



# Foundations & Perspectives

Volume 6 | Summer 2011

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### History Keepers

*AOC Curator Division*

### Set in Stone

*How the AOC Honors  
Historic Preservation*





*As part of the AOC's Take our Daughters and Sons to Work Day, U.S. Botanic Garden Volunteer Patricia Black gives a tour of the Conservatory to children of AOC employees.*

Photo by: Dewitt Roseborough

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Photo by: Susanne Bledsoe

*Every summer, the AOC's Construction Division Stone Mason Shop works on sections of the low Olmsted boundary walls that surround the Capitol.*

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**Front Cover: Photo by Steve Payne**

Capitol Building employee William Warley sets up scaffolding, which will allow the AOC's Curator Division to have a conservator check the condition of the ceiling mural.

# Letter from the Architect



Recently, as I sat on the West Front of the U.S. Capitol and enjoyed the spectacle of “A Capitol Fourth” — the annual celebration of America’s Independence Day — I was reminded of the awesome responsibility the AOC has to protect and preserve the historic buildings and grounds that are entrusted to our care.

We are the stewards of the nation’s seat of government and our role is to serve — Congress and their staff, the Supreme Court, the American people and the millions of visitors from all over the world who come to see democracy in action. What an awesome responsibility!

At times, it is easy to get overwhelmed by the day-to-day challenges of caring for buildings that are incredibly unique and require special attention. We are called to preserve the past, and yet at the same time, give equal consideration to the needs of future generations. This is stewardship at its best.

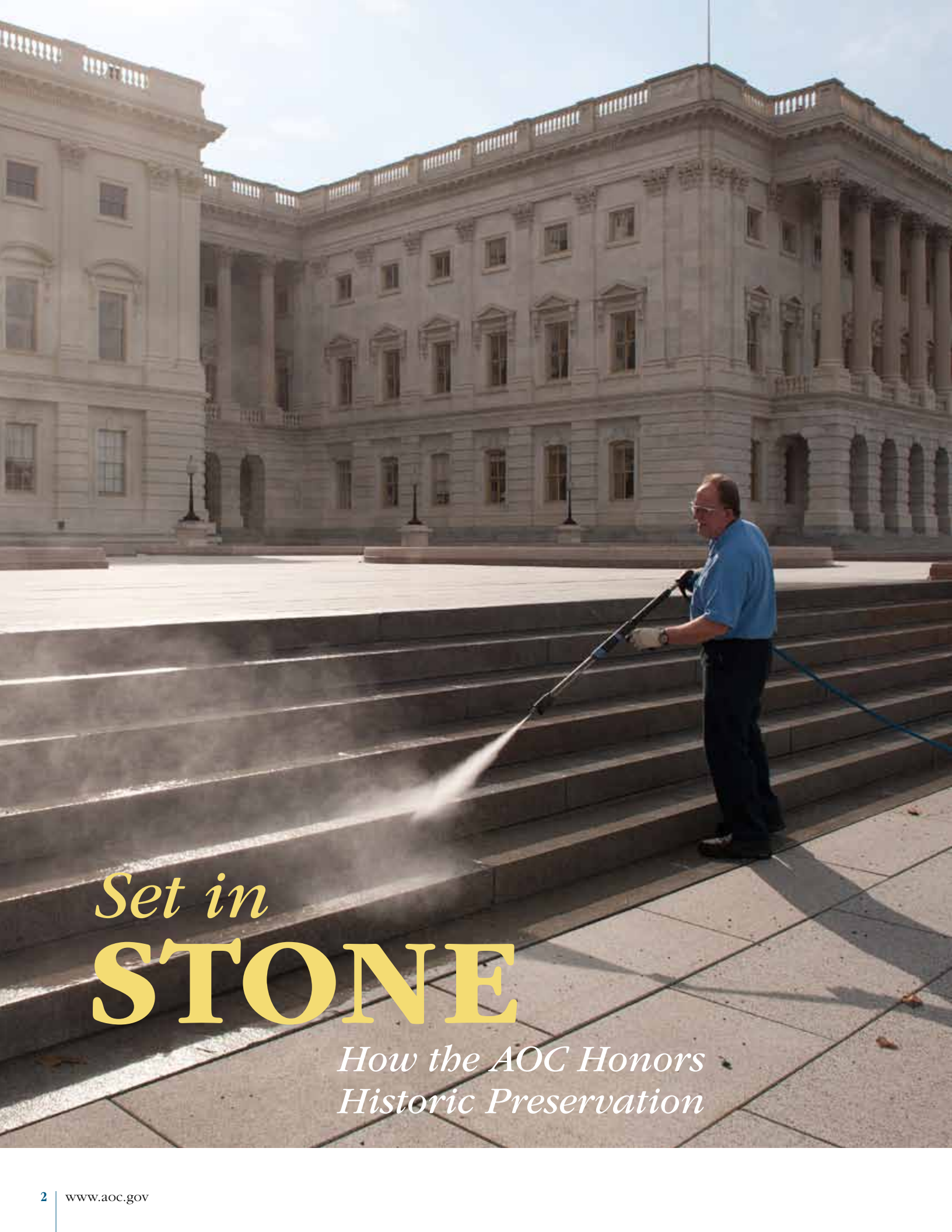
In this issue of *Foundations & Perspectives*, you will see how the AOC has developed a world-class project prioritization process to assess each facility’s needs based on a carefully designed rating system (see page 8). With limited resources, the AOC is committed to prioritizing the projects that need immediate attention.

We rely on the creativity and ingenuity of you, our dedicated employees, to care for our historic surroundings. Demonstrating these values are people like Russell Jones, a proud member of the AOC’s Construction Division Stone Mason Shop, who resourcefully found a way to replicate the historic mortar beading along the Olmsted walls that surround Capitol Square. This technique ensures the unique look, achieved by famed Landscape Architect Frederick Law Olmsted more than 100 years ago, is preserved for future generations (see page 2).

As caretakers of the buildings and grounds, we must be good stewards of taxpayer dollars and this means using resources effectively. Our partner in this task is the AOC’s Inspector General, a team that works to increase awareness about how to improve and maximize the efficiency of our operations (see page 22). It is up to each of us to understand our responsibility to safeguard precious resources.

However we may individually define stewardship — defending, overseeing, keeping or safeguarding — as proud employees of the Architect of the Capitol, we collectively strive to achieve this awesome responsibility each and every day. I am continually reminded that you are our most-valued asset in fulfilling that responsibility.

Stephen T. Ayers, AIA, LEED AP  
Architect of the Capitol



*Set in*  
**STONE**

*How the AOC Honors  
Historic Preservation*



Photo by: Chuck Badal

*Taking care of the stone that flanks the buildings on Capitol Hill is an evolving and continual challenge for the AOC.*

As the saying goes, “Rome wasn’t built in a day,” and neither was the U.S. Capitol and its surrounding buildings and grounds. Since Congress first met in the Capitol in 1800, the building has undergone dramatic expansion as the size of the nation has increased. In the center of it all is the U.S. Capitol, surrounded on three sides by congressional office buildings, Library of Congress buildings and the Supreme Court of the United States.

The grandeur of each building is enhanced by the use of stone, which has been utilized as a building material around the world for centuries. Stone is one of nature’s most enduring materials — a desirable factor when designing buildings intended to last for generations.

The Architect of the Capitol is responsible for the preservation and maintenance of the stone exterior of the U.S. Capitol as well as the exteriors of all of the other buildings on Capitol Hill. As the buildings have aged, the challenge of caring for their ornate stone facades has only increased.

“Each of the buildings on Capitol Hill was carefully designed and built, and we need to make sure we preserve and maintain what others created for future generations,” says Mary Oehrlein, AOC historic preservation officer. A registered architect and a fellow in the American Institute of Architects, Oehrlein has specialized in historic preservation and materials conservation for the past 35 years. She is the second historic preservation officer in AOC history



Photo by: Susanne Bledsoe

*Manuel Sorrell, a member of the Construction Division Stone Mason Shop, works to caulk the USBG’s National Garden Fountain.*

and was hired after William Allen retired last year.

While she may be new to the role of historic preservation officer, Oehrlein is no stranger to Capitol Hill. While working in a private practice, she consulted with the AOC on numerous preservation projects, including the preparation of a condition survey and construction

*Marty Shore points out some of the unique features of the Guastavino tile ceiling in the Cannon Basement Rotunda.*



Photo by: Dewitt Roseborough

documents for preservation of the Capitol's historic stone and metal surfaces.

A primary emphasis for Oehrlein is regular maintenance, a task she compares to preventive medicine. "Properly maintaining the buildings is the best preservation," says Oehrlein. "When we defer maintenance, repairs ultimately cost more and can lead to safety issues."

Marty Shore, AOC preservationist, agrees. "The heart of preservation is maintaining what you have built for as long as possible."

To maintain the numerous structures that fill Capitol Hill, Shore has been instrumental in developing historic preservation guides, or building manuals, with easy-to-use information for AOC employees.



Photo by: Chuck Badal

The guides document a building's history, including a list of the original construction materials and their sources as well as original drawings, major alterations and special preservation challenges unique to each building.

According to Shore, "Rain is the main agent that degrades the exterior stone." Over time, defects hidden beneath the surface of the stone can weaken where individual pieces are attached to the building, causing them to unexpectedly break off.

Entrusted with the care of the buildings and the safety of all occupants and visitors, the AOC has proactively worked to identify fissures and defects in the stone by conducting stone surveys and removing any stones that appear weak.

One of the challenges of caring for stone is keeping up with its maintenance. Various techniques are used to preserve stone, such as repointing, a procedure that involves removing the deteriorating mortar surrounding the stone piece and replacing it with new mortar.

*In the fall of 2010, Kevin Hildebrand led a tour of the Capitol Dome improvements, which included caulking and painting work.*

The 16-member crew that makes up the AOC's Construction Division Stone Mason Shop is a roving group, working on projects throughout Capitol Hill, going wherever the need is greatest. "We are honored to be taking care of these national treasures," says Bill Miller, general supervisor for the stone masons. "We take great pride in our work."

One of the many projects they have tackled is the preservation of the low Olmsted boundary walls that ring much of Capitol Square. Completed in the 1870s by famed Capitol Landscape Architect Frederick Law Olmsted, the 5,500 linear feet walls made of granite and gneiss stone were in desperate need of repair. For a number of years, teams of stone masons have worked to cut out the old mortar, reset the pieces and repoint the joints with new mortar.

"It's a lot of work to make sure all of the joints line up," says Russell Jones, a stone mason at the AOC

for the past 21 years. Aside from hard work, the project also required ingenuity and creative solutions. In order to duplicate the historic look of beading in the mortar, Jones created a custom-made tool to ensure all of the mortar appears uniform.

The complex nature of their work requires that the stone masons seek assistance from other AOC shops. If they need a specialized piece of equipment or labor assistance, the shops are always willing to help, making the stone masons' projects true team efforts.

"The superintendents and supervisors also play a big part in what we do," says Jones. "I consider it a privilege to work on these buildings, which will be around much longer than any of us."

"Luckily our Construction Division really rises to meet the challenges of preservation," says Kevin Hildebrand, head of the AOC Architecture Branch. An AOC employee since 1991, Hildebrand can attest to their skills, having teamed with the Construction Division on numerous projects throughout the years. In March

**"We are honored to be taking care of these national treasures."**

2008, he completed a report on the Olmsted hardscape features and annually assists the Capitol Grounds superintendent in determining the sections of the boundary wall that will undergo repair during the summer months.

Hildebrand has been involved in many major AOC projects on Capitol Hill, starting with the preservation and restoration of the Thomas Jefferson Building and John Adams Building of the Library of Congress, and more recently, the construction of the Capitol Visitor Center. Hildebrand finds his work fascinating. "It's a real honor to be a part of history."

Jim Krapp, the recently retired deputy director of the Construction Division, worked on many AOC preservation projects during his

35 years with the agency. "I've seen a lot of work go on around here, and working on projects was fun," he said, reflecting on his lengthy career on Capitol Hill. "I enjoyed figuring out what was needed to get the job done."

He added, "AOC employees care and take pride in their work — they want to serve."

Ultimately, the AOC employees who care for the stone used in the U.S. Capitol and its surrounding buildings understand they are helping to preserve history for future generations. The time and effort they put into maintaining the structures will pay dividends in the future when a new generation of Americans come to visit and learn about the nation's Capitol.

— *By Kristen Wandell*



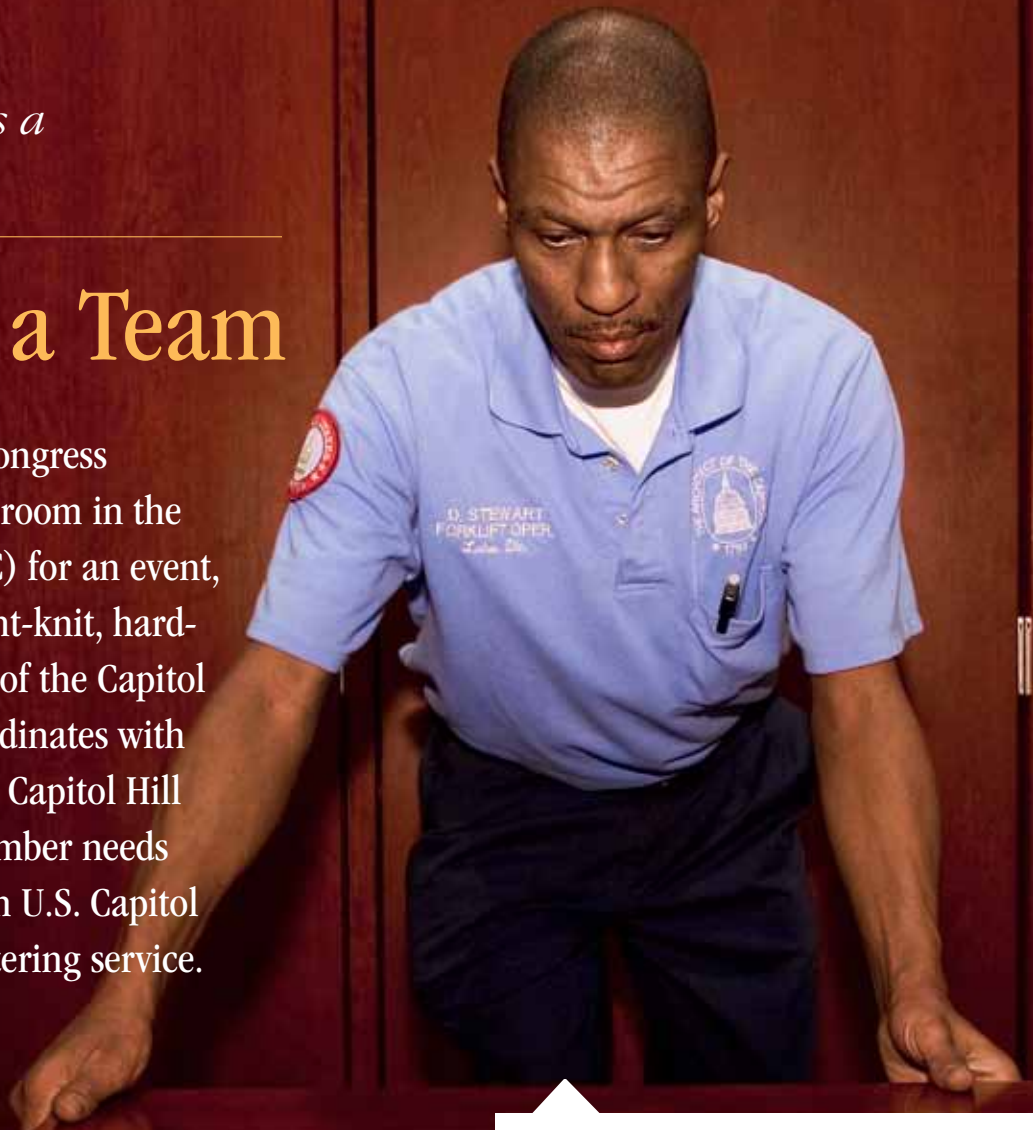
Photos by: Susanne Bledsoe

*Come rain, snow and heat, the members of the Construction Division Stone Mason Shop — including (from left) Russell Jones, Phil Glasco, Stanley Gaskins and Carroll Rogers — ensure the stone is well cared for.*

*AOC Special Events is a  
Close-Knit Group*

## More than a Team

Every time a member of Congress submits a request to use a room in the Capitol Visitor Center (CVC) for an event, they are summoning a tight-knit, hard-working team of Architect of the Capitol employees. This team coordinates with other organizations across Capitol Hill to deliver everything a member needs for a successful event, from U.S. Capitol Police assistance to the catering service.



*Donald Stewart ensures that the tables are placed correctly for a meeting in the South Congressional Meeting Room, located in the Capitol Visitor Center.*

Photo by: Chuck Badal

**“What we have is a team effort, a collaboration between the Capitol and CVC jurisdictions.”**

This team has successfully supported events such as visits from the president and first lady as well as foreign dignitaries like the Dalai Lama; the World e-Parliament Conference; the Small Business Industry Day; member retreats; and staff meetings.

Before they can schedule an event, however, each member request is first submitted to the CVC Special Events Coordinators Andrea Hall and Lesley Grabias, who handle

the logistics of the approximately 1,100 annual requests. According to Hall, the first step is to ensure each request adheres to congressional rules for use of the CVC rooms.

Although members and their staff may not be familiar with the rules, Hall and Grabias help them understand what is allowed. Then they work with the member's staff to determine what the event will require, such as audio/visual support, catering and the arrangement of



chairs, tables, a podium and other furnishings. The spaces in the CVC include the 450-seat Congressional Auditorium, the North and South Congressional Meeting Rooms and additional spaces in public areas that can be used after normal business hours.

Because events are scheduled throughout the day and evening, Hall and Grabias rely on two teams of laborers from the Capitol Building Superintendent's staff to arrange the room furnishings as requested. As members of the second shift, Bennie Frazier and his team often work through the night taking down the final meetings of each day before arranging all of the rooms for the first meetings of the next day.

"What we have is a team effort, a collaboration between the Capitol and CVC jurisdictions," according to Frazier. In fact, it's more than a team. "We're like a family over here." Hall concurs, "We all are pretty close." She adds that due to the number of events, especially in the spring, "We all practically live here."

This closeness is an asset when the unexpected occurs. Restaurant and Events Director Miguel Lopez observes, "Even with the best planning, something can always go wrong." During those instances, or when meeting participants decide they need something different than what they had originally requested, communication to the entire team is instantaneous. "We're all on the same page," adds Frazier.

## The dedicated AOC employees who handle events at the CVC work as a well-oiled team.

This is in part because the team has constant communication about each request from the moment it arrives, including weekly meetings during which the event coordinators, laborers, audio/visual staff and catering contractor Restaurant Associates all discuss the upcoming week's events. The CVC relies on Restaurant Associates to cater a majority of events involving food and beverage service and, despite not being AOC employees, "They are," says Lopez, "members of our team."

That extension of the team beyond AOC continues to all of the organizations that must come together for a successful event, including the U.S. Capitol Police, Sergeant at Arms of both the House and Senate, the House and Senate appointment desks, and in the case

of presidential visits, the Secret Service and White House staff. Even if event organizers are planning an event in the CVC for the first time, the fact that the AOC team has been together since before the CVC opened "allows us to provide a continuity of knowledge," says Lopez. "We can tell them how we set up the room the last time the president was here or the speaker had a meeting."

It is evident to all they encounter that the dedicated AOC employees who handle events at the CVC work as a well-oiled team to meet customer needs. At the end of the day, says Frazier, "We are the guys who get it done."

— By Franklin Bradley

Photo by: Dewitt Roseborough



*To create successful events, clear communication and close coordination are important to AOC Special Events team members, including: Bennie Frazier, Jeff Koenig, Miguel Lopez and Jorge Torres.*

# Stewardship:

*A Delicate Balancing Act*

Photo by: Dewitt Roseborough

## *Prioritizing AOC Projects to Save Historic Buildings and Taxpayer Dollars*

Imagine coming home from work one day to find your basement is flooded, shingles are falling off the roof, it's 98 degrees outside and the air conditioning isn't working, and your bathtub is now sitting in the middle of your living room. To top it off, you only have \$2,000 in your bank account to pay for all the repairs.

What would be your first priority? What criteria would you use to determine which repairs you'd make before all the others?

Sounds like a far-fetched scenario, right?



*Workers use hydro-demolition to remove the concrete floor slabs of the East House Underground Garage.*

While the Architect of the Capitol may not be dealing with bathtubs crashing through the living room ceiling, we are faced with ornamental pieces of cast iron falling off of the Capitol Dome. Major building systems — original to the 102-year-old Cannon House Office Building — are breaking down, and there are no longer parts available to fix them. In addition, significant water leaks in several of the historic buildings are threatening to flood member's offices and ruin priceless artwork and architectural features every time there's a heavy rain.

In March 2011, Architect of the Capitol Stephen T. Ayers testified before the House and Senate Legislative Branch Appropriations Subcommittees that the AOC currently has a backlog of nearly \$1.5 billion in Deferred Maintenance and Capital Renewal projects.

Ayers noted, "One of our greatest challenges is to prioritize our efforts to ensure every taxpayer dollar goes toward the most important work. We have developed a world-class project prioritization process that ranks these projects based on the condition of the facilities, and the level of maintenance required to ensure they remain functional and viable working environments.

"This triage process for facilities attends to the most serious issues first, while addressing the necessary life-safety issues, security requirements, energy-savings projects, historic preservation measures and the needs of our clients, while deferring the growing need for Capital Improvement and Capital Construction projects until later," Ayers added.

"We use tools that help us assess which of the many projects on the list gets addressed first," explained Nancy Skinkle, director of Facilities Planning and Programming Division.

**AOC developed a world-class project prioritization process that ranks projects based on the condition of the facilities.**



Photo by: Chuck Badal

*Nancy Skinkle explains an item on the project prioritization list during a recent meeting.*

"Projects are ranked based on a composite rating consisting of classification, urgency and project importance."

The first step that's taken is a Facility Condition Assessment. All of the buildings under the AOC's care have been evaluated by an independent, third-party consultant to determine the most critical issues in each facility, and each building is given a rating from poor to excellent.

According to the Fiscal Year 2010 Facility Condition Index — the ratio of identified Deferred Maintenance costs to the facilities' estimated replacement costs — a majority of the facilities are rated poor or



Photo by: Dewitt Roseborough

*Maintenance of the buildings is a year-round job for AOC employees, including Carl Myers from the Construction Division.*

fair. Many facilities once rated as excellent are beginning to trend downward.

After the Facility Condition Assessments are completed and specific projects are identified, the next step in the triage process is to assign projects a level of urgency: Immediate, High, Medium or Low. The projects are also classified as Deferred Maintenance, Capital Renewal, Capital Improvement or Capital Construction (*see box below*).

In the final step of triage, the projects are scored against six criteria:

- Safety and regulatory compliance
- Security
- Historic preservation
- Mission
- Economics
- Energy efficiency and environmental quality

After the projects are given a rating and classification, they are placed on a prioritized list and rolled into the Five-Year Capital Improvements Plan. This plan incorporates the Capitol Complex Master Plan, Jurisdiction Plans and the Facility Condition Assessments. The Capital Improvements Plan is used by the AOC as a roadmap during the annual budget process to assist Congress in making the difficult decisions regarding future investments in the Capitol and its facilities.

“The project prioritization process helps us build a better budget each year,” said Lauri Smith, AOC budget officer. “We work to structure our budget requests to get the greatest return on the significant investment Congress makes in our buildings and infrastructure.”

“This is especially important during these tough economic times,” noted Ayers. “We work to ensure that we make the maximum use of every taxpayer dollar, that we continue to identify cost savings and efficiencies, and that we aggressively address the most effective way to use limited resources.”

The prioritization process also helps the AOC’s superintendents and other senior leaders see the big picture as

to how their jurisdictions’ projects fit into the AOC’s overall priorities.

“Working through the prioritization process helps each of the jurisdictions compare their specific projects throughout the AOC, and that provides us with a better understanding of what projects are most important to address in a given year,” said Christopher Potter, deputy director of the Capitol Power Plant. “The process is transparent and puts all of our projects on a level playing field. We can see very clearly where the urgent needs are and where the investments need to be made first.”

A recent example of a project that was high on the priority list and is now underway is the renovation of the East House Underground Garage. “The East House Underground Garage has been a high priority for us. The severe degradation of the concrete floor slabs was a particular concern,” explained William Weidemeyer, superintendent of the House Office Buildings. “We were making temporary repairs and putting in patches, but the decline was happening so rapidly that conditions in the garage were becoming unsafe. Spalling concrete was falling down onto the parked cars. This was unacceptable.”

Terms	Definition
Deferred Maintenance	Already Broken
Capital Renewal	About to Break
Capital Improvement	Addition or Enhancement
Capital Construction	New Construction



Photo by: Susanne Bledsoe

*Ensuring the buildings meet the needs of Congress, Mason Bill Johnson prepares plaster to repair the walls in a Senate office suite.*

The project is scheduled to be completed in January 2012.

“We are working to reduce the deterioration of all of our facilities; however, in this fiscally restrained environment, we are focusing resources on activities and projects that most directly support Congress,” Ayers noted during his testimony in March. “We have been successful in our mission due to the tireless work of our skilled employees who maintain and preserve these national treasures. Their efforts ensure that we continue to provide exceptional services to Congress, and they have prevented catastrophic system and facility failures to date.”

Speaking of catastrophic failures, which project should our poor, hapless homeowner tackle first?

By using the AOC’s project prioritization criteria, we can easily determine that replacing the roof would rise to number one on the project priority list. Here’s why:

1) Based on a home’s condition assessment, replacing the roof will keep out additional rain and other elements, protecting the contents inside the house and preventing further damage. Therefore, the level of urgency is rated Immediate.



*Spalling Garage Roof*



*Deteriorated Garage Concrete*

2) The damaged shingles, by definition, are considered Deferred Maintenance.

3) Out of the six criteria, the roof could achieve high scores in four categories: safety, mission, economics and energy efficiency.

“Our prioritization process is a tool we use to help facilitate good decision making. Making good decisions means we successfully achieve our mission to maintain and preserve the facilities entrusted to our care. This is important whether it’s the historic U.S. Capitol or our own homes,” said Ayers.

— By Eva Malecki

The Facility Condition Assessment of the East House Underground Garage identified serious deficiencies, including:

- Concrete floor slabs that contain high salt levels which cause corrosion of embedded reinforcing steel
- Falling concrete
- Deteriorating expansion joints
- Code deficiencies for mechanical, electrical, plumbing and fire prevention systems
- Hazardous materials

The facility was rated poor and the project was classified as an Immediate Urgency, Deferred Maintenance project (*see photos on right*).

Funding for the project was included in the AOC’s Fiscal Year 2010 budget, and work began in January 2011. Hydro-demolition is being used to remove and replace the concrete floor slabs, reinforce expansion joints, and upgrade mechanical, electrical and fire prevention systems.

At any time throughout the Capitol buildings and grounds, you may find the staff of the Architect of the Capitol working on dozens of projects, large and small. For many of these projects, the planning process begins with a call or visit to the AOC Curator Division, including its two branches, the Photography Branch and Records Management and Archives Branch.

With hundreds of thousands of historical records in its care — including photographs, architectural drawings and textual records — the Curator Division serves a vital role in serving Congress by supporting AOC projects agency wide and by preserving and recording our heritage assets.

Beyond assisting with project research, the Curator Division provides a diverse array of services for its customers, including AOC employees, the U.S. House of Representatives, the U.S. Senate and

the general public. You'll often find a dedicated member of the Curator Division managing the conservation of Capitol art, taking pictures at an agency event or conducting research to support a construction project.

As the third AOC curator, Dr. Barbara Wolanin builds on the legacy of the first art curator of the Capitol, Charles Fairman, who served from 1908 to 1941. Wolanin has spent the past 26 years leading the division as it supports the Capitol Hill community. “We work as a team to assist customers with their needs, whether that be documenting the before and after photos of work in the Capitol or answering a question for a congressional office,” says Wolanin. “We really are a resource for everyone.”

Examples of the use of that resource are not hard to find. Building superintendents use the AOC Archives to locate essential drawings and specifications to plan repairs or new work. Visitor Services guides use the reference library and files on art and artists to prepare for their tours. AOC employees attend talks and tours organized by the Curator Division staff to learn about the

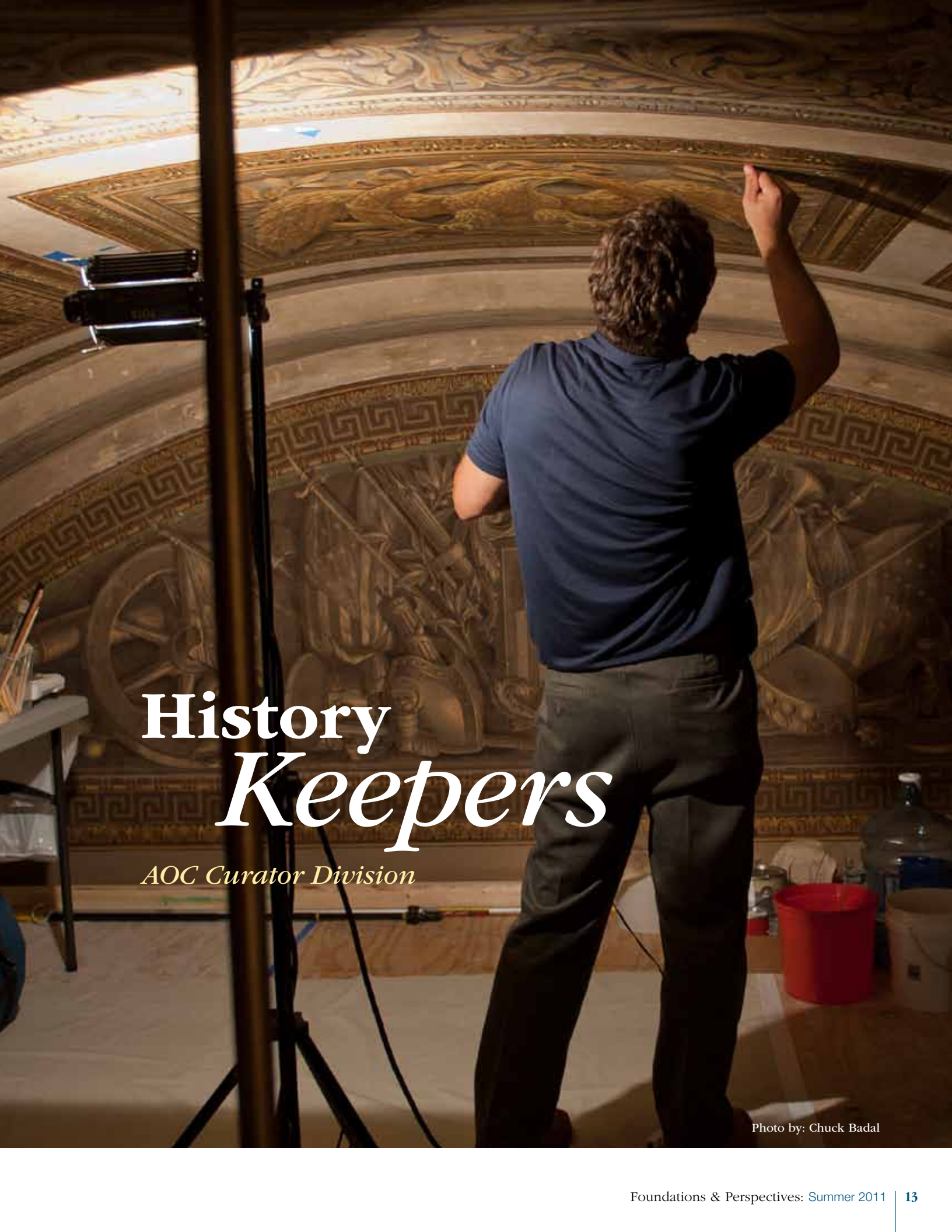


Photo by: Chuck Badal

*As part of its mission, the Curator Division provides educational talks and tours, such as this one in the CVC Exhibition Hall led by Curator Barbara Wolanin.*



*Conservators are hard at work preserving the ceiling of the Trophy Room in the Capitol's Senate Wing, most likely designed around 1860 by famed Capitol artist Constantino Brumidi.*



# History *Keepers*

*AOC Curator Division*

Photo by: Chuck Badal



Photo by: Steve Payne

*In the Records Management and Archives Branch, Guynneth Anderson prepares a Brumidi watercolor sketch for scanning.*

information about the Capitol's many treasures and the work of the AOC to people all over the world.

Another member of the Curator's office is Ann Kenny, a friendly face that AOC employees may recognize from their first day of work. Having worked her way up to museum curator from her start as a temporary research assistant in 1993, Kenny is one of the staff members who provide a short summary of the Curator Division's numerous resources during new employee orientation.

Like many AOC employees, Kenny finds that she is always busy when Congress is out of session, working to coordinate and oversee conservation of the historic artwork throughout the Capitol. As she tours the Senate Reception Room, a location where conservators are busy restoring the ornate decorations, she pauses to reflect on the painstaking work that is inherent in conservation. "We are working to uncover layer by layer the artist's original intent and

history, art and architecture of the places they work. Scholars study the results of research under the U.S. Capitol Historical Society fellowship program, started and administrated by the AOC curator. Publications using information in AOC records and files, including Dr. Wolanin's book *Constantino Brumidi: Artist of the Capitol* and William Allen's *History of the United States Capitol*, are read in libraries, schools and online.

In 1995, the Curator's office was on the cutting edge of current

technology when Writer/Editor Eric Paff created the first AOC website. "This was before AOC staff had Internet access," says Paff, recounting the early days of the World Wide Web. "We started simply with just text on a standard grey background. I taught myself how to create and update the pages and then how to add scanned photographs." With the growth of Internet technology, the website was expanded and modernized in order to provide

*Archivist Andria Field processes documents and records for archiving.*



Photo by: Steve Payne





*In the spring of 2003, Photographer Chuck Badal was busy documenting the progress of the Capitol Visitor Center construction.*

Photo by: Marvin Lynchard

**“We are working to uncover layer by layer the artist’s original intent and vision for this room.”**

vision for this room,” says Kenny. “We want current and future generations to appreciate their Capitol and be inspired by our history.”

In the Photography Branch, led by Michael Dunn, you’ll often find the team of five photographers documenting congressional ceremonies and events, construction projects and restoration efforts for the historical record. During the construction of the Capitol Visitor Center, Photographer Chuck Badal took more than 27,000 digital photographs. “I liked the ability to be artistic and find the beauty in the work that was being done,” says Badal.

Many times the need for a photo can take the photographers high in the air — such as when Steve Payne takes photographs aboard a U.S. Park Police helicopter — or deep underground, as when Photographer Susanne Bledsoe shoots one of the underground tunnels that crisscross Capitol Hill. Says Bledsoe, “To get the good photographs, you have to be willing to get a little dirty.”

An additional responsibility of the Photography Branch is providing all of the photography for the AOC brochures and fact sheets, as well as publications such as *Foundations & Perspectives*, enhancing articles and stories by visually depicting the work of the AOC in ways that words cannot.



Photo by: Chuck Badal

*Conservator Arthur Page briefs Dr. Barbara Wolanin and Ann Kenny on the condition of the ceiling mural in a Senate room of the Capitol.*

#### Did You Know?

In 2009, the Architect of the Capitol was presented with the Award for Outstanding Commitment to the Preservation and Care of Collections. The award was presented by the Heritage Preservation and the American Institute for Conservation of Historic and Artistic Works for exemplary stewardship of the historic collections in the AOC's care.

To ensure that this visual information remains accessible in the future, the Photography Branch maintains, and is constantly adding to, a collection of more than 200,000 images, including an archive of 1850s glass plates as well as black-and-white and color negatives and transparencies.

The Records Management and Archives Branch operates the AOC Archives, which houses documents for AOC administrative, legal and financial requirements as well as for reference and research. The Archives is also a treasure trove of information that AOC staff may need to plan and carry out their work. It holds nearly 200,000 architectural and engineering drawings on a wide range of subjects

and in many formats. In addition, extensive text records — including detailed files, specifications and reports — document construction, renovation and restoration of the buildings and grounds cared for by the AOC as well as the history of the agency since 1850.

**“The knowledge we have of the Capitol builds on itself over time.”**

## “We need to preserve AOC history for future generations and prevent a gap in documentation.”

For more than 20 years, the Records Management and Archives Branch has been headed by Ben Myers, who previously worked at the National Archives and Records Administration. Myers has worked to build a team of professionals who maintain, preserve and make accessible the documents stored in the AOC Archives.

“We have two missions,” says Myers. “The first is to implement the AOC’s records management program and the second is to maintain an archives program for the care and preservation of records that have historic value.”

With construction and facility maintenance ongoing throughout the Capitol and the surrounding buildings, it is important that Records Management staff be able to respond quickly to requests for drawings and records. The rest of the AOC relies on Myers and his team to perform the necessary reference and research in support of agency projects and programs.

Archivist Andria Field notes, “The knowledge we have of the Capitol builds on itself over time. We all coordinate on projects and responding to questions. We are responsible for telling the history of the Capitol.”

Over a number of years, the office has developed a records management program for the entire AOC. It has created a records schedule for each jurisdiction and division to govern the retention and disposition of records. This schedule is updated every two to three years as needed.

“We are now proactive and know what records are being created, and what to do with them once we receive them,” says Field. Adds Jim Corbus, an archivist with Records Management for the past 20 years, “We need to preserve AOC history for future generations and prevent a gap in documentation.”

*Matt Kasprzak and Jim Corbus from the Records Management and Archives Branch review one of the more than 200,000 architectural and engineering drawings in the AOC’s archives.*



Photo by: Steve Payne

AOC employees are encouraged to contact Records Management if they need assistance with managing records. “Please call us,” says Myers. “We are here to help you.”

That helpful nature is apparent throughout the Curator Division — whose branches received the highest AOC Internal Service Provider survey ratings last year — as its staff members act as access points to information that can assist AOC employees in working more efficiently. “We are here as a resource to support projects through a variety of different means, including photos and records in our archives,” says Dr. Wolanin. “We welcome your questions and are happy to assist wherever possible.”

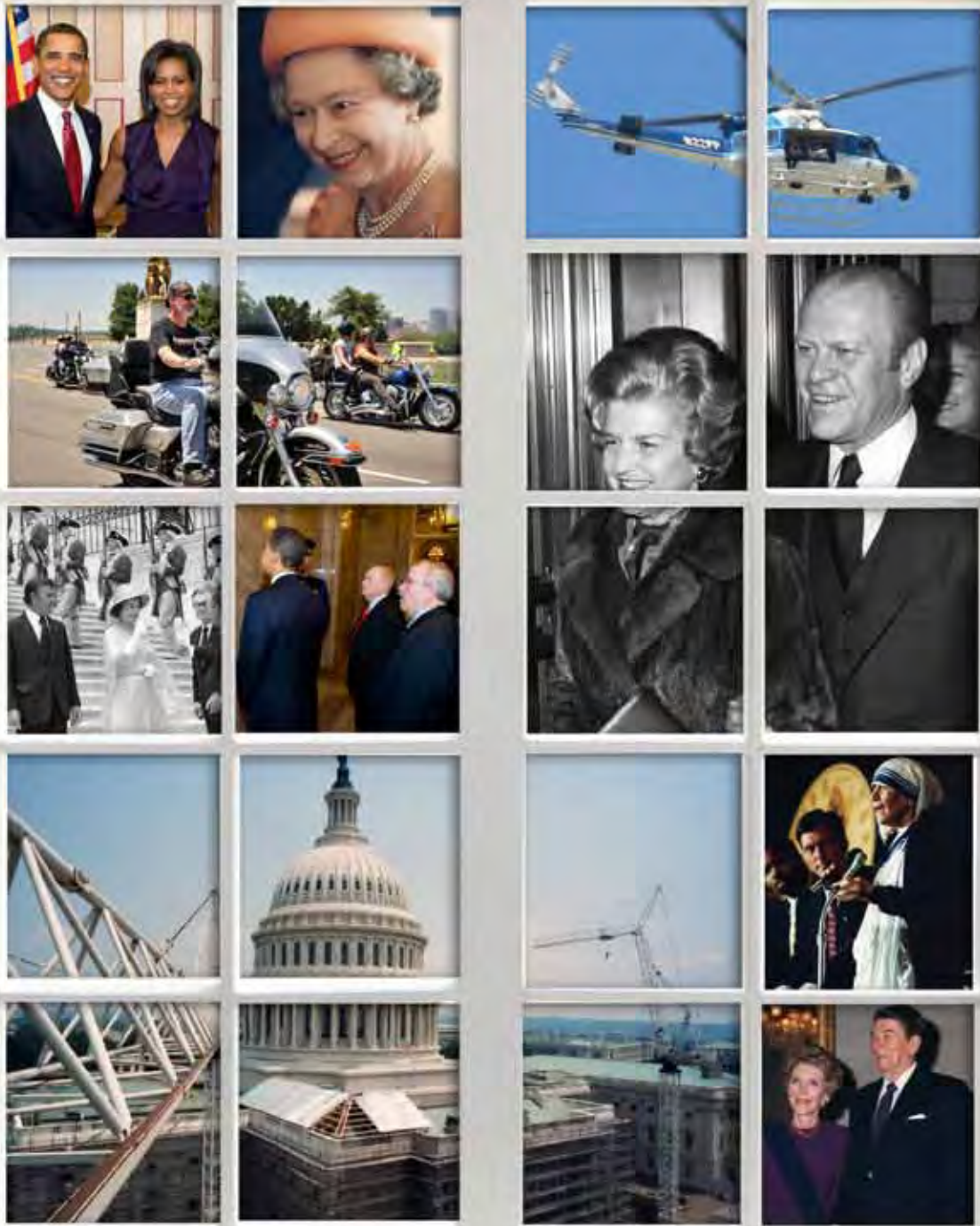
— *By Kristen Wandell*

### How to Contact the Curator Division

**AOC Curator:**  
Call: 202.228.1222

**Photography Branch:**  
Call: 202.228.3310

**Records Management Branch:**  
Call: 202.225.5581



Looking Through the

# Window Payne

**For 35 years, Architect of the Capitol Photographer Steve Payne has been documenting the events, work and life on Capitol Hill for future generations. Through the lens of his camera and the hundreds of thousands of photographs he has taken, Steve has had a front row seat to see history in the making.**

While the AOC and the Capitol have undergone dramatic changes, Steve has been the one constant, especially within the AOC Photography Branch. The next longest tenure amongst AOC photographers is Chuck Badal, who joined in 1991.

Among his many assignments, Steve has photographed nine presidential inaugurations, the construction of the Hart Senate Office Building, the events of September 11, the anthrax incidents of 2001 and the Supreme Court Modernization Project. He photographed numerous Congressional Gold Medal Ceremonies, including those honoring Mother Teresa and President Gerald Ford. He also documented the shootings and funerals of Capitol Police Officer Jacob “J.J.” Chestnut and Detective John Gibson.

During his career, Steve also had the remarkable opportunity to photograph President Ronald Reagan’s first and second inaugurations in 1981 and 1985, state funeral in 2004 and the unveiling of Reagan’s statue by Nancy Reagan in the Capitol Rotunda in 2009.

Steve first came to the AOC as a summer hire in 1976 through a personal connection with the drummer in his local rock group, “The Kid Band.” Using his real-world experience as a wedding and talent agency photographer to boost his resume, at the end of the summer Steve was offered a position as a full-time — but temporary — employee.

“It turned out to be the longest summer job of my life,” says Steve with a laugh. “In a matter of a few days I went from sitting in a Prince George’s County Community College classroom to photographing the Queen of England.”

1976 was a busy year for the Architect of the Capitol. It was the year of the Bicentennial, the Hart Senate Office Building was a hole in the ground, the Library of Congress Madison Building was

just a superstructure and the 1977 presidential inauguration was in the midst of intense planning (and Steve had a full head of hair and bushy beard).

After most of the projects were completed, Steve’s temporary role ended and he left to work for the Senate Photo Studio. Four years later he rejoined the AOC, where he has remained since 1985.



*Senator Patrick Leaby, an avid photographer, took this photo of Steve at an event.*

**“In a matter of a few days I went from sitting in a Prince George’s County Community College classroom to photographing the Queen of England.”**

## Steve serves as the primary aerial photographer for the AOC, coordinating helicopter rides with the U.S. Park Police.



Top photo by: Bob Spratt  
Middle and bottom photos by: Steve Payne

“For the past 27 years I have been within 15 feet of this space,” says Steve, referring to the windowless space of the Photography Branch tucked into the subbasement of the U.S. Capitol.

One of Steve’s principal roles has been to serve as the primary aerial photographer for the AOC, coordinating helicopter rides with the U.S. Park Police. From this vantage point he has documented a wide range of projects from inaugurations (his snow-covered Capitol shot became the center of President George W. Bush’s 2005 inauguration book), to the Capitol Power Plant extensions, to the alternate computing facility.

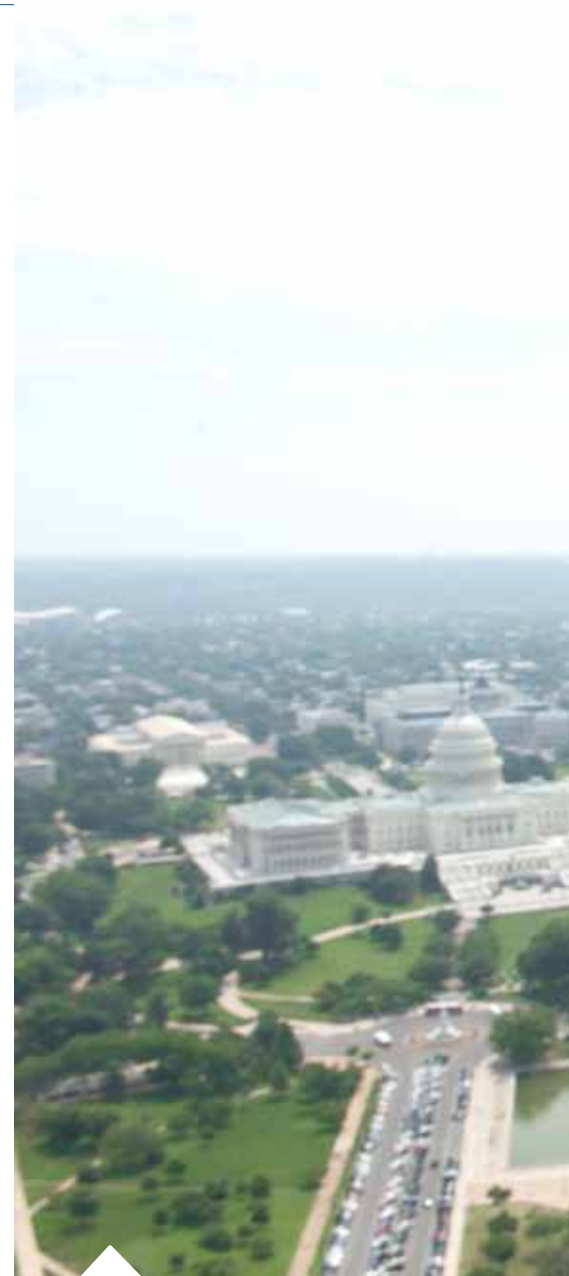
With retirement on the horizon early next year, Steve adds, “Being able to call up and go for a helicopter ride over Washington is one thing I am going to miss when I leave.”

By extension of the role of the Architect of the Capitol on the U.S. Capitol Police Board, Steve also serves as a photographer to the U.S. Capitol Police. “When everyone is running out, I am running in,” says Steve. “Going into the Capitol on 9-11 was like some sort of science fiction movie. There were no people,

*As a part of his job, Steve sees views of Capitol Hill that few ever witness.*

but the TVs and computers were still on. Everyone had just disappeared.”

While Steve has seen remarkable changes during his tenure — the evolution to digital photography, the dramatic increase in security on the Hill and the heightened focus on safety — the criticality of photography to the mission of the AOC and Congress hasn’t changed.





Photos by: Chuck Badal

“While what we shoot might not be used right at that moment, years from now it will be used by others to plan events, build buildings and review what was right or wrong,” says Steve. “The media shoot for the moment, but we shoot for history.”

— *By Matt Guilfoyle*

“The media shoot for the moment, but we shoot for history.”



# Promoting *Efficiency* and *Economy*



Photos by: Dewitt Roseborough

Did you know you have to disclose all outside employment and income when you file for workers' compensation? Did you know you are not allowed to take home AOC property even if it is unwanted, in excess or deemed useless?

A goal of the AOC Inspector General (IG) is to prevent waste by letting Architect of the Capitol employees know how to avoid inappropriate activity and the wasting of AOC resources. Building awareness will help employees avoid mistakes, which will make the AOC a stronger organization. Statutorily established in 2008, the IG conducts audits and investigations to find, resolve and prevent fraud, waste and abuse in AOC programs.

Carol Bates, who assumed the position of Inspector General in August 2008, came to the AOC from the Corporation for National and Community Service Office of the Inspector General. The decision to join the AOC has been a good one for Bates. "Working in the most important building in the free world is remarkable. I was a history major and love walking through the Capitol," says Bates.

*Inspector General Carol Bates presents information about the IG at a new employee orientation session.*



When Bates began her employment at the AOC, she was an office of one. Over the past three years, she has assembled a team to fulfill the duties of the IG. Helping Bates is Vance Haney, assistant inspector general of audits, and Paul Clark, assistant inspector general of investigations.

According to Bates, “It was an extraordinary task building the office from scratch. Not many people get this chance. I was able to choose the people I work with.”

Reflected in their long federal careers, the three each have over 30 years of experience auditing and investigating waste, fraud and abuse. They are well-qualified to effectively lead a team of auditors, investigators and a management analyst who look into a wide range of issues, such as improper use of AOC resources or properties; false claims; violations of laws and AOC orders; forgery; and theft.

Any individual may report suspicious activity by calling a confidential hotline, visiting the office or writing to the IG. According to Clark, “Employees shouldn’t be afraid to share information with us. The IG is required by law to keep names confidential, and managers are not allowed to retaliate against any employee for reporting their



*IG employees Paul Clark (above) and James Wilson (right) work to ensure the AOC is a good steward of taxpayer dollars.*

concerns.” Haney adds, “AOC employees are taxpayers too. If you see something that isn’t right, let us know and we’ll take care of it. We can’t afford ineffectiveness in this environment.”

The IG staff aspires to ensure that taxpayer money is spent appropriately and that the government is operating efficiently. In existence for less than three years, the IG has made numerous recommendations to help management improve operations. Specifically, the IG is proud of their accomplishments with Time and Attendance. Their work resulted in the implementation of a new policy to ensure employees submit complete and accurate timecards each pay period.

**“We can’t afford ineffectiveness in this environment.”**



In essence, the IG staff are our fellow AOC teammates, here to ensure the AOC and all of its employees are good stewards of taxpayer dollars. By identifying inefficiencies and pointing out best practices, the IG can help the AOC be a world-class organization that proudly and efficiently serves the U.S. Congress and the American people for generations. According to Bates, “We try not to be a gotcha organization. We are here to say what we think can improve the agency.”

— *By Shalley Kim*

**Want to contact the AOC Inspector General?**

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Fax: 202.593.0055

E-mail: [IG@aoc.gov](mailto:IG@aoc.gov)

Visit the IG at 499 South Capitol Street, Suite 518.

*In the Spirit of Service:*

# Volunteers at the AOC

"I'd like to buy two tickets," a visitor says as she approaches the welcome desk at the United States Botanic Garden.

"Well I have good news for you," says Volunteer Carlos Moura with a knowing smile. "Your visit is free, go on in!"

Volunteers at the United States Botanic Garden (USBG) and Capitol Visitor Center (CVC) love getting to break the news to visitors that they can view the national treasures they have come to see free of charge. Drawing upon a variety of different backgrounds, the volunteers at the CVC and USBG enhance each visitor's experience and support the missions of the AOC jurisdictions.

Volunteers greatly enhance the smooth operation of the CVC and USBG by lending much needed assistance in a variety of areas, such as wayfinding, education and the caretaking of plants at the USBG.

"I get a lot of satisfaction from volunteering to assist with horticulture at the Botanic Garden," says Kyle Rock, a volunteer since October 2010. "I like knowing I'm helping to create a beautiful place for people in the middle of the city."



*Volunteer Kyle Rock uses a discovery cart at the U.S. Botanic Garden Conservatory to teach visitors about the benefits of sustainable landscape practices.*

Since 1990, volunteers at the Botanic Garden have been assisting with horticulture and public programs, and over time their numbers have swelled to more than 200.

"Our volunteers are ambassadors to the Botanic Garden," says Maura Nelson, USBG volunteer coordinator. "Not only do they get their hands dirty assisting with the living collection, but they are also our front-line educators out on the floor engaging with the public."



Photos by: Dewitt Roseborough

At the CVC the program is much newer, having begun in the summer of 2010. Currently there are 66 volunteers, ranging from college-aged to retired, from military personnel to teachers and congressional staffers.

"The volunteers at the Capitol really do fulfill their mission to enhance the visitor experience," says Wayne Kehoe, CVC volunteer coordinator. "It is such a pleasure to work alongside individuals who give of their time and resources because they have a true passion for Congress, the Capitol and the country."

*Carlos Moura, a volunteer with the USBG, answers questions and provides directions at the welcome desk.*



*Seeing Double: these Capitol visitors were thrilled to meet Linda Bailey and Pamela Zitron, twin sisters and volunteers for the CVC.*

The volunteers help to educate visitors through public programs at the Botanic Garden and family programs at the CVC, and they informally educate visitors through casual conversations and interactions about any number of topics.

“We all have an opportunity to educate,” observed CVC and USBG Volunteer Rick Skinner. “I always enjoy getting to do a bit of Civics 101 for visitors unfamiliar with the workings of Congress.”

This drive to educate comes naturally to Skinner, who had a career in higher education teaching courses in American government, political science, international relations and public policy before volunteering at the CVC.

Like Skinner, other volunteers enjoy the opportunity to continue to use their acquired skills and interests in a new setting. Prior to volunteering with the CVC, Gordon Johnson served in the U.S. Air Force and

was stationed in Germany for 14 years. He especially enjoys greeting German visitors in their native language. After a long career with the Internal Revenue Service, Carlos Moura — a botany minor in college — put his education to use at the Botanic Garden.

Pamela Zitron so enjoys volunteering at the CVC that she has made it a family affair. She encouraged her twin sister Linda Bailey to join her, and soon they were able to persuade both of their husbands to volunteer as well.

“I’m so proud to be here,” says Zitron. “I’m not just a volunteer, I’m an ambassador for the country. When I interact with visitors from abroad, it’s my job to give them a good experience.”

“I love the feeling of helping people. Just a little bit of effort on my part can make someone’s day, and that leaves me feeling really good,” says Bailey.

Across the CVC and USBG, the volunteers share a common spirit: a commitment to doing good and giving back. From working with children to greeting veterans, volunteers at the CVC and USBG agree that helping others is a worthwhile activity.

Says Skinner, “Whatever good we do never matches the rewards we feel.”

— *By Lori Westley*

**Since 1990, volunteers at the Botanic Garden have been assisting with horticulture and public programs.**



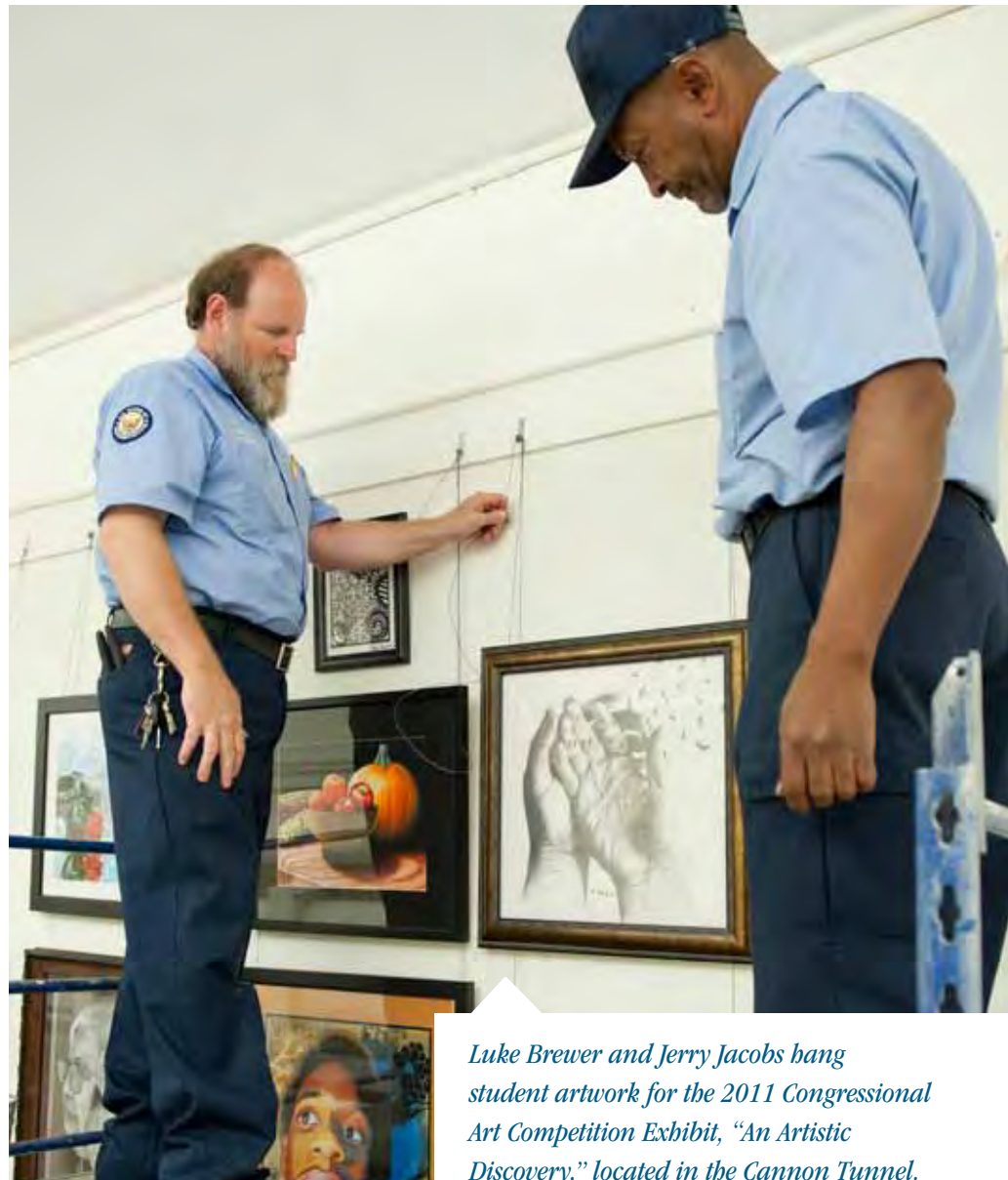
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*Luke Brewer and Jerry Jacobs hang student artwork for the 2011 Congressional Art Competition Exhibit, "An Artistic Discovery," located in the Cannon Tunnel.*

Photo by: Steve Payne