadequate contract management practices, and/or market fluctuations

Vendor & Contractor Management

Enterprise Risk Statement: The risk of inadequate vendor and contractor management resulting in subpar service delivery, increased costs, and potential compliance issues that could compromise the maintenance and preservation of historic buildings and structures managed by the AOC.

Recruitment & 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.

Expectation (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.

Lifecycle 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.

Workplace Health & Safety

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

Data Quality & 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 compromises data security.

The AOC's Office of Inspector General identified additional management opportunities and performance challenges facing the organization: safety, security and preservation management; information and cybersecurity risk management; workforce management and accountability; data governance and records retention; resource waste and accountability; and whistleblower protections.

The AOC Performance and Accountability Highlights provides a summary of the FY 2025 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.

Publication Date: January 26, 2026

Platforms

For more information about the AOC, visit www.aoc.gov

Electronic copies of this report and its companion highlights report are available at 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

CONNECT WITH US ON SOCIAL MEDIA

- @ArchitectoftheCapitol
- @uscapitol
- @uscapitol
- @architect-of-the-capitol
- @uscapitol
- @uscapitol
- @uscapitol
- @aochiring

A full directory of the AOC's official social media accounts is available at: www.aoc.gov/social-media-directory.

Related Websites

U.S. Botanic Garden: www.usbg.gov

U.S. Capitol Visitor Center: 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.

Mobile Resources

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.

Download on the App Store GET IT ON Google play

The apps include:

- State Statues in the Capitol
- U.S. Capitol Grounds
- U.S. Capitol Rotunda
- U.S. Capitol Visitor Guide

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ARCHITECT OF THE CAPITOL

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