

**STATEMENT OF ALAN M. HANTMAN, AIA
ARCHITECT OF THE CAPITOL**

**Fiscal Year 2000
Oversight Hearing
United States Senate
Committee on Rules and Administration**

I. GENERAL INTRODUCTION AND EXECUTIVE SUMMARY

Mr. Chairman, I am pleased to appear before this Committee to present an overview of operations and supporting budget for the Architect of the Capitol. I look forward to working closely with this Committee under your leadership in an open, professional and constructive manner.

The body of this written statement focuses, of course, on this Agency's operations and the fiscal year 2000 appropriation. Some things, however, are not quantifiable even at an oversight hearing, but they are important to know. This is so because the framework of our operations, the foundation they are built upon, are fundamentally influenced by the new direction this Agency is taking in response to Congress' mandate to provide cost effective quality service in support of its day to day activities.

We have, therefore, provided appendices to this statement that address issues that are basic to how we are now doing business, and form part of the rationale for various aspects of our operating costs and related capital budget. These appendices also report on how the Agency is working to accomplish the legislative imperatives that the Congress has directed us to conform to, including:

- 1. The AOC Human Resources Act**, approved in 1994 which directs the Agency to establish and maintain a personnel management system incorporating fundamental principles found in modern personnel systems.
- 2. The Congressional Accountability Act** which created the Office of Compliance and the Compliance Board. The Accountability Act, among other initiatives, permitted Capitol Hill employees to unionize for the first time and placed the AOC under obligations to meet occupational safety and health standards.
 - a) Labor Management Relations
 - b) Occupational Safety and Health (Life Safety)
 - c) Civil Rights Laws

The Accountability Act has had a profound effect on our agency, and I will discuss this in further detail later on.

- 3. Security** issues have continued to be a high priority. Funding has been provided to this agency and the Capitol Police Board for a wide range of security initiatives.

These appendices therefore discuss these issues as well as providing overviews

of the issues of life safety, security, Agency re-engineering efforts, etc. as follows:

Appendix A - Life Safety

Appendix B - Security

Appendix C - AOC Human Resources Act

Appendix D - Congressional Accountability Act

Appendix E - Labor Relations

Appendix F - Re-engineering - The first year of a three year buy out program approved in the Fiscal Year 1999 Legislative Branch Appropriations Act to facilitate our re-engineering efforts has been defined in detail. Approval to proceed has been received from both this Committee and the Committee on House Administration in accordance with the legislation.

Appendix G - Capital Projects

Appendix H - Year 2000 System Status

Appendix I - Financial Management System

Appendix J - Senate Restaurant Operations

All of the initiatives above are supported by our Vision Statement and Core Values developed through our strategic planning process:

Vision Statement: *We will be an innovative and efficient team dedicated to service excellence and to preserving, maintaining, and enhancing the national treasures entrusted to our care.*

Core Values:

- | | |
|------------------------------|---------------------------------|
| 1. <i>Service Excellence</i> | 5. <i>Creativity</i> |
| 2. <i>Stewardship</i> | 6. <i>Loyalty</i> |
| 3. <i>Integrity</i> | 7. <i>Respect and Diversity</i> |
| 4. <i>Professionalism</i> | 8. <i>Teamwork</i> |

The detailed actions described in the appendices are focused on rebuilding this Agency into a unified, yet flexible, responsive and quality oriented instrument of the Congress. A brief summary of actions to date includes:

a: Capital Projects:

The planning, drawings, contracts and construction for work on the \$154.3 million of capital projects funded in fiscal year 1999 such as:

- Renovation of Dirksen Senate Office Building
- Replacement of East Plant Chillers
- Design of Upgrade to the Cable Television System
- Capitol Visitors Center - We have received approval of our Obligation Plan for the first increment of planning and validation work, as required by legislation, and are proceeding with assembling a team of consultants and reviewing and modifying the 1995 plan as necessary

Also, a contract for renovation of the U.S. Botanic Garden Conservatory has been awarded within budget and work is underway. The contiguous privately funded National Garden will follow shortly. Another significant project is the rehabilitation of the U.S. Capitol Dome. Initial portions of the study for necessary renovations of the Dome have been completed, and a contract has been awarded to perform the complex task of removing lead-based paint in the interstitial space between the inner

and outer domes, and, after study, repainting the metal. This will permit the necessary detailed inspection of all cast iron elements to clearly define the scope of work for subsequent phases. Actual work on the site has commenced and the protective netting for the first phase has been erected in the Rotunda. Scaffolding has been erected on the outside of the Dome, along with a construction staging area on the Senate side of the East Plaza.

For fiscal year 2000 funding in the amount of \$47.7 million has been approved by the Congress for 124 capital project.

b: Operations, Personnel Policies and Procedures

On the operations side we have initiated programs to:

- Install the computer aided facility management system (CAFM) selected to track, coordinate, record and evaluate work management cost and staffing data throughout the campus, as well as to provide enhanced space management capabilities
- Re-engineer the agency using the approved early out and buy out program
- Negotiate a variety of issues with the unions representing three groups of AOC employees
- Improve communications between the agency and our oversight entities, our clients, and other instrumentalities of Congress
- Upgrade internal administrative systems to achieve a Year 2000 fix for our procurement, financial and inventory operations while working with the GAO and other Legislative branch agencies to implement a modern financial management system
- Evaluate and make recommendations on necessary steps to provide business continuity for Congressional operations in regard to internal and external items possibly affected by the year 2000 problem
- Initiate an agency wide strategic planning process and implement the first segments of the re-engineering program developed through that process
- Facilitate initiatives with Senate Rules and Administration, the Senate Sergeant at Arms, as well as their counterparts on the House side, and the Capitol Police, to coordinate services
- Reorganize the agency's central staff to improve support for the work of all of our jurisdictions
- Rebuild our Human Resources Management Division
- Develop standardized operating policies and procedures for use by all AOC jurisdictions across the campus
- Provide management training programs for managers at all levels as well as training opportunities to further enhance skills of our employees

Vision and Goals

I believe, Mr. Chairman, that it is important for the Congress to know the philosophical underpinnings of these efforts, the foundation we are building upon, because there is no "quick fix" solution to what is required to rebuild and re-engineer business practices in this agency. Through our strategic planning process, we are building an organization that will be able not only to support the day to day workings of both houses of the Congress in an equitable and professional manner, but one that

will be fully capable of performing its duties long after all of us have left Capitol Hill. It is important for us to build not only for today but also for the future - not only in our capital and maintenance projects, but also to build the proper team to perform the necessary day to day functions and services of this agency. This effort requires flexibility, including developing the proper mix of in-house staff, contractors, (both private and public sector), and temporary employees to be called upon as work load necessitates.

Congressionally Mandated Changes

Change is necessary to assure that this agency makes its values and its vision part of our “corporate culture” so that all staff members truly make them the foundation of our work, the basis for how we do business. Many issues were identified and mandated for change in the Architect of the Capitol Human Resources Act, and in the Congressional Accountability Act. These include the requirement to develop human resources management programs consistent with the practices common among other federal and private sector organizations. In response, this agency has begun initiatives to:

- more clearly define job descriptions and job expectations so that everyone will know the requirements to successfully perform their jobs
- create a viable job performance and evaluation system so that constructive feedback can be given to improve performance where necessary, and to recognize and acknowledge those who provide quality service and work towards the achievement of our vision and goals.
- assure that uniform and fair standards are developed, implemented and used throughout the Agency to the greatest extent possible with respect to job postings, upward mobility, and other working conditions.
- create a viable equal employment and conciliation programs function that can fairly and efficiently address employee concerns in line with the Congressional Accountability Act.
- provide training opportunities to further enhance the trade and professional skills of our employees, including helping supervisors better communicate with, and monitor the work of, those who report to them.

These initiatives are all in process and are part of the foundation upon which this Agency is being rebuilt.

The Congressional Accountability Act created the Office of Compliance with the powers to monitor compliance with the Act, and granted the employees of this agency, among others on Capitol Hill, the right to form unions. As you are aware, AFSCME Council 26, Local 626 has been elected to represent a unit of over 600 of our custodial and labor employees, as well as another unit composed of our Botanic Garden employees. Also at this time, a group of our temporary plumbers have formed a collective bargaining unit and is now represented by a union. We are working with

these unions on a range of issues.

The Accountability Act has also had a far more profound effect on the agency than we have been able to analyze quantitatively. However, it is clear from the many issues that have arisen as a result of life safety and occupational safety and health matters with which we are now working that the Accountability Act has reached farther and deeper into our daily lives than initially anticipated.

For example, we received a citation from the Office of Compliance for lack of roof fall protection on the U.S. Capitol Building. This issue first arose during building surveys conducted jointly by the Office of Compliance and our staff. As a result of that finding, we requested funds to design roof fall protection for all of our buildings campus-wide in our fiscal year 1999 budget. Fortunately, we were able to accelerate that design by a few months by reprogramming funds toward the end of fiscal year 1998. An additional reprogramming was requested and approved in April of this year which will provide for the installation of permanent railings and other modifications to the ramps and stairs and the installation of catwalks to provide access to flagpoles, mechanical equipment, and lighting fixtures.

Design drawings that will provide roof fall protection for the Capitol are complete. A fiscal year 2001 budget request to fund the remainder of the actual construction of roof fall protection measures will be made. The reason funds are not requested until fiscal year 2001 is to allow sufficient time to complete design and estimate the work properly. This adheres to the AOC Design policy requiring completion of 100% design prior to requesting funds providing assurance to the Congress that it is appropriating funds for well documented and estimated projects.

However, we are now caught between conflicting interests: on the one hand the Office of Compliance is pushing us to move faster to improve safety, while on the other hand we are responding to our fiduciary and management responsibilities by proceeding with design, estimating and then construction in a deliberate manner.

Other examples of the effect of the Accountability Act include the overall safety program for our employees. We must not only have a safety program, it must be appropriately documented, which requires staff resources to develop, distribute to our employees, and then train them in the proper procedures and when appropriate with the necessary safety equipment. Not only must we have documentation, but we must make sure our supervisors monitor our employees to ensure that they comply with the safety program, use appropriate equipment, and provide follow up training as required. This approach to doing business is a radical departure from a culture ingrained with a tradition of "get the job done whatever it takes" attitude. We are asking a lot more of our supervisors to monitor these procedures, we are asking our employees to work differently than they have before. Whether we are monitoring our employees to assure that there is no adverse exposure to potentially harmful substances, monitoring air quality, abating lead-based paint - all of these initiatives are changes in the way this agency has approached its job. And up to this point we have largely absorbed the increased burden on our resources without asking for additional staffing or funding. However, we are now at a critical point where additional funding is more likely to be necessary in order to keep abreast of all that the Accountability Act mandates.

Review and Evaluation Methodology

In order to address these realities and comply with these laws, this Agency has been undergoing an intensive review of all of its operations with the goal of continuously refining and improving the quality of our services to Congress and our visitors to Capitol Hill, while at the same time responding to the requirements of the laws addressed to our employees. As part of this review we are investigating how to minimize costs and maximize the efficient delivery of our services in fulfillment of our fiduciary responsibilities to the American Taxpayer.

This is in line with recommendations regarding future restructuring of the Office of the Architect of the Capitol. Specifically, consideration of the private sector was suggested for routine maintenance and remedial work, in addition to the major AOC projects which are generally competitively awarded to private sector firms. Our on-going investigation therefore includes in-depth evaluations of:

1. Logical areas in which to involve the private sector
2. Internal opportunities to re-engineer and consolidate existing staff
3. Opportunities to eliminate duplication of services with other instrumentalities of the House and Senate.

To carry out this re-engineering process, this Agency has been authorized to implement early out and buy out programs.

Fiscal Year 2000 Budget Overview

I would like briefly to address our fiscal year 2000 budget request. The Operating Budget requested for fiscal year 2000, \$168,366,000, represents a 10.7% increase in operating costs. Thirty eight percent is due to mandated pay and benefits costs, thirty three percent is related to utility increases (mainly related to a 40% water and sewer increase), and 17% is related to information resources management. It is hoped that future operating budget cost savings will be achieved through a re-engineering effort that will start at the beginning of fiscal year 2000 and continue in fiscal year 2001. If appropriate, an additional year's authority will be requested to make up for the fact that we were unable to initiate the program this fiscal year. Savings will be reflected in subsequent budgets.

The request in the Capital Projects portion of the budget is significant, \$118,907,000. The magnitude of the fiscal year 2000 total for cyclical maintenance projects is very much in line with what we had projected in the benchmark analysis discussed in my last year's budget presentations. That analysis indicated that a campus-like complex of this age, monumental quality and magnitude could expect to expend an annual average of approximately 1.7% of the replacement value of the buildings and infrastructure. Based upon an estimated replacement value of \$3.6 billion, 1.7% would equate to an average target reinvestment level of \$61.0 million. Because of under investments in past years, we are now faced with an above average balloon payment of \$102.6 million for cyclical maintenance projects. Each project must of course stand on its own, and we stand ready to discuss the validity of each of the 139 fiscal year 2000 projects at your convenience. They have been categorized and prioritized for the purpose of analysis and decision making.

Significant project costs included in this request are the Renovation of the Dirksen Building, and on the House side, the Cannon Garage renovation and the

House Chamber Sound System. As I stated at last year's hearing, the ongoing study of the necessary repairs and repainting of the Capitol Dome would most likely lead to identification of increased complexity, and scope of the project, and therefore, cost. This project accounts for \$28 million of the fiscal year 2000 budget request but it was not approved by the Congress in the Conference Report.

In past testimony, I detailed many of the reasons that there was such a large increase in the funding level required for the maintenance of our campus infrastructure. Rather than repeat those reasons verbatim, I will highlight them here:

- Replacement of Aging Building Systems
Several of the buildings in the Capitol complex are reaching an age and condition that require major renovation or replacement of building systems.
- Technological Advances
Technology, especially in telecommunications, is changing far more rapidly than our existing building infrastructures can support and adapt to.
- Regulatory Compliance Requirements
Programs essential for complying with the Americans with Disabilities Act, the occupational safety and health standards, security, life/safety, and environmental and hazardous material protection have received very high priority in terms of advancing the timetables for completion due largely to passage of the Congressional Accountability Act.
- Security
Terrorist activity throughout the world has increased, and as a result there is a heightened sensitivity toward threats to security at the Capitol complex.
- Infrastructure Reinvestment
Replacement Value - We have developed an annual investment rate of 1.7 percent of the replacement value of the Capitol complex (exclusive of new construction) as an order of magnitude guide for capital funding levels. In comparison, the fiscal year 2000 request related to existing facilities of \$102.6 million is above this target due to the funding shortfalls discussed earlier.

I assure you that I will continue to work closely with you and the Committee to review these requests to achieve a rational and adequate funding level to support the needs of Congress.

In closing this introductory section Mr. Chairman, I believe that we are creating a foundation of communication and commitment to efficient quality service that has already begun to show positive results. I look forward to working with you and this Committee in the coming year.

II. ROLE OF THE OFFICE OF THE ARCHITECT OF THE CAPITOL

Mr. Chairman, I would like to take a brief moment to describe broadly the role of the agency and the changes that I see on the horizon. By law, the Office of the Architect of the Capitol (AOC) is the agency responsible for the structural and mechanical care, maintenance, cleaning, and operation of the buildings and facilities supporting the Congress, including the Capitol Power Plant, and all of the grounds surrounding these facilities. This responsibility extends to the Botanic Garden, the structural and mechanical care and maintenance of the Library of Congress Buildings and Grounds, as well as the Supreme Court Building and grounds which is funded in a

different appropriation bill. The office also undertakes the design and construction of new facilities and the alteration of existing facilities.

This Agency has focused significant energy on its first strategic planning process. The initial steps of this process involved seeking and considering guidance from this Committee as well as our other oversight bodies, and have led to the development of a vision of how we should proceed to structure our organization to deliver quality services to the Congress. The next steps in this process include developing specific action plans to achieve our stated goals. A guiding philosophy in this strategic planning process includes the need to be responsive to our oversight bodies.

In performing our role, the AOC utilizes staff and private consultant expertise to provide the Congress with professional, timely and cost effective recommendations. The AOC also manages trade and service personnel who are charged with ensuring that the building systems operate efficiently and reliably in support of Congressional activities. The AOC also administers a wide variety of contracts for facility maintenance, professional design, technical and other services.

Critical to achieving this role is the institutional knowledge that has accrued in the agency. The value of the long term role of the Architect as a neutral and professional advocate for the physical environment of the Capitol Complex has been historically recognized by the Congress, most recently when it established a ten year renewable term for the Architect. Such an advocacy role is no less appropriate for the core professional and trades staff. The merit of maintaining a long-term view for preserving and protecting the historical environment is self-evident. To the credit of the agency, Congressional activities have never been interrupted by failure of any major building system. I might add parenthetically at this time that since taking office I have come to appreciate the value of the institutional knowledge that permeates this agency. Considering the responsibilities of our Agency, those who provide the services are our greatest asset in carrying out our mission to the Congress. All re-engineering efforts we undertake recognize the devotion and service of our employees to the agency and to the Congress over many years and that they are to be treated, in a considered, caring and humane manner.

It goes without saying that many of the Congressional buildings are national treasures and require intimate knowledge and significant planning for their preservation. The U.S. Capitol, which is "the people's building," for example, is a unique combination of National Capitol, museum, office building, meeting center, ceremonial site, and tourist attraction. The building's systems are required to support all of these activities while maintaining a secure and safe environment, and its architectural design, decorative arts and historical significance must all be carefully considered before undertaking any work or implementing any changes to the building.

Another benefit of the neutral, bicameral role of the AOC is the ability to provide technical and professional coordination of "joint" activities. Over the years, the role of the office has broadened as a result. There are now functions and activities, such as the shuttle service and telecommunications, as well as Inaugural and Rotunda ceremonies, conducted or supported by the AOC, that are often not recognized as being within the scope of the office's professional, architectural and engineering roles,

yet the Congress has acknowledged the merit of the AOC's neutral, bicameral coordination capacity.

For over 200 years, an officer discharging the role of the Architect of the Capitol has provided to the Congress credible, professional expertise on these matters. During this time, the institution of the Congress has been served by an agency that has responded to changing Congressional needs, and will continue to do so.

III. THE STRATEGIC BUSINESS PLANNING EFFORT: GOALS AND PROCESSES FOR SENSIBLE AGENCY RE-ENGINEERING

Clearly one of the greatest challenges facing this agency has been to respond to the question of how to determine the appropriate resource levels necessary to meet our customers' needs. Recognizing that over the past seven years this agency has reduced FTE's by over 16%, we began a thorough re-examination of our agency through a management-wide strategic planning process. With the core values defined, and focusing on service excellence, we evaluated alternatives to see what would be required to fulfill our congressional support role: including employing technology and best business practices, and the realignment of resources to fulfill our role. We are in the infancy of the strategic planning process - much more work needs to be performed to validate where we are heading and how we plan to get there. A second major aspect of this process has been to strengthen lines of clear and open communications between this agency and other support agencies as well as key Committees and staff. We have begun the implementation of necessary modern and efficient business procedures and systems to bring this agency into the 21st century.

We have addressed these concerns at every level in this initiative, and I would like to describe in some detail the results of our efforts thus far. In order to make reasoned and balanced recommendations to Congress I initiated a review and evaluation of three basic sources of information, each of which is required in order to develop a balanced profile of how the agency should be constituted and what policies and recommendations should be formulated. The first source of information was within the agency, to learn what every AOC person thought about the present status of the agency and what the future direction of the agency should be.

The second source of information was through meeting with Senators and their staffs to see how well we were performing in terms of customer satisfaction. I also opened dialogues with my fellow House and Senate officers, including the Senate Sergeant at Arms and the Secretary of the Senate, seeking areas where we might together improve service delivery, or align our missions and structures more logically to eliminate duplicative efforts.

Finally, the third source of information was to continue obtaining, reviewing and analyzing outside impartial resource information. I have broadened the scope of our preliminary peer group benchmarking analyses to include virtually all maintenance and technical functions and most recently the Construction Management Division. To carry out this peer group benchmarking, we embarked on a series of interviews with major corporations, building management and trade research organizations, and government agencies to see how we compare in terms of organizational philosophy, the relative mix of in-house and outsourced functions, the use of computerized facility management systems, and the types of maintenance and

operations standards and performance metrics they use. Benchmarking and information gathering efforts will continue and be constantly updated.

I have been reviewing and evaluating our operations, especially as they relate to quality service delivery, efficiency and who delivers each service. The process has involved a task force composed of the Superintendents of the House and Senate Office Buildings, and the Capitol Building, as well as the other jurisdictional areas within the agency. Significant re-engineering has already occurred throughout many areas of our jurisdiction. Some general examples include:

- Changing tours of duties to accommodate reduced FTE's and still respond to Congressional needs
- A consolidation of shops within both the House and Senate office buildings allowed for a reduced number of supervisors
- Use of Job Order Contracts to perform small renovation projects where it is more advantageous to have private sector involvement rather than using our in house forces
- Outsourcing areas of technical expertise, using private sector contractors for design, estimating, legal and dispute resolution services
- Increased use of private sector vendors for custodial services, having contracted out the Ford Building on the House side and Webster Hall and Postal Square on the Senate side
- Use of temporary staff for seasonal, short term, and renovation work rather than permanent staffing
- Transfer of employees to areas of greater need

These new processes have been tested and implemented, best business practices confirmed with other facility managers, economic savings verified, and will be used as models as we continue our evaluations.

I believe that the final configuration of this agency will maintain continuity of services by using a balanced mix of core staff with their institutional knowledge, quality assurance and dedication of service, as well as a flexible mix of outside vendors, private and public sector contractors, and temporary staff to provide cost effective, quality service to the Congress.

IV. THE HUMAN FACTOR

At my request in 1997 the Senate authorized a limited two year buy out and early retirement program for the Senate Restaurants. The goal was to quickly re-engineer the functions of the Restaurant since the operation was losing money. That process was sensitively handled, and some 40 employees opted to take early outs and buy outs. As a result we were able to re-engineer the Restaurant functions and we are now greatly reducing costs. We learned through this experience that with proper planning and implementation these are effective tools for re-engineering, and in fiscal year 1998 I proposed using this program as a model for additional efficiency initiatives. Both the House and the Senate agreed to a three year buy out-early out authority for selected areas of the agency with approval necessary for the initiatives for each of the three years. A plan was prepared and presented for the first year's re-engineering program utilizing this authority. We have received approval from the Senate Committee on Rules and Administration and the Committee on House

Administration. The process has begun, with employees taking advantage of the early out and buy out packages in October 1999.

As with the Restaurant program, funding for early out and buy out packages will be derived from the existing staff's budgeted costs for that fiscal year. The following fiscal year would be the point where any significant cost savings would begin to accrue as a result of such re-engineering.

This type of program has been successfully used by the Library of Congress, the Government Printing Office, and especially by the General Accounting Office, which has given us much valuable information on their re-engineering efforts. The success already experienced in these several areas demonstrates that such programs are a valid way to achieve re-engineering and staffing mix adjustments. Significant re-engineering must take into account succession planning to retain skills and knowledge lost when senior and long term staff leave. Some of that succession planning requires retraining existing staff to become multi-skilled workers to take on a multitude of tasks. Some retraining is also needed to respond to new technologies that are advancing, especially in the areas of computer aided facilities management.

V. CONCLUSION

The task of completing the assessment of the agency's strengths and weaknesses, viewing them from a fresh perspective and striving to implement sensible and realistic conclusions is complex, but much progress has been made. I will continue with this rigorous examination of our services, how they compare with the private sector, and how the delivery of those services is viewed by our clients. This is an ongoing process.

In conclusion, with respect to the capital budget, I readily acknowledge that the amount requested was large, and understand the pressures to achieve a balanced Federal budget in fiscal year 2000. The nature of our aging facilities, security and technology improvement needs, life safety and other mandated issues, all weigh in favor of funding the recommended projects. I know that this Committee and the Congress realize, that many of these projects are clearly necessary to properly conserve the "peoples building" and supporting structures for future generations.

With respect to the operations budget as it relates to our mission and services, I am committed to continuing the process of re-engineering the agency to develop an organization that will deliver efficient and cost effective services in a professional, equitable and bicameral manner. I will continue to report periodically on our progress as we examine these issues. I believe that we can become more effective and more cost-efficient and while fulfilling the core mission of the agency. With respect to our dedicated employees, I believe that we must be sensitive to their needs and humane as we proceed.

Mr. Chairman, that concludes my statement and I shall be pleased to respond to any questions that you and the Committee may have.

APPENDIX A

Architect of the Capitol
Initiatives in Life Safety
Fiscal Year 2000
Committee on Rules and Administration Oversight Hearing

INTRODUCTION

As reported last year, the agency has undertaken a host of life safety initiatives. Since that time the AOC has reorganized its safety forces to formulate a new Life Safety Program Division. This Division focuses activities in the Fire Protection, Safety, Health, and Environmental Program arenas. Systematic approaches to develop programs and standard operating procedures throughout the Capitol Complex have begun as a result of this initiative. Significant steps have been taken to identify and correct program deficiencies in a proactive rather than reactive manner and the development of programs which will comprise the AOC's agency-wide Life Safety Plan is underway using physical plant surveys, document review and a prioritization of required elements.

I. SAFETY PROGRAM OVERVIEW

The agency is in the process of developing and implementing a plan that is comprised of (a) augmenting the newly centralized Life Safety Division to assure more thorough oversight over all AOC life safety plans and projects; (b) preparation and installation of upgraded fire protection systems in all the buildings that will facilitate appropriate enhancements as they become technologically possible, and (c) enhancing training to assure the proper inspection, testing and maintenance of installed systems. The potential acceleration, for full implementation of the Fire Protection portion of this plan, will require support from the Senate leadership and the Committee on Rules and Administration. A plan for the potential temporary displacement of Senators and Committees to enable concentrated work in certain areas of the Senate side of the Capitol and the Senate Office Buildings will need cooperation from all parties. The overarching goal is to provide the entire Capitol complex with fire protection systems that are state of the art insofar as possible in these historic structures.

The ongoing program is a work in progress and is subject to comments, changes and creative input. Progress to date and current design initiatives are described to establish a basis of understanding of where we are and what remains to be done.

The program addresses three critical areas -

A. Standards of Operation - Planning, specification and internal controls for

program development

- B. Projects - Procedures, technical support and impact analysis
 - C. Maintenance - Inspection, testing and maintenance protocols
- II. CONSULTANT SUPPORT FOR SAFETY PROGRAMS

In the preparation and presentation of fiscal 2000 budget requests, life safety projects were placed in their own project category, and were given the highest priority. As each project was put forth for consideration, the agency used design/build criteria to meet current life safety standards while carefully integrating these systems into the Capitol complex's historic surroundings. Starting back in March 1997 this agency has used the services of several firms to provide the technical expertise and the much needed resource support required within the Life Safety Division to address program requirements.

- A. In August 1997, the consulting firm of KCCT was hired to study exit doors throughout the complex and prescribe a plan of correction to permit proper egress in an emergency and facilitate the integrated installation of security devices as required by the U. S. Capitol Police. This work has included redefining the direction doors swing open, replacement of revolving doors, frame modifications to house security hardware and redesigning vestibules to accommodate egress requirements, all while maintaining a design that is compatible with the architectural surroundings.

At the present time, more than 55 doors in the Capitol, House and Senate Office Buildings have been reconfigured to fully meet life safety requirements. Twenty additional doors are under construction and 30 more are being designed with construction to begin in a phased manner as soon as funds become available. Doors under design include the replacement of revolving and monumental doors throughout the Capitol complex.

- B. In October 1997, James Posey Associates was placed under contract to provide professional services, material and equipment necessary to provide construction documents for sprinkler protection (and other services) within the Dirksen Senate Office Building. This project has begun as of April 12, 1999.
- C. The firm of Gage-Babcock was placed under contract in September, 1998, to respond to task orders as listed:
 - 1. General Fire Protection Description of all facilities and complex wide fire and emergency management systems

- a. Omega Sprinkler recall Count

- b. Building Fire Protection System Survey and Descriptions
 - c. Design interconnectivity of various life safety systems and emergency master control centers
- 2. Design the replacement for existing fire pumps in the U. S. Capitol, Russell Senate Office Building, and Longworth and Cannon House Office Buildings
- 3. Emergency signs and lighting and egress study to establish way finding and directional/exit signage needs for each building's fire protection and life safety and occupancy loads throughout the complex.
- 4. Prepare requirements for a fire alarm system upgrade for ADA compliance and identify areas of refuge for each building and the requirements to meet National Fire Protection Association standards in these areas.
- 5. Design sprinkler systems for Capitol Power Plant administration building.
- 6. Review and develop emergency operation/emergency preparedness plan for each building, using initial work completed by the AOC, Sergeants at Arms and U. S. Capitol Police.
- 7. Sprinkler system design for Reader Registration in JMMB
- 8. Sprinkler system design for Canine Facility at DC Village.
- 9. Extension of sprinklers in Cannon, Russell, and Longworth.
- 10. Develop AOC standard color coded floor plans.
- 11. Firefighter telephones in Hart Bldg.
- 12. Misc. Consulting.
- 13. Sprinkler system modifications to Hart.

Plus other activities specific to the House Office Building operations.

- D. At this time the agency has also entered into a Memorandum of Understanding with the U.S. Army Corps of Engineers to provide architectural, engineering and construction support services as required such as the work on the Underground Storage Tank renovation/closures to meet EPA requirements.

The agency will further be using their services while commissioning life safety systems in the field, after all the software programming has been done to the annunciator panels for the alarms and the transponders that are attached.

- E. Additionally, the agency has also entered into a Memorandum of Understanding with the Public Health Service to provide safety, occupational health and industrial hygiene support services as required. The agency is using their services to supplement existing resources and to serve as a third party consultant on safety, occupational health or industrial hygiene related issues on such projects as the Dirksen Renovation Project.
- F. Engaged the services of Life Support Services, Inc. for a campus-wide survey and assessment of existing conditions in relation to today's safety needs.

While these are positive steps to remedy some of our concerns, there is much more to be done. Projects need to be completed and/or current conditions within existing systems need to be corrected. Many time lines to complete projects currently remain extended so as not to unduly inconvenience Members, but the agency looks forward to working with the oversight committees, the Capitol Police Board, and other involved parties to develop methods of accelerating their completion.

III. STANDARDS OF OPERATION

In July 1998, the agency moved the Fire Protection Engineering Design reporting lines to the Executive Officer. In July 1999, the Fire Protection Engineering Division was merged with the Occupational Health, Environmental, and Safety Office to form the Life Safety Program Division. This was done to strengthen their role in the organization so that the highest priority on such issues will be effectively implemented. With this move, the agency's program began to take a more cohesive shape and accelerate. The three critical success areas as outlined earlier were defined to meet our mission needs, provide the services required from the division as well as give the division performance measures for accountability. The Standards of Operation created by this program will provide the specifications for design, materials and installation of systems. It will answers the questions such as, "What impact does a change in code have on what is installed, what we are planning to install and what is under design?" and, "What upgrades will it take for us to meet the new code; how long would it take; what physical changes are required; and, what resource implications are there?" It creates the commissioning plan, the field testing plan as well as the records requirements to demonstrate that prescribed procedures were followed. (These are currently being reviewed by senior staff and our consultants.)

The Standards of Operation include the education portion of the plan. Training courses are already being conducted to support identified needs in Life Safety, the

Emergency Preparedness Planning process, etc for this fiscal year. As the Standards of Operation are being developed, the communication portion of the plan is being crafted. Information on changes in technology, changes in codes, etc. and what it may or may not mean to the effectiveness of existing systems needs to be provided to everyone within the AOC.

IV. MAINTENANCE

Under the agency's program, there are two types of maintenance programs required to have a successful life safety program. Under the Standards of Operation, records need be available and information will be provided by the Computer Assisted Facility Management (CAFM) system. Preventive maintenance is the key to the longevity of the operating systems throughout the complex as well as the life safety systems in place and being installed at the present time.

The agency's program utilizes National Fire Protection Association maintenance standards and manufacturer's guidance as tools for the superintendents to schedule the necessary maintenance and documentation. In addition, the Life Safety Division will be doing inspections of maintenance work being performed as well as the relevant record keeping.

Finally, the agency is working with the other support offices to coordinate work areas to keep egress paths clear and safe as part of an overall safety maintenance program.

V. PROJECTS

A project impact analysis report procedure has been developed pertaining to the life safety system impacts on renovation/improvement projects. This is a newly implemented process, part of the project planning portion of our program, and indicates typical areas of consideration that will be reviewed with each project involving life safety elements. This tool will also be used when systems that support life safety are being modified such as water main replacements, room partitions installation, and electrical system work.

It is believed that the work of KCCT and in-house design teams will remedy those doors identified as requiring modifications to meet as many egress path corrections as possible. (Historic preservation considerations are part of the assessment that is being made, and where there may be a physical impact on the building the change will be implemented to meet the standards while keeping the integrity of the building to the greatest degree possible.) Funding was requested and approved in fiscal year 2000 to accomplish the installation and modifications as required. Gage-Babcock will be using this information (on door solutions) as well as

their own campus-wide survey to compile signage requirements for exits and way finding for egress routes. The actual design of the signs will be done by another firm currently under contract with this agency for ADA signage needs.

The agency has assembled a Task Force to address emergency preparedness within the complex. Each Superintendent is represented and actively participating. The first draft of the manual created with the U. S. Capitol Police and the Sergeants at Arms is currently out for review and comment to update changes in programs, plans and team members. The task assigned to Gage-Babcock, once comments are received on this global plan, is to assist each operating unit within the AOC in tailoring a manual to their operations.

Upgrades to the fire suppression systems for the food service areas that address today's cooking oils was requested and approved for fiscal year 2000. A study to determine the need to replace the exhaust hoods in the Capitol was requested and approved for fiscal year 2000 with the actual work to be accomplished in fiscal year 2002 (if required).

Smoke detectors are being placed in rooms within the Capitol as they are being renovated. Unfortunately, to activate the detectors - even to the existing alarm system, requires that an entire zone be completed. Due to access problems (requiring displacement of Members while work is occurring) the fire alarm system installation on the Senate side of the Capitol is progressing at a much slower rate than the rest of the facility.

VI. SUMMARY

To meet the life safety goal set for this agency, alternative work processes have been requested to be presented to accelerate the rate of life safety system upgrades and implementation. Several major elements have been identified as currently impeding this process :

- A. Space must be identified to facilitate temporarily moving a group of Senators and/or Committees to provide access to their suites and meeting rooms. This applies throughout the Senate Office Buildings as well as the Capitol as is being done with the Dirksen project;
- B. Design and installation funding must be sought to complete all systems - alarms, smoke detectors, sprinklers, egress, etc, which needs are currently being addressed;
- C. Manpower resources are not available in-house to install, commission and maintain systems in an acceptable manner while continuing to meet our day-to-day operational requirements. External resources and the funds to support

them need to be provided as requested in the fiscal year 2000 budget.

APPENDIX B

Architect of the Capitol
Security Update
Fiscal Year 2000
Committee on Rules and Administration Oversight Hearing

The past year was a seminal year for security in the Capitol Complex. From the terrorist attacks both domestic and abroad, to the tragic deaths of Officers Chestnut and Gibson, to the ever increasing threats to our facilities and the Leadership, a heightened awareness and emphasis on planning and implementing appropriate security measures dominates the focus of the Capitol Police Board, the U.S. Capitol Police and the AOC. The AOC concentrated on supporting the efforts of the Capitol Police and the other law enforcement entities to improve the security within the Capitol Complex.

The Omnibus Consolidated and Emergency Supplemental Appropriations Act, 1999, (P.L. 105-277), provided additional funding in the amount of \$106 million for the implementation of the proposed security improvements. Plans for the utilization of these funds were developed and submitted to the appropriate committees for approval. A complete obligation plan was submitted to the House and Senate Committees on Appropriations for review and approval. These approvals have been received. In moving forward with these plans in an expeditious manner, we are continuing to work closely with U.S. Capitol Police, Library of Congress Police, and even the U.S. Supreme Court Police, to coordinate these significant efforts that are unprecedented in the history of the Capitol Complex.

Other proposed short and long term projects include the Capitol Visitor Center which is a key component of the systematic modernization and strengthening of the integrated security infrastructure program which has been presented to the Committee. In that regard, we received a substantial portion of the funding to construct the Capitol Visitor Center and have received approval for the review and validation of the existing design and programmatic needs. The finalization of construction plans and specifications would follow after approval of the validation phase is received.

A Memorandum of Understanding (MOU) was executed with the Capitol Police that established the division of responsibilities, and the processes and procedures to be followed when developing and implementing security projects. This memorandum continues to be an excellent matrix defining the processes and procedures important to the close working relationship between the two organizations.

Briefly, the MOU assigns the responsibility for design, procurement, installation and maintenance of physical security barriers and other structures to the Architect of the Capitol while the Capitol Police's Physical Security Division is in charge of design, procurement, installation of other security systems, including

intrusion and duress alarms, x-ray, scanning and other security systems for facilities. My office continues to provide infrastructure support for the implementation of these systems. This has resulted in a strong working relationship between the two organizations. The Omnibus Consolidated and Emergency Supplemental Appropriations Act, 1999 also transferred the responsibility for design, installation, and maintenance of security systems to protect the physical security of the buildings and grounds of the Library of Congress from the Architect of the Capitol to the Capitol Police Board to be carried out under the direction of the Committee on House Oversight of the House of Representatives and Committee on Rules and Administration of the Senate. In response to this change an additional MOU that will outline the process, procedures and responsibilities for the improved security programs of the Library of Congress was entered into by this Office, the Capitol Police and the Library of Congress.

In addition to the planning for the programmatic, personnel and physical security needs provided for in the Omnibus Consolidated and Emergency Supplemental Appropriations Act, 1999, funding was provided in fiscal year 1999 to conduct a comprehensive Master Plan that will present the options for providing the current and future facility needs of the Capitol Police and the participating law enforcement entities operating within the Capitol Complex. These include a new shared offsite delivery center where all deliveries to the Capitol Complex can be properly screened, a shared training facility that would support the collective training requirements of the police, a modern command and communications center that is capable of monitoring and administering the existing and proposed security systems in a centralized and coordinated manner, as well as other support facilities not currently or adequately provided. The Master Plan is currently being finalized and will be submitted to the appropriate committees for review and approval as part of the planning approval process to support the development of the proposed new security and police facilities.

The 1998 Supplemental Appropriations and Rescissions Act, (P.L. 105-174) provided \$20 million to improved perimeter security for Capitol Square, as well as the streets surrounding the Senate Office Buildings. The Capitol Police Board was directed to develop a specific plan for this project. The challenge is to sensitively integrate a sophisticated security program into the historic landscape of the Capitol Grounds and the fabric of the incomparable complex of buildings that grace Capitol Hill. The solution has been strongly influenced by the fact that the Capitol is the "Peoples' Building" and visitors must perceive it as such with reasonable access being provided. Perimeter fencing and other overly intrusive security measures have, therefore, been avoided.

The primary elements of the plan include improved security at all entrances to Capitol Square through the use of a combination of high impact vehicle barriers that are police activated at the most critical locations, or card activated egress from parking related areas. These are to be used in conjunction with a continuous string of security

bollards similar to those designed for and installed at the White House. These bollards would replace the concrete planters and sewer pipes that had been temporarily put in place in the 1980s. Together with new high impact stone planter areas consistent with the Frederick Law Olmsted walls and the integration of electronic and other security systems at each entrance, a continuously secure perimeter would be created largely internal to the original Olmsted walls which, in many areas, are too low to meet security height requirements and are not of reinforced construction.

At each of the Capitol Square access points, the incorporation of modern electronic and other security systems would be integrated with new barrier structures in the form of planters mentioned above and the replacement of the existing concrete sewer pipes and planters with security bollards of a design consistent with that being deployed at other government properties. The end result of the proposed changes would be significant improvements to both the security needs and appearance of Capitol Square.

Subsequent to the submittal of this comprehensive plan for improved perimeter security for Capitol Square, approval was received by the Senate Committee on Rules and Administration and the Committee on House Administration.

The Senate Committee on Rules and Administration also specifically approved the Board's plan to improve the physical security elements protecting the Senate grounds and office buildings. Although this matter relates solely to the Senate, funding is included under our "Perimeter Security" project in the "Capitol Grounds" appropriation for this purpose. To resolve the security concerns, the Board recommended that landscape elements and bollards similar to those recommended for Capitol Square be used to replace the existing "Jersey" barriers, concrete planters and pipe sections. This solution maintains the necessary levels of security while softening the visual impact of these measures. The detailed construction plans and specifications are currently being completed and construction is scheduled to begin this summer.

The Capitol Police Board approved five security related projects that are included in the Architect of the Capitol's fiscal year 2000 appropriation. Infrastructure for Security Installations (\$500,000), which was reduced by \$250,000 from the fiscal year 1999 level, provides the infrastructure accommodations to support the continued installation by the Capitol Police of door controls, alarms, cameras and other security devices throughout the Capitol Complex. Security Project Support (\$200,000) will provide this Office with technical staffing resources to coordinate and oversee the design and construction of capital improvements to be implemented by this Office that were funded in the Omnibus Consolidated and Emergency Supplemental and Appropriations Act, 1999. Design, Book Conveyor System Security (Internal LOC Collections) (\$60,000) will provide for design of access control of the Library of Congress book conveyor system. Collections Security, LOC (\$500,000) will provide for the continued installation of card readers and other

security sensors and devices to protect the Library's collections. Secure Attic and Basement Areas, SOB (\$100,000) will provide for the construction of physical barriers in various storage areas of the Senate.

APPENDIX C

Architect of the Capitol
AOC Human Resources Act of 1995 Achievements
Fiscal Year 2000
Committee on Rules and Administration Oversight Hearing

I. INTRODUCTION

The Congress passed the AOC Human Resources Act of 1995 in the fiscal year 1995 Legislative Branch Appropriations Act, Public Law 103-283, approved July 22, 1994. The law required that the AOC develop a human resources management program consistent with modern practices common to Federal and private sector programs.

II. CURRENT HUMAN RESOURCES PROGRAM FOCUS

Since April of 1997, the Human Resources Management Division (HRMD), under a new Director, has made the following areas a priority:

- customer service delivery,
- program/policy development,
- service delivery systems re-engineering,
- personnel action and operational processing simplification

In order to accomplish these priorities as well as the daily human resource operational requirements, HRMD has, as a team, formed relationships across branches and functions to address these new challenges. The following information outlines HRMD's progress so far and identifies new directions for the coming year.

Program Guidance Completed

The following program guidance was developed, distributed, and briefings provided to all Agency Supervisors:

Training Program -- The training program was significantly revitalized and expanded to meet management and employee training needs. Specifically, we have:

- Administered a wide range of training courses for AOC employees at all organizational levels and of varied disciplines.
- Published a new training guidance handbook which has been provided to managers, supervisors and foremen during scheduled informational

meetings. The handbook addresses the overall process for handling training requests and provides the following information: a detailed listing of training videos that are available for check-out or for viewing in the HRMD learning resources center by AOC staff; guidance on staff cross-training and job and non-job related training; instructions for completing on-site as well as off-site training requests; sample curricula and on-the-job training suggestions for a wide variety of trade occupations; and a copy of the General Services Administration's Facilities Management Training Center Catalogue.

- Implemented an automated training system to capture all training activity and funds allocation.

Architect's Mobility Program (AMP) -- With the assistance of a workgroup, we have revamped the program guidelines. The program is designed to provide career growth opportunities for employees in lower-graded, career-limiting positions. The program is being implemented with 8 to 12 vacancies initially. This is to ensure that we are able to provide the necessary one-on-one assistance to the selecting official and the selected employee to develop a tailored training development plan. We provided informational sessions for employees and supervisors with detailed information about the Program, and operating procedures. Specific assistance has been given to employees on the application process, on completing the necessary forms, etc.

Hazard Pay/Environmental Differential -- Guidance has been developed and provided for supervisors to use in requesting hazardous duty pay for appropriate work situations. The guidance provides for a number of steps to be taken by the supervisor prior to instructing employees to work in conditions that may be considered as hazardous duty. The guidelines provide for a health and safety review of the proposed working conditions, the applicable safety equipment, and other health/safety considerations. Once this review is completed, the supervisor will follow the procedures outlined to request from HRMD the authority to grant hazardous duty pay to employees involved in that specific work assignment.

Temporary Limited Duty Assignments -- Guidance was developed and provided for use by supervisors when considering requests from employees for limited duty assignments, on a short-term basis, while recovering from a non-work related injury or illness. This information identifies the initial steps employees must follow and the documentation necessary to clearly substantiate a medical limitation. With specific medical documentation, the supervisor can make a determination whether or not a limited duty assignment is possible based on the employee's medical limitations and mission needs.

Reissuance of Policy on the Administrative Work Week -- Based on numerous

questions about what constitutes the work week and inconsistent application of policies in different segments of the agency, we reissued the AOC policy and standardized procedures to all employees.

Programs and Policies That Are Completed And Ready For Union Negotiations

HRMD has completed the following program and policy guidance, which is awaiting negotiations with the Union. AFSCME Local 626 was elected by AOC employees representing laborers, custodial workers, various administrative support employees, and many employees of the U.S. Botanic Garden. As negotiations are completed for each policy, we will implement each of these initiatives. Our work on Program and Policy development is carried out in coordination and collaboration with Chief Employment Counsel and Chief Labor Relations Counsel. This ensures compliance with applicable laws and regulations including provisions of the Human Resources Act and the Congressional Accountability Act.

Temporary Promotion Policy -- Completed the policy and procedures for supervisors to follow in proposing temporary promotions for employees. The policy provides for a uniform way of proposing, documenting, competing when necessary, and approving temporary promotions for AOC staff. Through this policy, Agency supervisors will be able to make a time-limited change of an employee's assignment, with a corresponding time-limited increase in pay.

Work Detail Policy -- Completed the policy and procedures for supervisors to follow in proposing details (temporary work assignments) for their employees. The policy provides for a uniform way of proposing, documenting and approving details for AOC staff. Through this policy Agency supervisors will be able to temporarily assign an employee to a different position or set of duties, without a change in pay. The employee that is temporarily assigned to a different position or duties continues to officially occupy his/her position of record.

Classification Appeals Policy -- Completed development of a classification appeal process for employees to use when the classification of their position (job title, series and/or grade) is in question. The process ensures that a thorough review and analysis of the position is completed; a specific report of findings is provided; and that HR staff meet to discuss the findings with the employee and the supervisor. The policy also provides for a third party (a neutral reviewer) to conduct the review in cases where this may be more appropriate.

III. ADDITIONAL HUMAN RESOURCES ACCOMPLISHMENTS

Delegations of Authority -- In June 1997, the Human Resources office was granted full delegated authority to carry out the wide range of personnel actions necessary to support and carry out the mission of the Agency.

Informational Briefings -- The Human Resource staff has been conducting informational briefings for groups of supervisors and managers in each

jurisdiction. The briefings cover temporary limited duty assignments, hazardous duty pay/environmental differential, updates to the disciplinary process, the Architect's Mobility Program, the Training Handbook and other Human Resource program areas. The briefings are one method HRMD is using to develop an ongoing, cyclical dialogue with Agency supervisors to assure they understand the policies of the Agency and our intent to create standardized policies and procedures across all of our jurisdictions.

Earlyout and Buyout Program for the Senate Restaurants -- Based on Congressional authorization, developed program guidance, operating procedures, informational materials and facilitated counseling sessions to help employees decide if they were interested in applying for a buyout and/or earlyout during November/December 1997. The overall process, which required about three months of staff effort, resulted in 23 employees accepting the separation incentive. Through a second buyout program, in FY 1998, an additional 17 employees accepted a buyout. These efforts have resulted in an estimated saving of \$1 million dollars per year for the Senate Restaurants. In developing the guidance and procedures to administer this authority, we benchmarked similar activities at other agencies and completed a successful programmatic review conducted by General Accounting Office (GAO) staff. Our experience with this authority is that it is an effective tool that holds much promise as a component for re-engineering other areas of the Agency.

Enhancing Supervisory Skills Workshop -- With the assistance of a training consultant, we developed and administered this workshop for all AOC supervisors. The mandatory three-day training session addressed numerous topics with a focus on refreshing and enhancing supervisory skills. This workshop was the first of what will be a series of training opportunities aimed at improving the management and supervisory skills of AOC executives, managers, supervisors, foremen and assistant foremen. Major components of this workshop included segments to: enhance communications with employees; provide basic skills and the tools to effectively and promptly address conduct and discipline issues; address methods for providing positive reinforcement to staff; and, allowed an open discussion and review of pressing problems/issues.

Streamlining the Discipline Process -- In an effort to improve the timely and fair handling of disciplinary cases, we examined AOC's current process and procedure to identify areas where processing time for these actions could be reduced, without changing the existing policy. A number of areas were identified where supervisors, HRMD, and the Hearing Officers could be more time efficient. To help reduce the time it takes to resolve a disciplinary case, we developed processing time standards. A decision was also made to obtain the services of independent contractors, skilled in handling hearings, to assume the duties that have been carried out by AOC managers. In doing this, we have

added an additional degree of independent objectivity and consistency to the review of cases in addition to improving overall timeliness of handling a disciplinary action.

Reengineered the Employment Suitability Process -- In order to ensure that new employees are suitable, from a security perspective, for employment with the agency, we reengineered the appointment and suitability review process. In conjunction with the U.S. Capitol Police, we now conduct a criminal history review prior to appointing all applicants within the agency. This changed process will also minimize the disruption to mission related work and will improve our overall business practices.

Contract Administration Training Initiative -- In collaboration with the Procurement Division, HRMD led an initiative to promote the training of contract project officers. A comprehensive program plan and schedule was developed to facilitate a contract project officer and a contract administration course. The first phase of this training program has been completed. This initiative will enable the agency to more efficiently and professionally handle the administration of contracts for services that will be performed for AOC.

Position Management Review -- In coordination with the Budget Office, HRMD implemented an Agency-wide process that ensures completion of a budget analysis and a position management review prior to a position being approved for recruitment. The position management review, completed by this office, focuses on: the need for the position; duplication of effort or overlapping of functions; the appropriate supervisory span of control; and staffing alternatives to ensure the position is filled at the lowest possible grade (salary) level.

Position Classification Studies -- Efforts in this area have resulted in:

- Completion of a number of position classification review studies including:
 - raising the career ladder to the GS-13 level for Architect positions in the Architectural Division;
 - developing GS-13 program manager positions in Engineering;
 - developing GS-13 level positions in the Information Resources Management Division.
- Completion of a preliminary review of a random sample of Laborer positions in the House, Capitol and Senate Office Buildings. The review was completed in response to employee complaints that their positions should be paid at a higher level. We found that the majority of the positions were either properly graded or were over graded. A broader study will be necessary to better address this issue.
- Completion of a review of all the positions in the Botanic Garden to determine the proper titles, series and grades of these positions.

Organizational Studies -- An organizational management review was completed for the Superintendent of the Capitol, resulting in a reorganization with consolidation of a number of shops. An organizational realignment, to consolidate the grounds staffs at the Supreme Court and the Library of Congress under the AOC Landscape Architect, was also completed. Currently, we are working with the Superintendent of the Senate Office Buildings, the Director of Engineering, and the Immediate Office of the Architect on a number of organizational issues. In addition, provided management and organizational analysis to establish the organization structure for the Financial Management System Program, the Capitol Visitor's Center Project Office, and the Life Safety Program Initiative.

These efforts are part of our Strategic Planning and Organization Management efforts to develop sound, efficient, cost-effective staffing patterns for the Agency. This work will result in streamlined organizations with appropriate supervisor- to- employee staffing ratios. We also assess options that will facilitate the identification and development of centralized operations, and opportunities for multi-tasked job assignments and upward mobility positions.

CSRS to FERS Conversion -- AOC had over 900 employees who were eligible to convert from CSRS to the FERS Retirement System during the open season that concluded on December 31, 1998. We had a comprehensive strategy in place to inform eligible employees of the process, considerations, financial implications, etc. HRMD provided one-on-one counseling and retirement comparisons to any interested employee who considered making the change. In addition, 79 employees participated in either FERS Transfer briefings and/or individual retirement transfer counseling sessions provided by HRMD.

AOC Electronic Job Announcements -- A procedure to "post" all AOC job vacancies on the Office of Personnel Management Job Information Home Page (www.usajobs.opm.gov) was developed and implemented. AOC vacancies can now be found by any interested applicant "surfing" the net. In addition, to foster increased opportunities for all AOC staff, we implemented a policy of advertising jobs Agency-wide. This replaced the existing practice of advertising jobs primarily at the jurisdiction level. This will not only provide more opportunities for current AOC staff, but ensures consideration of a broader pool of candidates. Should we anticipate that there would not be a broad cross section of available internal candidates, the vacancies would be advertised to all sources (both within the AOC and to outside sources). Our goal is to ensure that vacancies are filled using a fair and open competitive procedure.

Human Resources Newsletter -- Developed and have been publishing a Human Resources Newsletter, Employee Matters, as part of the AOC Shoptalk. The

newsletter provides AOC employees with current Human Resource information, program initiatives, upcoming events, training information, etc.

Human Resources Web HomePage -- A new resource for AOC employees who have access to the AOC intranet has been developed. Employees can now find out about Human Resources-related information and policies on-line. Since this is just the beginning of our venture into the website design, we will continue to modify and enhance the HomePage based on feedback. Currently, the HomePage contains:

- Employee-wide notices issued by HRMD.
- A complete HR staff roster with contact numbers and service areas.
- The Uniform Policy and related documents.
- Issues of Employee Matters.
- Links to other sites such as TSP, Social Security and Federal Job Opportunities including AOC jobs.
- A feedback link to E-Mail a message to HRMD-Link.

In the near future, the site will be expanded to include:

- Every current AOC human resources policy.
- Mission-related information about HRMD and its branches, including each of the services and programs we provide.

IV. HUMAN RESOURCES INITIATIVES UNDERWAY

This is a brief summary of additional HRMD initiatives underway:

AOC Year 1 Reengineering Plan using Buyouts and Earlyouts -- Based on Congressional authorization, we developed program guidance, operating procedures, informational materials. We are currently facilitating retirement/resignation counseling sessions to assist employees with their decision to apply for a buyout and/or earlyout during the application window June 1 - August 6, 1999.

Performance Evaluation System (PES) --A plan was developed and implemented to review and make necessary program and policy changes to revamp the AOC PES. Focus groups comprised of supervisors, foremen, employees and managers were used to assist in the initial phase of the review. A workgroup of AOC staff worked with HRMD staff to help develop proposals for necessary changes to revamp the system. A number of program and policy enhancements are being adopted which will provide for a more usable system.

Awards Program -- An awards policy/program to establish a comprehensive incentives and recognition program, including provisions to pilot monetary and time off awards is being developed. Providing an incentive system, that recognizes performance, productivity and exceptional employee contributions toward fulfilling our mission, will serve to reinforce service excellence, professionalism, creativity, and teamwork AOC-wide. An Agency policy has been prepared in draft form pending feedback from managers and supervisors.

AOC Pay Flexibilities Policy -- We have completed a draft proposal for several pay flexibilities - Retention Allowances, Recruitment Bonuses, and Superior Qualifications Appointments. These pay flexibilities will provide the option for paying a monetary incentive to; retain a high quality employee that may be looking to leave the Agency; better attract high quality candidates during the Agency's recruitment process; and grant a higher step of a grade in appointing a uniquely skilled individual to fill a critical position.

Employee Safety and Protection -- In collaboration with the AOC Health and Safety Office, HRMD has been actively addressing employee safety and protection in the workplace. We have already developed and implemented (with union concurrence) an employee uniform policy. We are also addressing other employee personal protection issues such as protective clothing, eye protection, safety shoes, etc., to further support AOC health, safety, and training initiatives.

Human Resources Process/Systems Reengineering -- In the same fashion that the discipline process was streamlined to reduce processing time, we are systematically reviewing and revamping other HR processes and procedures so they are more responsive to management and employee needs. Even though this requires us to make a large investment of time, addressing these initiatives and the business of modernizing AOC's Human Resources programs are being approached with a great degree of enthusiasm by the HRMD staff. Our current focus is the re-engineering of the operating processes and procedures followed by the Employment and Services Branch. Staff workgroups will systematically analyze, modernize, simplify and implement new ways of doing business in a number of areas including: recruitment, pay and benefits processing, retirement counseling and program administration, health and life benefits administration, etc.

Labor Management Relations and Negotiations -- With the election of a union to represent approximately one-third of the Agency's workforce, HRMD now has additional program responsibilities to carry out in collaboration with the Labor Relations Attorney. HRMD is working with a wide variety and a significant number of day-to-day union issues as well as serving on the management negotiation team. They regularly participate in meetings with union officials to address specific issues or concerns and to provide

information. The staff is devoting a considerable amount of time to carry out negotiations with the union on a labor-management contract as well as on specific policy issues.

Supervisor and Employee Handbooks -- Under two separate initiatives, we are developing a *Supervisory Handbook for Managing Human Resources* and an *AOC Employee Handbook*. Both publications are designed to provide both supervisors and employees with relevant and accurate AOC policies, procedures, processes, programs, and benefits.

Workers' Compensation Program -- HRMD has initiated a concerted effort to develop a comprehensive program to address the high workers' compensation costs being incurred by the Agency. We have developed a Three-Year Strategic Plan with goals of: returning claimants to work following an injury; proactively managing cases and medical care; and containing costs and reducing lost work time. We have implemented a Memorandum of Understanding with the Office of the Attending Physician to provide medical consultation in connection with work-related injuries/illnesses. To date, we have reviewed 372 workers' compensation claims, implemented 48 corrective actions, returned 73 employees to work in limited duty work assignments, and canceled 2 employees' ineligible cases. We will develop specific initiatives, in conjunction with the AOC Health and Safety Office and with the Attending Physician's Office, to systematically address each aspect of workers' compensation, to provide for a return to work program and to aggressively pursue cases of potential fraudulent claims.

Forging New Business Relationships -- HRMD has been working with several organizations across the campus:

- The U.S. Capitol Police to establish joint efforts to successfully and safely deal with potential workplace issues;
- The Office of the Attending Physician and the Occupational Health and Safety staff to develop better program linkages with regard to workers compensation, training and other program areas; and
- Participating in initial discussions with the Sergeant at Arms and the Chief Administrative Officer on potential areas for mutual cooperation.

The staff is actively participating on several executive agency forums: a member of the *Small and Independent Federal Agencies Personnel Group*; a member of the *Office of Personnel Management's Human Resource Accountability Workgroup*; participate in the *Classification and Compensation Society forums*; and are actively involved in the *Federal Safety and Health Council*.

V. UPCOMING HUMAN RESOURCES INITIATIVES

This is a brief summary of additional HRMD initiatives on the horizon:

Leave Administration -- Guidance and instructions being used by the various jurisdictions are being collected in an effort to assess how leave is administered across the AOC. We want to look at options for developing more standard policies and procedures for handling the various aspects of leave administration including:

- Process for requesting and approving leave (annual, sick, without pay, etc.).
- Process for annotating and documenting tardiness.
- Process for annotating, documenting and initiating action to address AWOL situations.

Records Management -- HRMD is reviewing the information AOC organizations currently maintain about the employment and conduct of individual employees with the goal of developing guidelines to standardize these practices. Individual supervisors and managers may find it convenient to maintain unofficial personnel records containing information about their employees for purposes of initiating personnel actions, tracking leave usage, and recommending discipline. The information maintained might duplicate some of that in the employee's Official Personnel Folder, but may include copies of additional material such as employee's counseling, incident reports, and supervisory notes. In order to provide consistency in the content and manner in which employee information is kept, HRMD will develop guidelines to govern what documentation may and may not be maintained, as well as general information on the employee's right to review it.

Update and Revamp the AOC Conduct and Discipline Policy -- The AOC operating process and procedures for handling conduct and discipline matters will be reviewed and updated. The existing process is rather cumbersome and can be very time intensive. The necessary procedural steps in administering the disciplinary process will be streamlined.

A Comprehensive Wage and Pay Administration and Hours of Duty Policy -- In addition to current work efforts on the AOC's Pay Flexibilities Policy, HRMD will look into developing a more uniform, comprehensive, way of addressing wage and pay matters to cover holiday pay, overtime, tours of duty, etc. This effort will standardize pay administration and work scheduling across the Agency and provide clear operating guidelines for AOC supervisors to follow.

Human Resources Management Information System -- Based on program and management needs, research is needed to actively pursue modernization of HR information management systems. The lack of an automated system results in very labor intensive efforts on behalf of Agency managers, administrative staff, the HR staff, and the Information Resources Management staff in completing day-to-day business transactions. An automated system would not only greatly reduce the necessary paperwork, but would also reduce the processing time for personnel actions and would facilitate generation of necessary Agency and Oversight Committees' reports. Such a system would

be able to provide for: on-demand, accurate, management reports for program analysis; processing of personnel actions; personnel forms; position classification process; simple, protected, employee access to their personal pay, benefits, retirement, insurance, and other employment related information.

Human Resources Process/Systems Re-engineering -- The staff will continue to re-engineer, streamline and revamp our operating processes and procedures with the goals of reducing processing time and providing more responsive customer services. Following the model we used in the conduct and discipline process (previously addressed in this report), we will complete a process to streamline and re-engineer operating processes and procedures in the Employment and Services Branch and then replicate the model in the Classification and Pay Administration Branch, the Management and Employee Relations Branch, and the Employee Development and Communications Branch.

Our organizational goal is to be more responsive in meeting the needs of our AOC customers, and provide timely, cost-effective HR services. We envision the Human Resources as a proactive partner and resource in advancing the AOC mission of being an innovative and efficient team dedicated to service excellence and to preserving, maintaining and enhancing the national treasures entrusted to our care.

APPENDIX D

Architect of the Capitol
Initiatives Regarding the Congressional Accountability Act
Fiscal Year 2000
Committee on Rules and Administration Oversight Hearing

INTRODUCTION

Enacted in 1996, the Congressional Accountability Act of 1995 (the CAA) affords all AOC employees, and their union representatives a process by which to present allegations regarding workplace matters before the independent Office of Compliance. In addition, the CAA requires the Office of Compliance General Counsel to conduct complex-wide inspections to guarantee workplace safety and health.

I. COMPLAINT PROCESS IN DISCRIMINATION CASES

An employee who wishes to allege violations of the CAA may request counseling and mediation from the Office of Compliance. Individuals who wish to file such requests need not put in writing, or prove, any allegations during formal counseling, mediation or before entering the formal litigation process. At mediations the AOC must be ready to respond to any employment-related matters, including discrimination, wage and hour and family leave issues, or other workplace issues, without regard to the legal merits of claims. The CAA and the Office of Compliance procedural rules require that all mediation and formal hearing proceedings are strictly confidential and require parties to sign agreements to that effect.

After the mediation period, a complainant or a designated representative may initiate the litigation process by filing a formal complaint in the Office of Compliance or a civil action in Federal Court. (The CAA requires that Formal Complaint cases be kept confidential. On the other hand, Federal court cases are not confidential.) There are currently 18 district court cases naming the AOC as the defendant, which are pending before court. In the five cases in which courts have ruled, the AOC has received favorable rulings.

II. DISCRIMINATION CASE STATISTICS

Based on the official figures provided by the Office of Compliance (the OC) for the first three years of its existence, individuals filed 141 requests for counseling naming the AOC as the respondent employing office. (The filing of such requests is a pre-requisite to filing a Request for Mediation upon which the OC first informs the AOC of the existence of a complaint from an employee.) The OC only releases numerical statistics in this area and has not authorized the release of more detailed

information in these cases. On the other hand, district court filings are a matter of public record. There are currently 18 cases pending in Federal District court, naming the AOC or its individual officers as the defendant.

III. OCCUPATIONAL SAFETY AND HEALTH PROVISIONS OF THE CAA

Section 215 of the CAA directs the Office of Compliance General Counsel to inspect any area or activity within the jurisdiction of employing offices, including all of the buildings within the AOC's jurisdiction with respect to compliance with occupational safety and health standards. (As of January 1998, the Library of Congress is separately covered by this provision.) The OC General Counsel conducts inspections of all such locations at least once every Congress, but also whenever an employee or an employee representative requests an inspection.

The CAA empowers the General Counsel to issue a citation when he has a basis to allege that a violation of Section 215 of the CAA has occurred. The General Counsel's issuance of a citation by itself does not establish that there has been a violation of the CAA. If the General Counsel goes on to file a complaint against an employing office with the OC, an independent hearing officer would hear arguments from the General Counsel and the employing office as to whether the facilities or work practices are in compliance with the law. A hearing officer's decision may be appealed to the Board of Directors and then to the Federal Circuit Court of Appeals.

Beginning in July 1997 and ending in June 1998, the OC General Counsel conducted a periodic inspection of the Capitol Hill complex and other facilities under the jurisdiction of the AOC. Also, the OC General Counsel has conducted about 42 individually requested inspections of certain facilities. These inspections may be narrowly focused on one location or activity or involve facilities and activities across the Capitol Hill complex. The AOC has been fully cooperative in the inspection process and has responded to each issue raised.

In early 1998, the OC General Counsel issued citations regarding, first, the storage of flammable substances in certain buildings and, second, the trash sorting/recycling activities in the House Office Buildings. The AOC immediately abated each of the alleged violations in these areas. The OC General Counsel did not pursue these matters further through the CAA process.

In late April 1999, the General Counsel cited the AOC for the lack of roof fall protections on the Capitol Building and for failing to test for the Legionella bacteria at the frequency that he felt desirable in the East Towers of the Capitol Power Plant. With regard to the first issue, the AOC was well underway with its plan to provide for fall protection, not only on the Capitol Building, but on all of the buildings in the complex. In the second matter, the AOC had already begun its seasonal testing for the

Legionella bacteria at the East Towers when the citation issued. At the suggestion of the OC General Counsel, the testing is now done on a weekly basis. All tests at all the cooling towers of the Capitol Power Plant have been negative.

Pursuant to requests for inspection by an AOC and Library of Congress employee representatives, the Office of Compliance is conducting complete inspections of all the buildings in the Capitol complex regarding fire safety. **[As discussed elsewhere in this statement,]** the AOC has accelerated its efforts to address fire safety.

APPENDIX E

Architect of the Capitol
Initiatives in Labor-Management Relations
Fiscal Year 2000
Committee on Rules and Administration Oversight Hearing

INTRODUCTION

Provisions under the Congressional Accountability Act, Public Law 104-1, afforded all eligible AOC employees the right to choose an exclusive representative to engage in collective bargaining with Employing Offices. Since the Accountability Act's passage, four different groups of AOC employees have exercised this right. Two representation petitions are currently pending for two additional units of AOC employees. The following discussion describes labor - management relations activities that have taken place over the past two years.

I. FORMATION OF UNIONS

In August, 1997, the first bargaining unit at the Architect of the Capitol (AOC) was established. Approximately 600 laborers, custodians and other occupations were organized by AFSCME Council 26, Local 626, which was certified by the Office of Compliance as the first exclusive bargaining agent for AOC employees.

In November, 1998, AFSCME Council 26, Local 626 was certified by the Office of Compliance as the exclusive representative of a production and maintenance unit at the United States Botanic Garden.

On January 13, 1999, Plumbers Local Union No. 5, United Association of Journeyman and Apprentices et al. was certified as the exclusive bargaining agent, by the Office of Compliance, for a unit of plumbers employed by the AOC's Construction Management Division. The AOC and Plumbers Local 5 have met twice to discuss potential contract issues. To date, no proposals have been presented for bargaining.

On August 17, 1999, the International Brotherhood of Electrical Workers, Local 26, was certified by the Office of Compliance as the exclusive bargaining agent for a unit of journeyman electricians employed by the Construction Management Division.

On September 14, 1999, a representation election was conducted by the Office of Compliance, in which employees of the Construction Management Division were polled as to whether they wished to be represented by the Council of Carpenters of

America in collective bargaining over terms and conditions of employment. The results of that election have not yet been certified.

A representation election is scheduled for September 28, 1999, involving the Sheet Metal Workers' Union and the Construction Management Division.

On October 5, 1999, an election will be held to poll laborers and coal loaders at the Capitol Power Plant as to whether they wish to be represented by AFSCME Local 626 in an existing unit consisting of other laborers and custodial workers in the House and Senate Office Buildings and the Capitol.

II. UNION NEGOTIATIONS

A. The AOC and AFSCME Local 626 have completed negotiations on the following subjects:

- Uniforms for Senate Office Buildings and Capitol Building employees
- Time Clocks for Capitol building employees
- Official time and the Number of Designated Union Officials
- Dues deduction
- Architect's Mobility Program
- Overtime assignments at the Botanic Garden

- Several articles of the Master Contract
- Ground Rules for Master Contract Negotiations.
- Negotiability issues for Master Contract Negotiations
- Reassignments for House, Senate and Capitol personnel
- Buy-Out, Early Retirement
- Transfer of Custodial Employees*
- Uniforms for U.S. Botanic Garden Employees

* AFSCME membership failed to ratify the tentative agreement. Negotiations are continuing.

B. The AOC and Plumbers Local 5 have met twice to discuss potential contract issues. To date, no proposals have been exchanged.

C. The United Carpenters of America have filed a petition seeking to represent carpenters also employed by the Construction Management Division and paid

wages in accordance with the Davis-Bacon Act. An election has been scheduled for September 14, 1999.

D. The Sheetmetal workers' International Assn. Local 100 seeks to represent the same in the

Construction Management Division. An election has been scheduled for September 28, 1999.

E. The American Federation of State, Municipal and County Employees, Council 26 Local 626 (AFSCME) seeks to represent coal loaders and laborers at the Capitol Power Plant by adding them on to an existing unit of laborers and custodial employees in the House, Senate and Capitol.

III. LABOR - RELATIONS MEETINGS/NEGOTIATIONS

Not including the several sessions to discuss the negotiability of certain Union proposals, AFSCME Local 626 and management have had 13 bargaining sessions to negotiate the first comprehensive collective bargaining agreement between the AOC and a labor organization.

At least 45 labor-management meetings have been held during the past year to discuss various issues, including staffing, time and attendance, training opportunities, change in work assignments, discipline, health and safety.

Two receptions were hosted by the Architect for Local 626 elected officers, stewards and representatives in 1998.

IV. ALLEGATIONS OF UNFAIR LABOR PRACTICES

Seventeen unfair labor practice charges were filed by AFSCME Local 626 during fiscal years 1998 and 1999 to date. Eleven were withdrawn, three were dismissed, a settlement was reached in one case involving the reassignment of employees. One charge involving dues deductions was investigated by the Office of Compliance and a complaint was issued. An Answer to the Complaint has been filed by the AOC. Another charge alleging violations as a result of the denial of official time to a union representative is under investigation.

V. COLLECTIVE BARGAINING AGREEMENTS

Presently, there is no collective bargaining agreement covering any AOC

employees. As described above, bargaining for a Master Agreement with AFSCME, for both of the units that it represents, has begun and is continuing.

APPENDIX F

Architect of the Capitol
Reengineering Plan Including Buyout and Earlyout Programs
Fiscal Year 2000
Committee on Rules and Administration Oversight Hearing

I. INTRODUCTION

The AOC's goal is "To be an innovative and efficient team dedicated to service excellence and to preserving, maintaining, and enhancing the national treasures entrusted to our care." As such, the AOC embarked on a strategic goal of rebuilding the Agency into a flexible, responsive, and quality oriented instrument of the Congress through reengineering. The AOC requested buyout and early out authority to increase management's flexibility for reengineering the Agency. This authority was provided in Sec. 308 of the Legislative Branch Appropriations Act, 1999, Public Law 105-275, dated October 21, 1998.

II. REENGINEERING PROGRAM

The AOC's reengineering program is designed as a cross-jurisdictional, multi-dimensional effort. Through this program the AOC will:

- reshape its business approach through reengineering and increased use of automation;
- create cost effective programs and services using a multi-skilled workforce;
 - consolidate programs and services with the deployment of staff across campus; and
 - provide for timely succession planning.

During fiscal year 1998, the general plan was presented to the Committee on Rules and Administration of the Senate and the Committee on House Oversight of the House of Representatives, as well as both Legislative Branch Subcommittees for Appropriations. The proposed Implementation Plan to reshape the Agency, as presented, will:

- a.) Develop a mix of staff skills to meet mission needs;
- b.) Cross-train current staff to be multi-skilled; and
- c.) Align and consolidate functional activities and programs to build efficiency and minimize redundant services.

The use of buyout/earlyout authority was requested to stimulate turnover and NOT downsizing, thus providing a managed restructuring process. The Agency requested a three year process so as to manage the rate of turnover to ensure that the Agency could maintain customer service levels and fill critical needs.

Based on work completed by the superintendents and other senior staff, the Agency identified the occupations and program areas for the first year of reengineering which:

- a.) Have minimal interaction with congressional operations;
- b.) Have no security concerns;
- c.) Have easily defined tasks and duties; and
- d.) Have been evaluated against potential impact on the integrity of structural, electrical and mechanical systems.

III. AUTHORITY FOR BUYOUTS/EARLYOUTS

Section 308 of Public Law 105-275 authorizes The Architect of the Capitol to administer a three year voluntary separation incentive (buyout) program and voluntary early retirement (earlyout) program within the Agency. This authority does not include employees of the U.S. Senate Restaurants. The justification for this program is to facilitate reengineering and reinvesting in the Agency to meet both mission requirements and fiduciary responsibility. Prior to each annual buyout/earlyout program, the Architect must submit the Agency Reengineering Plan to the Committee on Rules and Administration of the Senate and the Committee on House Oversight of the House of Representatives for approval. The plan shall include the positions and functions to be reduced or eliminated, identified by organizational unit, occupational category, and pay or grade level; the number and amounts of voluntary separation incentive payments to be offered; and a description of how the Agency will operate without the eliminated positions and functions.

The first year's plan was developed and submitted to the Committee on Rules and Administration of the Senate and the Committee on House Oversight of the House of Representatives. Both Committees have approved the plan.

IV. APPROACH

In preparation for implementing a reengineering effort which would utilize buyout authority to facilitate turnover, the AOC has taken the following steps:

- Benchmarked with technical experts (Building Owners Management Assoc., Office of Personnel Management, facility management experts

such as GSA, Coca Cola, and several universities, GAO, etc.).

- Consulted with Arthur Andersen Consulting, Inc.

- Reaffirmed operational selection criteria with Superintendents.

- Performed risk assessment for operational areas - task activity based.

- Determined the commercial availability of services and support.

- Planned next steps, including required organizational and operational support.

To achieve the desired reengineering goal over the next three years, AOC's Year 1 approach for buyout and early retirement provisions ensures that the Agency, with in-house staff, will continue to perform duties that have direct impact on the integrity of structural, mechanical, and electrical facilities; and continue to perform critical services as defined by Members of Congress. This program is designed to assure that all AOC services are continued without interruption or diminution over the period.

V. KEY ELEMENTS OF THE PLAN

The maximum payout for a buyout will be \$25,000. The cost of the buyouts will be paid from the salary savings realized through the employees' departure from the AOC payroll.

The AOC will reinvest savings realized through this program into Agency operations and projects as well as in procuring services through outside vendors as appropriate.

The Agency will reengineer positions that are vacated through this effort to provide for a complement of multi-skilled staff; positions that are restructured by filling at lower grade levels; and positions that will be used for the Architect's Mobility Program.

Program and work process consolidation will be a part of this effort to ensure that economies and better efficiencies are realized.

Union negotiations were completed prior to implementation of the plan as it affects bargaining unit employees.

VI. DETERMINATION OF OCCUPATIONAL GROUPS

The Superintendents of each jurisdiction, along with other senior staff, completed organizational reviews that resulted in the identification of occupational groups that provide the best opportunities for AOC-wide reengineering.

VII. JURISDICTION CATEGORIES FOR BUYOUT/EARLYOUT PROGRAM

Cross-jurisdictional tasks were analyzed for their potential to incorporate best business practices and to provide more cost effective programs and services. In addition, the Agency focused on the occupational groups that provided opportunities for:

- Multi-skilled Staff: identified opportunities within the occupational groups to introduce a multi-skilled workforce. Sample position descriptions, vacancy announcements, and training be used in staffing a multi-skilled workforce have been developed and are ready for implementation.

- Position Restructuring: identified potential cost savings by restructuring the work assignments of journeyman-level positions to ensure that work which could more appropriately be performed by lower-graded staff is not a part of the day-to-day assignments for journeyman-level staff.

- Architect's Mobility Program: developed a program to provide opportunities for career limiting positions. The Program, currently being negotiated with the union, will be used to retool positions identified within the jurisdictions. In addition, it will also serve as a tool for Agency succession planning in future years.

The Reengineering Plan, using buyouts and earlyouts, will result in savings from eliminated positions and also provides additional savings and flexibilities through realigning and restructuring the Agency's organizations and its workforce.

-Projected Reengineered Positions - Positions were identified for restructuring as multi-skilled jobs. Positions are projected for use in the Architect's Mobility Program, and positions will be retooled and reclassified (positions restructured to carry out work at a lower grade level). The projected savings will be reinvested for Agency operational support needs.

-Program Consolidation - Work Process Consolidation is also a part of these reengineering efforts. Examples of efforts in this area include:

-consolidation of the U.S. Capitol House HVAC shop and the U.S. Capitol Senate HVAC shop, which reduced the number of supervisors through attrition;

-alignment of preventive maintenance functions with evening staffing requirements in the House and Senate; and

-consolidation of all landscaping and ground maintenance functions for the Supreme Court and the Library of Congress under the Agency's Landscape Architect.

-Succession Planning - the review of vacated positions to ensure that AOC's future workforce embodies the knowledge and talents to carry on the reengineering goals identified in the plan.

VII. BUYOUT PROGRAM ADMINISTRATION

A. Year 1 Buyout/Earlyout Occupational Groups/Program Areas

Year 1 buyouts/earlyouts opportunities apply to positions that have been identified in individual jurisdictional plans. Due to mission/program needs as specified by the Superintendents in the organizational analysis activity, some jurisdictions may not be offering buyouts in some of the occupations/program areas identified in the Year 1 Reengineering Plan. Buyouts/earlyouts in subsequent years will be for different occupational groups/program areas.

B. Communications

In order to effectively communicate buyout/earlyout information to AOC employees, the AOC used a variety of written informational tools and in-person communications. Written communication tools were used to convey the buyout/earlyout material (number and types of positions included in Year 1 plan, the application process, the timeframe for application and separation, etc.) Employees have access to the information via memoranda, the employee newsletter, and the AOC intranet. Supervisors were also provided guidance material to assist in information dissemination.

A number of general employee briefings were presented to personally explain the application and selection process, the Federal retirement programs, leave and employee benefits considerations, etc. Individual retirement and separation counseling sessions were provided by a retirement counselor to include retirement and benefits calculations and information.

An informational hot-line has been used to provide general overview information and to provide the opportunity for employees to speak with a human resources advisor regarding a specific topic or question.

C. Labor Management Considerations

Buyout and earlyout options have been offered to some members of the AOC bargaining unit. The Agency submitted the proposed Year I AOC Reengineering Plan to the union and completed legally required union negotiations as to impact and implementation. The Agency's plan provided for implementation of the buyout/earlyout process, so as to allow employees to separate in the second quarter of the fiscal year, in order to realize the maximum possible savings and pay for the buyouts.

D. Process Information

1) Eligibility

Employees who agree to separate from the Agency through regular retirement, early retirement, or resignation **are** eligible to apply for a buyout if:

-they are a permanent AOC
employee;

-they have continuously worked for the Federal government for the past 12 months; and
-their current job classification and title is the same as the type of job category identified for the Year 1 buyout/earlyout program.

Employees **are not** eligible to apply for a buyout if:

- they are a reemployed annuitant;
- they are a temporary employee (appointment pay plan designated as GG, or Davis Bacon (DB);
- they have previously received a buyout;
- they are or would be eligible for disability retirement; or
- they are employees of the U.S. Senate Restaurants.

- 2) Application Package. Buyout/Earlyout Applications are submitted to the Human Resources Management Division (HRMD) identifying the proposed type of separation, separation date, and appropriate employee information. The application will be included in the AOC Buyout/Earlyout Application Package.
- 3) Verification. HRMD will verify that the applicant: 1) is eligible for a buyout, 2) is ineligible for disability retirement, 3) is eligible for the type of separation indicated on the proposed separation date (regular retirement, earlyout, or resignation after at least 12 months of continuous service, 4) has been counseled by a Human Resources Advisor, 5) and any other provision negotiated with the union representing the bargaining unit to which the employee belongs.
- 4) Selection. Since more applications for buyouts may be received for some of the occupations than the number of buyouts available, the Agency will use fair and objective criteria for deciding which applications will be approved. In this circumstance, the AOC will use employees' total length of Federal service as selection the criterion. Should a tie result in length of Federal service, AOC length of service will be used to break the tie.
- 5) Payment. The amount of the buyout will be \$25,000 or the

amount of severance pay due on the date of separation, whichever is less. Payment is made in a lump sum, after deductions for Federal, state and local, and Medicare/FICA taxes, after the employee leaves the Agency. Buyout payments are also subject to garnishment for alimony, child support, or other debts. In addition, payment will be made to the Civil Service Retirement and Disability Fund in the amount of 15 percent of the final basic pay of each employee who is paid a buyout (as identified in PL 105-275).

- 6) Separation. Employees selected for a buyout must separate through regular retirement, early retirement, or resignation during the buyout window.

- 7) Delayed Separation. Superintendents of each jurisdiction may request the approval of the Architect to retain an employee, who has been selected to receive a buyout, until a specific separation date later than the separation date identified in the buyout window (but no later than June 30, 1999). The written request to the Director, Human Resources must indicate the way in which these employees' services are critical to the performance of the Agency's mission, certify that without the employees' services, the organization could not perform critical duties that have direct impact on the integrity of structural, mechanical, and electrical facilities; and/or could not perform critical services for the Congress.
- 8) Restriction on Reemployment. Employees who accept a buyout may not be reemployed by the Federal government for a period a five years, including employment under a personal services contract. If reemployed within five years, employees must repay the entire buyout payment to the AOC. (Only under extreme circumstances may this provision be waived.)

E. Report Generation

HRMD will provide each jurisdiction appropriate information to accurately track progress towards stated jurisdiction plans so that senior leadership is apprised of program progress.

IX. ANNUAL REPORT

Following each buyout/earlyout, the AOC will compile an annual report to compare the actual results with the planned results. The Agency will forward the report to the House of Representatives Committees on House Oversight and Appropriations and the Senate Committees on Rules and Administration and Appropriations.

APPENDIX G

Architect of the Capitol
Status of Selected Capital Improvement Projects
Fiscal Year 2000
Committee on Rules and Administration Oversight Hearing

Dome Rehabilitation

The 130-year-old Capitol dome is undergoing a rehabilitation to ensure its protection and preservation into the next century. Construction phasing was determined early in 1998; several studies and pilot projects and an interim master plan associated with the first phase were also completed, paving the way for the preparation of construction documents and the issuance of an Invitation for Bid. The phase one construction contract was awarded to The Aulson Company of Methuen, Massachusetts, on January 11, 1999, and the work will proceed while the staff and consulting team continues with additional studies and the production of design documents in preparation for phase two of the construction that is anticipated to be awarded mid-year 2000. The entire project is scheduled to be completed in the second quarter of calendar 2003.

U.S. Botanic Garden Conservatory Renovation

The contract for the renovation of the U.S. Botanic Garden Conservatory was awarded to The Clark Construction Group, Inc., of Bethesda, Maryland, in September 1998. The company was issued a Notice to Proceed in the same month and extensive work presently underway is clearly visible to passersby. The renovation and reconstruction of the 1933 Conservatory will totally replace and modernize its building systems while retaining its architectural character. The initial award is for the renovation of the structure (including the interior landscapes) and installation of water treatment, security and environmental control systems. The work is to be completed no later than September 5, 2000. Immediately thereafter, the staff of the U.S. Botanic Garden will install the plant exhibits in each house of the Conservatory.

Chiller Replacement in the East Refrigeration Plant, Capitol Power Plant

The existing chillers in the East Refrigeration Plant are over forty years old and utilize CFC-based refrigerants which are no longer manufactured while the replacement chillers will be considerably more efficient and will utilize an environmentally friendly refrigerant. A Commerce Business Daily announcement seeking consulting firms interested in performing the design for this project was issued last summer with proposals received from numerous highly qualified firms in the fall. Interviews for the final selection of a consultant occurred in June 1999 with award of a contract to follow. Upon award of the contract, design will proceed immediately with a study to confirm the exact configuration of the chiller replacement and development of a pre-purchase bid package for the chillers and other large equipment. This pre-purchase bid package should be bid and awarded in early 2000. Final design of the entire

project should be complete in mid-2000.

Library of Congress Book Storage Facility at Fort Meade

The contract for the construction of Storage Module #1 and an adjacent office component and for initial site preparation and development work was awarded on April 12, 1999. The first storage module (of an anticipated total of 13) is 8,000 square feet and the office component 5,000 square feet. Construction began August 3, 1999 and is expected to be completed in August 2000. Future modules, not tied to additional office components, may be larger.

Roof Fall Protection Program

The objective of this complex-wide program is the design and installation of roof fall protection systems on all buildings as required to comply with OSHA safety standards. At present 100% design is complete for the U.S. Capitol, U.S. Capitol Police Headquarters, Webster Hall and the Longworth House Office Building. The Botanic Garden Growing Facility, the Capitol Power Plant and the Cannon and Rayburn Office Buildings construction documents are 90% complete. Systems for Library of Congress Buildings are at the 60% design phase. Attempts are being made to accelerate the completion of construction documents for all buildings so that construction might begin subject to the availability of reprogrammed funds. Reprogrammed funds have been provided for the Capitol Building to address immediate concerns such as permanent railings, and other modifications to the ramps and stairs, and the installation of catwalks to provide access to flagpoles, mechanical equipment, and lighting fixtures. The designs of systems for the U.S. Capitol Police Headquarters Building and Webster Hall were given priority for acceleration due to the need to obligate annual funds for a combination of roof replacement and fall protection system installation.

Underground Storage Tanks

In compliance with the December 22, 1998, EPA mandate, and working under a Memorandum of Understanding with the Army Corps of Engineers, the Architect has temporarily closed all underground tanks built before 1994. The Corps is working with the AoC design consultants on the replacement of those tanks identified as essential in support of Congressional operations. One gasoline tank and dispenser have been completed as a pilot project. Three diesel tanks are due to begin construction about July 15th. A fourth diesel tank design was finished and forwarded to the Corps of Engineers for costing and construction (to begin on or about August 15). New tank and gas station designs have been finished, and have also been forwarded to the Corps of Engineers for costing and construction (to begin on or about August 1). The AoC design consultant is involved with the design of the excavation and removal of five other tanks that have been out of service and are no longer needed (work to be done by the Corps). All this work is scheduled to be completed by the beginning of November 1999. In early June a reprogramming request in the amount of \$900,000 was submitted to the Appropriation Committees in order to complete the

installation of the replacement tanks by December 1999 as mandated by federal regulations. Approval was received by the House and Senate Appropriation Committees.

APPENDIX H

Architect of the Capitol
Status of Architect of the Capitol Year 2000 Readiness
Fiscal Year 2000
Committee on Rules and Administration Oversight Hearing

The AoC published a “Year 2000 Plan” in May 1997, later updating the plan with the “Year 2000 Mitigation and Business Continuity and Contingency Plan,” dated April 1999.

While the original plan focused on internal systems, the updated plan was broadened to encompass three distinct planning topics: *Internal mission critical systems*, *externalities*, and *Complex-wide coordination*. As Y2k nears and the Y2k industry’s focus has broadened, so to has the AoC’s focus, as is reflected in the Agency’s most recent efforts to plan for Y2k.

Internal Mission Critical Systems

The AoC has been briefing the GAO on the status of the AoC’s internal systems in quarterly reports to the Senate Appropriation Legislative Branch Subcommittee since December 1997. The reports detail the AoC’s inventory and status of mission critical systems. This inventory was created by the AoC’s Y2k committee as part of the initial AoC Y2k plan. The inventory was recently reassessed and revised during a series of meetings with each AoC jurisdiction

Currently, 41 mission critical systems are in the inventory, including: Building infrastructure systems (such as elevators, environmental control systems, and the Senate subway), as well as AoC operational systems (such as accounting systems, project scheduling processes, and networks). In the next GAO report, the AoC will identify 36 of 41 mission critical systems as being completed. The remaining systems are being renovated and tested, or are having a work-around developed and tested. The target date for upgrading, implementing, and having tested all systems is November 30, 1999. The AoC requested and has received additional funding from the GAO’s emergency supplemental appropriations to support vendor testing and certification and various system upgrades, and the Agency is confident of meeting the schedule.

The AoC is aware of no internal system that will result in a major disruption to operations because of its inability to properly process 2000 as a valid date. In addition, most building infrastructure equipment does not rely on computer-chip technology or

has a manual override for contingency purposes.

The building systems of particular interest to occupants are highlighted below:

1. The Capitol Power Plant (CPP) does not generate or distribute any electrical power. It generates steam for heating the legislative buildings and chilled water for cooling, including telephone equipment rooms, computer rooms, and some LoC emergency generators. It is totally dependent on the District of Columbia water supply system for its massive consumption rate for generating steam and chilled water. Oil and coal which are used for fuels for steam generation will be stockpiled in late 1999.
2. All electric power for the Capitol complex is provided by Pepco.
3. There is a centralized automated environmental control system that directs the heating and cooling units in most Capitol complex buildings. The software has been upgraded for Y2k and has been tested on-site. The heating and cooling units can be operated manually as a contingency.
4. A total of 231 elevators operate throughout the Capitol complex, but only 65 of them use computer-chip technology for controls or monitoring. Four different systems have been installed by their manufacturers. . The various versions have been tested by AoC personnel, but the most frequently used vendor has been providing conflicting information about compliance. Currently, 21 elevators have been identified which are not Y2k compliant. Thirteen are currently being upgraded. The remaining eight will be upgraded during October/November 1999. The AoC has requested and received funding for these upgrades.

Externalities

Since safe and inhabitable legislative buildings are dependent on external utility suppliers, and since the AoC has no control over the services they supply, the Agency is addressing the risk of utility failures by continuing our efforts to coordinate with utilities; developing effective testing procedures; and developing a contingency plan for use in the event of a utility failure.

Y2k planners in the AoC have closely coordinating with Washington area utilities. To date, the AoC has received Y2k presentations from such utility providers as Pepco, Bell Atlantic, the D.C. Water and Sewer Administration, Washington Gas, and Senate Telecommunications. area. The presentations have assisted the AoC in learning about their Y2k preparedness and contingency plans. We are continuing dialogues with utilities to assist us in identifying areas we need to focus on in our contingency planning.

Complex-wide coordination

The AoC regularly attends Chief Information Officer Council on Y2k and the House's Chief Administrative Officer's Business Continuity and Contingency Plan meetings. Under the direction of the Assistant Architect, the AoC also hosts its own executive Y2k meetings and, as indicated above, has sponsored presentations by major utility providers about their Y2k status and contingency plans.

Still, as the Y2k event nears, it has become evident that, in addition to internal coordination, planning on a Capitol Complex-wide level is also necessary. Because the AoC supports buildings and infrastructure around the Complex, the Agency has taken the lead in this cooperative effort. The recently formed Legislative Branch Y2k Coordination Group, chaired by Mr. Rick Kashurba, Director of the Office of Information Resources Management with the AoC, consists of representatives from every Legislative Branch agency. The group has met regularly since April 1999 to define key risks and vulnerabilities to failures resulting from year 2000; establish alternate methods of communications among staff; and formulate a method of informing staff of procedures for obtaining report-to-work information should failures occur.

The Group's accomplishments include the design of a Critical Incident Command Center that will assemble in the evening of December 31. The command center, to be located in the U.S. Capitol Police headquarters, will be a group of decision-makers that will be prepared to make decisions in the event of critical system failures. Table-top exercises are scheduled for November.

Also, the Group developed a Day-1 Guide which details the command center, an alternative occupancy plan, alternative methods of communication, and other Y2k issues. The guide details the Complex's Y2k contingency plans on and after Jan. 1, 2000, addressing the matter of responding to disruptions or failures of systems determined to be critical to building occupancy. Planned-for system failures include: Water and potable water, electrical power, climate control, natural gas, fire protection systems, elevators, telephone communications, physical security devices, local traffic control, and Metrorail service. The Group has also held discussions with the President's Y2k Council's Information Coordination Center.

The group has finalized the guide and is preparing to submit it to congressional leadership for review and concurrence.

Outlook

The Y2k project at the AoC has benefitted from the cooperative efforts of the Senate's Y2k committee activities, the support of AoC top-level management, and the active

participation of the various AoC jurisdictions. The AoC is confident that internal systems, external utilities, communications systems, and infrastructure will continue operating into the next century, with no major disruptions. This is not to say that the AoC is reducing its emphasis on Y2k planning. Quite the opposite, the Agency has adopted and will continue to take a pro-active approach to planning for Y2k.

APPENDIX I

Architect of the Capitol
Financial Management System Improvements
Fiscal Year 2000
Committee on Rules and Administration Oversight Hearing

INTRODUCTION

The AoC is pursuing the upgrading and integration of information systems and business practices in order to provide a business environment that provides timely access to reliable information. Currently, AoC's various systems do not share information or common data definitions. The implementation of a new Financial Management System (FMS) and the integration of other systems with FMS will be a major step towards AoC's system integration goal. The FMS implementation will also lead to the AoC's first preparation and audit of financial statements. These goals are fully consistent with the Vision Statement of the Legislative Branch Financial Manager's Council, which the agency adopted last year. The AoC is currently in the beginning stages of the FMS implementation.

The AoC requires a new financial system that is compliant with Federal standards, easily integrated with other systems, provides timely and accurate information and contains electronic workflow capabilities. The new core financial system must be tightly integrated with the inventory system, the facilities management system (CAFM), the human resources system, and the project tracking system. The integration of the CAFM system with the core financial system is a critical goal for the AoC in order to perform proper cost accounting and analysis of the facilities management activities (as recommended in a House Inspector General report dated 9/1/98). This goal requires the new financial system to operate on a modern easily integratable technical platform and provide extra user defined data elements for capturing AoC unique information required for linking the systems (such as work order number).

The new Financial Management System, which will be compliant with all Federal standards, will be implemented in phases. The first phase will be the implementation of the Standard General Ledger, and interfaces with the current accounting system and payroll system. Subsequent phases will include the implementation of other modules of the core system (such as budget execution, purchasing, accounts payable), and the gradual phase out of the current non-JFMIP compliant system. Also included in subsequent phases is the integration of the facility management system (CAFM), the implementation and integration of a more robust project tracking system, the implementation of a contracting procurement module, and the implementation of inventory and fixed assets modules. The human resources system will also be enhanced to provide the financial system with more detailed labor

information for performing cost accounting.

In order to ensure all the proper steps are taken in the procurement and implementation of a new system, and to ensure continued support from top management, the AoC has organized a steering committee made up of executives from various AoC user groups and financial system executives from GAO and other Legislative Branch agencies. The purpose of the committee is to provide advice and feedback regarding the implementation of a new financial management system and to provide a forum for addressing high level project issues.

ACCOMPLISHMENTS TO DATE

- Implemented Y2K fix for accounting system

In October, 1997, the AoC implemented a conversion of existing systems for an interim procurement, accounting and inventory system that was Y2K compliant. An interim solution was pursued because of time constraints relative to the year 2000. The interim system is referred to as CAS (Computer Application System). Although the CAS system meets AoC's needs in the areas of purchasing, payables and inventory, it is not compliant with federal standards and has limited budgeting and general ledger functionality. CAS was chosen as an interim solution because it was already being used for purchasing at the AoC and it was more cost efficient than modifying the previous accounting system. In addition to resolving the Y2K issue, the CAS system provided online processing capabilities, and integrated procurement, receiving, payment, and inventory functionality. Existing data residing on the UNISYS mainframe from the previous accounting system was converted to CAS, and the UNISYS system was eliminated.

- Hired consultant to validate our FMS requirements:

AoC contracted with a consultant to validate our FMS requirements and provide recommendations in the selection of a new FMS system. The consultant gathered our requirements, compared the requirements to the 11 federally compliant financial packages offered on the GSA Financial Management Software Schedule and determined that 3 packages potentially meet AoC's requirements. The consultant also recommended that AoC consider an additional vendor since that vendor was the historical market leader in federal financial systems, and had software implemented in several Legislative offices. In addition, the consultant recommended that the AoC resolve several business practice issues before going forward with the procurement of a financial package.

- Hired Project Director to implement FMS:

A project director was hired in November, 1998 to implement the Financial Management System and to maintain the system upon the completion of the implementation. The new manager has recent experience managing the implementations of federal financial systems in 5 federal agencies as a consultant working for private industry. He also has previous experience managing financial operations as a government employee for 3 federal agencies. His expert knowledge of federal financial systems implementations and federal financial management procedures will ensure a successful implementation of the FMS system. The organization of a small project team of systems accountants to assist the project director in the implementation system is also underway. One systems accountant has been transferred to the project from within AoC, two systems accountants have been hired, and vacancy announcements are in process to hire the remaining staff needed.

As recommended by the House and Senate Appropriations Subcommittees, the FMS Project Director reports directly to the Architect. The Architect meets with the FMS Project Director each week to discuss the status of the project and any outstanding issues. The Architect and the Assistant Architect also attend the periodic FMS Steering Committee meetings.

- Developed Statement of Work for FMS procurement

In preparation of issuing a Request for Proposal (RFP) for the purchase of a core financial management system, a Statement of Work (SOW) has been developed specifying the software requirements and the implementation support required. The SOW has been reviewed by AoC staff and GAO representatives. The SOW includes detailed requirements for the core financial system, inventory, procurement, fixed assets, system interfaces, reporting, and general technical requirements. The SOW also contains the requirements for contractor support required for implementing FMS.

- Developed draft Project Plan for FMS implementation

A draft project plan has been developed that describes the project purpose, tasks, staffing and provides a risk management plan during implementation. Also provided is a detailed schedule of the implementation tasks required to be performed, and a schedule of the “pre-software selection” tasks that need to be accomplished.

- Addressed Business Practice Issues

An outside consultant recommended the resolution of several business practice issues prior to going forward with the procurement of a new financial system.

The issues have been addressed and the effect on the FMS requirements has been determined. The Statement of Work (SOW) for the procurement of a new financial management system has been revised to include requirements for capturing work-order data, labor category data, and project data. The SOW was also revised to specify the interface requirements among the payroll system, facility management system, project tracking system and the FMS system.

- **Prepared Alternatives Analysis for the Implementation of a Financial Management System**

As recommended by the FMS Steering Committee, an alternatives analysis has been developed evaluating the various alternatives for implementing a new financial management system. The alternatives analysis compares the advantages and disadvantages of enhancing the current system, cross-servicing a system from another Federal agency, and purchasing a new financial management system. The alternatives analysis was completed on June 18, 1999 and issued to the FMS Steering Committee for review and comment.

The Alternatives Analysis recommends that the AoC cross-service a modern financial management system through another Federal agency rather than purchase it's own software package. The cross-servicing of a financial management system, allows the AoC to obtain the software quicker and at a discounted price. Cross-servicing also reduces the technical risk of implementing a modern client-server system. The recommended system to be cross-serviced (American Management System's client-server Momentum product), provides a technical platform and other functionality that allows the AoC to move forward with it's system integration and cost accounting goals.

Cross-servicing the AMS mainframe Federal Financial System through the Library of Congress as an interim approach was also considered, however this approach was not recommended mainly because of the mainframe system integration limitations.

UPCOMING FINANCIAL MANAGEMENT INITIATIVES

- **Enter into a Cross-Servicing arrangement for a Financial Management System**

The FMS Steering Committee favors the cross-servicing of a client-server financial management system through the Department of the Interior. The American Management System's Momentum software package will be

implemented at the AoC through a cross-servicing arrangement with the Department of Interior's National Business Center (franchise fund agency). An interagency agreement is in process and is expected to be issued prior to 9/30/99.

Fiscal Year 1999 funding is available to initiate the cross-servicing agreement in September 1999. However, a portion of the funding is requested in fiscal year 2000, and must be available soon after the fiscal year begins.

- **Revise FMS Project Plan to reflect a Cross-servicing Implementation**

The draft Project Plan addressed in the previous section will be revised to reflect the cross-servicing implementation approach and schedule. It will also be revised to reflect the new approach directed by the appropriation committees to implement FMS in phases beginning with the Standard General Ledger.

- **Implement the Financial Management System (FMS)**

The FMS project includes the implementation of a core financial system and the integration with other AoC existing and planned systems. The system will be implemented in phases as follows:

Phase 1: Implementation of the Standard General Ledger of a core financial system.

The general ledger module of the new system will be implemented. This will require the development of interfaces with the current accounting system and the payroll system to generate general ledger transactions for FMS. Other tasks include the testing and configuration of the general ledger module, the development of reports, and the development of user procedures and reconciliation procedures. The current system, CAS (Computer Application Specialists) will continue to be used for all current functions while FMS will provide the general ledger and financial reporting. Phase 1 is expected to begin in September, 1999 and continue through the initiation of production operations in October, 2000.

Phase 2: Implementation of the budget, purchasing, accounts payable and disbursement modules of the core financial system.

The budget, purchasing, accounts payable and disbursement modules of the new system will be implemented. This will

require the conversion of detailed level data from the current system to the new system. Other tasks include the testing and configuration of the new modules, the development of an interface with the Project system, the development of reports, the development of user procedures and the training of new users. The current system, CAS (Computer Application Specialists) will continue to be used for procurement and inventory functions while FMS will be the “system of record” and be used for all other financial functions. Phase 2 is expected to begin in October, 2000 and continue through the initiation of production operations in October, 2001. The implementation of Phase 2 is dependent on receiving sufficient Fiscal Year 2001 funding.

Phase 3: Implementation of the procurement module of the core financial system.

A separate procurement module will be purchased and implemented to perform the detailed procurement functions currently being performed by the CAS (Computer Application Specialists) system. This will include the testing and configuration of the procurement module, the development of additional interfaces and reports, the conversion of data, the development of user procedures and the training of new users. The current system, CAS will continue to be used only for inventory functions. Phase 3 is expected to begin in October, 2001 and continue through the initiation of production operations in October, 2002. The implementation of Phase 3 is dependent on receiving sufficient Fiscal Year 2002 funding.

Phase 4: Integration of the Facilities Management System and the implementation and integration of a new Project Tracking System.

The integration of the Computer Assisted Facilities Management system (CAFM) and a new Project Tracking system is expected to be performed during this phase. This may also include the integration of a new Time and Attendance system. The schedule for Phase 4 is dependent on the successful completion of the previous phases and the receipt of sufficient funding.

Phase 5: Implementation of a Contracting Procurement system and the implementation of a Fixed Assets system.

The purchase and implementation of a Contracting Procurement module and Fixed Assets system is expected to be performed in this phase. This will include the integration of the systems with the core financial system. The schedule for Phase 5 is dependent on the successful completion of the previous phases and the receipt of sufficient funding.

Inventory Improvements

The AoC is currently in the process of improving its inventory operations to increase controls over the safeguarding of assets and provide consistency across the jurisdictions in the application of inventory procedures. A complete reconciliation of the actual “in-stock” inventory to the inventory accounting records is in process. Procedures are being enhanced to ensure the continued accuracy of the information. A regularly occurring cycle count process is also being put in place. These activities will not only enhance control over inventory operations, they will also facilitate the FMS implementation and eventual auditing of financial statements.

APPENDIX J

Architect of the Capitol
Status of Senate Restaurant Operations
Fiscal Year 2000
Committee on Rules and Administration Oversight Hearing

During fiscal year 1998, the U.S. Senate Restaurants, working with the Committee on Rules and Administration, continued to modify the location and styles of restaurant services, as well as the hours of operation in several food facilities. The operational objective continues to be a break-even operation with a diminishing need for appropriations to supplement losses.

Having previously identified that labor continued to be the one expense that was not in line with standard business operations of restaurants, the Restaurants successfully ran two buyout programs, reducing Revolving Fund and Appropriated Fund FTEs by 40 positions. This reduction in staffing brought the total FTEs to its current 121 positions. At this level of staffing, operational areas are still under review to optimize resources, provide additional services and thus improve the bottom line on the financial statements.

Elements that impacted the bottom line, e.g., selling prices, food costs, resource utilization, were reviewed during fiscal year 1998. As of fiscal year 1999, selling prices were adjusted to reflect market prices in all the operations. The final operational group (Special Functions) has been adjusted as of the third quarter of fiscal year 1999.

In the Capitol, new services were introduced into the Senate Dining Room including afternoon tea on Thursdays and evening dining room service on Thursdays as well. Breakfast service was reintroduced into both the Senate Dining Room and the Snack Bar

In the Senate Office Buildings, a sundry shop was relocated and a non-profitable food operation was converted into a convenience store operation which combined the sundry operations with a minimized food operation.

The business plan and budget that are the current operating directives forecast a profit for fiscal year 1999, with no additional appropriations needed to offset losses. Operating financial statements continue to be audited by KPMG via a General Accounting Office contract. The inclusion of appropriated funds into the Revolving Fund makes this essential.