

## **Executive Summary of the Testimony of Stephen T. Ayers, AIA Acting Architect of the Capitol**

**June 18, 2008**

For the past four decades, the Office of the Architect of the Capitol (AOC) has undertaken initiatives and we continue to implement programs to improve energy efficiency and reduce the environmental impact of the Capitol complex. Our Agency's commitment to reducing energy consumption is integrated into our Strategic Plan, and is carried out through our mission to serve Congress as we serve as stewards of some 16.5 million square feet of buildings and nearly 450 acres of land.

As we develop our long-term plans to address and prioritize the maintenance, renovation, and construction of facilities, we also consider the long-term impact of investments in projects and technologies needed to make our facilities more energy efficient, and are working with Congress to strike the necessary balance to successfully accomplish all goals.

In its efforts to meet the requirements of the Energy Policy Act of 2005 (EPAcT) and the Energy Independence and Security Act of 2007 (EISA), the AOC exceeded the EPAcT goal of two percent by reducing its energy consumption by 6.5 percent in FY 2006. In addition, for FY 2007, the AOC achieved a total cumulative energy intensity reduction of 6.7 percent over the FY 2003 baseline.

The AOC achieved these goals through a number of practical and effective projects and programs including installing dimmable lighting ballast systems, replacing conventional incandescent light bulbs with CFLs, installing modern heating/cooling systems, auditing the energy consumption of facilities to identify energy saving opportunities, using Energy Savings Performance Contracting, and encouraging and managing a vibrant Capitol complex-wide recycling program.

The AOC's Senate Superintendent's Office has also spearheaded a comprehensive energy program for the Senate Office Buildings. Some of their efforts include, installed more than 4,000 CFLs, replacing steam traps, installed various water conservation measures in restrooms and kitchens, installing bi-level lighting in hallways and renewable, solar energy source lighting in parking lots, and studying the feasibility of installing photovoltaic solar cells or vegetative roofs on Senate Buildings.

The AOC also is working with two Energy Saving Performance Contractors (ESCOs), and we plan to utilize them to achieve a portion of the required energy reductions under the EPAcT and EISA. To ensure that our efforts save energy and save taxpayer dollars, we also are planning to conduct additional energy audits. In addition, we have completed studies to identify projects, techniques, and policies which can be implemented to save energy.

There are a number of projects, programs, and initiatives that we have planned to ensure a continued reduction in energy intensity across the Capitol complex. A short list includes improving utility metering, evaluating opportunities for onsite renewable energy such as use of photovoltaics and supplementing existing fuel with biodiesel, analyzing currently-planned facility repairs and upgrades for energy and water savings opportunities, and developing the Capitol Complex Master Plan/Sustainability Framework Plan to ensure an overarching sustainable approach to facilities and grounds administered by Congress.

The AOC is working to identify and implement long-term projects that will fulfill our mission to care for the historic buildings and assets entrusted to our care, and attain the required energy saving goals, while at the same time providing Congress with the best return on its investment.

**TESTIMONY OF STEPHEN T. AYERS, AIA  
ACTING ARCHITECT OF THE CAPITOL**

**Before the Committee on Rules and Administration  
United States Senate**

**Regarding Improving Energy Efficiency, Increasing the Use of Renewable  
Sources of Energy, and Reducing the Carbon Footprint of the Capitol Complex**

**June 18, 2008**

Madam Chairman, Senator Bennett, members of the Committee, thank you for inviting me here today to discuss the efforts the Office of the Architect of the Capitol (AOC) has undertaken over the past several years, and the initiatives we are currently implementing to improve energy efficiency and reduce the carbon footprint of the Capitol complex.

We appreciate the Congressional leadership's commitment to reduce energy consumption and conserve natural resources, reduce costs, and protect the environment. Our individual actions can add up to a tremendous collective effort and can produce significant results in saving taxpayer dollars and conserving our natural resources. Our Agency's commitment to reducing energy consumption is part of our Strategic Plan and carried out through our mission to serve Congress with a commitment to excellence.

With the addition of the Capitol Visitor Center and several new facilities to our jurisdiction over the past several years, including the National Audio Visual Conservation Center, the National Garden, and the U.S. Capitol Police's Fairchild Building, the AOC is now responsible for some 16.5 million square feet of buildings and nearly 450 acres of land. In recent years, the number and magnitude of our projects has also greatly increased.

It is our mission to ensure that the buildings and facilities in the Capitol complex continue to effectively serve Members of Congress and their staffs for generations to come. This includes ensuring that fire and life-safety deficiencies are corrected and that significant resources are devoted to protecting the people who work in and visit the Capitol complex.

As we develop our long-term plans to address and prioritize the maintenance, renovation, and construction of facilities, we also consider the long-term investment in projects and technologies needed to make our facilities more energy efficient, and are working with Congress to strike the necessary balance to successfully accomplish all goals.

Part of our efforts to strike the right balance is the development of a Capitol Complex Master Plan. The way in which we design, construct, manage, and maintain our facilities can have a major impact on environmental issues such as energy consumption, resource management, pollution, and environmental impact. Sustainable design and construction is a holistic approach to facility management that considers impacts on human health and well-being as well as the natural environment at every stage of the building life cycle.

The AOC has embraced the principles of sustainable design in the ongoing planning, building, operations, and maintenance of the facilities and grounds entrusted to our care. The Master Plan includes a Sustainability Framework Plan. The 20-year goal of this Framework Plan is to consider alternate sources of energy production, improve energy and water efficiency, and use alternative and renewable forms of energy. These goals will also, ultimately, minimize operating costs.

The Capitol Visitor Center (CVC) is an excellent example of our use of sustainability principles as it was designed to incorporate as many green features as possible within the constraints of its unique requirements. A few of the CVC's specific "green" features include:

- Built below an existing parking lot, the CVC is a "redevelopment" of an urban site which has not increased the amount of hard surfaces relative to run-off.
- A storm water management system was incorporated into the design to mitigate the impact of run-off and sediment into the city's storm sewer system.
- Compact Fluorescent Light (CFL) fixtures were used wherever possible and light fixture occupancy sensors are provided.
- Low-flow bathroom fixtures and automatic faucets and toilets were installed.
- Low-volatile organic compound emitting construction materials (paints, solvents, carpets) were used.

### **Committed to Saving Energy Since the 1970s**

The AOC has been engaged in energy-saving activities since the energy crisis of the 1970s. In 1978, the AOC presented a report to Congress entitled, "Program for the Energy Conservation and Management for the United States Capitol Complex Buildings," which proposed the concept for the Program for Energy Conservation (PEC). The purpose of PEC was to investigate and implement measures for energy conservation.

A pilot program was launched to test a number of initiatives before implementing it campus-wide. Some of the strategies executed included developing an automated energy management and control system to achieve specific efficiencies in the operation of mechanical and electrical systems. By the early 1980s, the system had proven itself and it was expanded to other Congressional office buildings and refined. Since 1992, our Energy Management Control System has produced significant energy savings annually.

Over the years, we expanded our efforts from a pilot program to a campus-wide effort. In the late 1990s, we completed a campus-wide lighting upgrade, replacing more than one-half million fluorescent lamps and ballasts resulting in a savings of more than \$1.5 million annually. We have continued these lighting upgrades to the present day which includes our group re-lamping program and comprehensive lighting fixture ballast replacement in selected buildings.

### **Public Law 105-275, Sec. 310**

When H.R. 4112, the Legislative Branch Appropriations Act for FY 1999, was signed into law, the AOC was required “to develop and implement a cost-effective energy conservation strategy for all facilities to achieve a net reduction of 20 percent in energy consumption . . . not later than 7 years after the enactment of this Act.” The AOC responded by fulfilling the requirements of the legislation and developed a comprehensive energy conservation and management plan; performed energy surveys of some facilities; continued to install energy and water conservation measures, and considered Energy Savings Performance Contracts to finance energy conservation projects and to help achieve energy consumption targets.

### **Energy Policy Act of 2005 (EPAct), Energy Independence and Security Act of 2007 (EISA), and Recent Energy Savings and Efficiencies**

Most recently, we have demonstrated our commitment to energy conservation by complying with the requirements and goals of the Energy Policy Act of 2005. Under the Act, the AOC was required to reduce energy consumption in the Capitol complex in FY 2006 by two percent, as compared to the baseline set in FY 2003.

The long-term requirement of the Energy Policy Act is to increasingly reduce energy consumption per gross square foot per year in fiscal years 2006 through 2015. The AOC exceeded the goal of two percent by reducing its energy consumption by 6.5 percent in FY 2006. In addition, for FY 2007, the AOC achieved a total cumulative energy intensity reduction of 6.7 percent over the FY 2003 baseline.

We were able to exceed our goals the past two years through a variety of projects and pilot programs.

The AOC:

- Implemented a pilot program to install dimmable lighting ballast systems with daylight and occupancy sensors in overhead lighting to maintain consistent lighting levels in Senate offices.
- Is replacing conventional incandescent light bulbs with compact fluorescent lamps (CFLs) across the Capitol complex.
- Is installing occupancy sensor light switches for offices, and installing restroom fixture motion sensors and additional low-flow devices for water conservation.
- Upgraded elevators and escalators with energy-efficient solid state equipment.
- Initiated a feasibility study to replace the Dirksen Senate Office Building and the Rayburn House Office Building roofs with a vegetative roof for decreased storm water run-off and improved insulation.
- Initiated a feasibility study to replace the Hart Senate Office Building and Rayburn House Office Building roofs with partial building-integrated photovoltaic roofing systems.

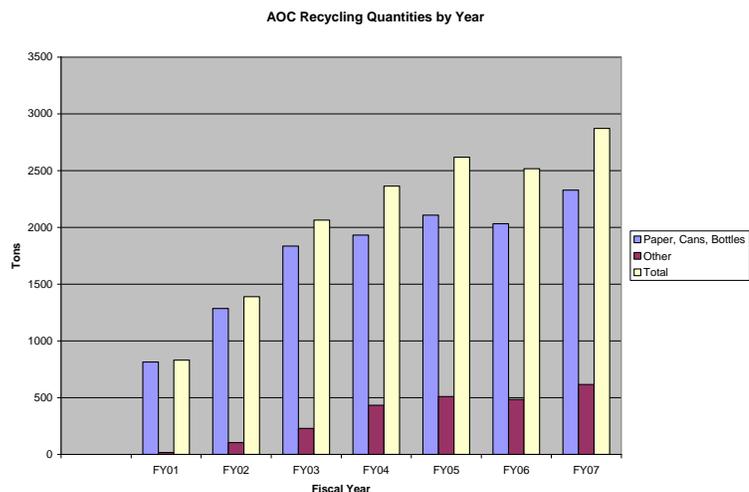
- Is installing modern heating/cooling systems and adjusting and controlling HVAC schedules.
- Installed a storm water management rain garden at First and D Streets in 2004.
- Is installing an E-85 refuel station.
- Implemented a policy requiring the purchase or leasing of alternate fuel vehicles when replacing aging vehicles in the AOC fleet.
- Is auditing the energy consumption of facilities to identify energy saving opportunities and planning to add new steam and chilled water meters to all buildings to monitor actual energy use.
- Incorporated standards from the Leadership in Energy and Environmental Design (LEED) Green Building Rating System into our design standards.
- Is using Energy Savings Performance Contracting to increase building energy efficiencies and upgrade infrastructure.
- Recycled approximately 2,300 tons of paper from the House and Senate Office Buildings in FY 2007. This is the equivalent to saving approximately 38,573 trees, 6,807 cubic yards of landfill space, and 9,076,000 Kilowatts of energy.

The AOC also implemented a procurement policy that establishes our preference for the use of bio-based products. We require the use of USDA-approved bio-based products when practical and cost effective.

Reducing energy consumption is another important component of our overall energy-savings campaign. To encourage end-users to reduce energy use, the AOC has been conducting a public education campaign by providing materials on how to save energy to Member, Committee, and AOC offices. A new outreach program is currently being developed which will engage in new and various approaches and methods to inform those who work in and visit the Capitol complex of Congress's efforts to save energy.

Active participation by Congressional and other offices in the recycling program has been significant to its success the past several years. In both the House and Senate Office Buildings, offices are outfitted with recycling bins under the AOC's recycling program.

Over the past five years, the total tonnage of recycled waste has doubled from 1,400 tons to 2,900 tons. In



addition, over the past two years, we have recycled 100 percent of all AOC computer and electronic waste which includes monitors, keyboards, computers, printers, laptops, and other types of computer hardware.

In the Senate alone, 993 tons of material was recycled in 2007, a 15 percent increase from the previous year. This past year, two more materials were added to the Senate recycling program: paper take-away trays from the cafeteria and CDs/DVDs.

In fact, over the past several years, the Senate has been very proactive in its energy saving efforts. The following is a short list of projects and initiatives that are ongoing or have been accomplished.

- Implemented projects in FY 2008 projected to reduce electricity consumption by one million kilowatt hours per year. This is equivalent to the annual greenhouse gas emissions from 142 passenger vehicles.
- Installed more than 4,000 compact fluorescent light bulbs.
- A study assessing the feasibility of installing a vegetative roof on the Dirksen Senate Office Building was completed.
- A study regarding the use photovoltaic solar cells on Senate Office Buildings was completed.
- Completed the Dimmable Ballast Pilot Program in 11 Senate/Committee office suites. Currently purchasing and designing the system for another 10 offices. The pilot program typically saves 11,400 kilowatt hours per week or 40 percent of lighting energy used in an office suite. Over the first year, the pilot saved 692,000 kilowatt hours of electricity.
- Selected a renewable, solar energy source for lighting in Lot 18. Scheduled to be completed this fall, these new lights will save 1,825 kilowatt hours per year.
- Replacing steam traps in the Senate Office Buildings which will save 5,000 MBtu per year.
- Installed various water conservation measures; dual flush valves (Dirksen and Russell), low flow flush sensor valves (Hart), low flow sink sensor valves.
- In the Senate Restaurants, the Senate Superintendent's Office has installed CFL lighting in the eating and service areas; installed low-flow water pre-rinsing stations in the food prep areas; installed dimmers and timers in all lit areas, and installed motion sensor lighting systems in low-traffic areas.
- Installing energy efficient ceiling tiles in 15 Senate/Committee office suites in the Hart Office Building. The new tiles have a higher insulation value, (R= 4.3 vs. 0.33) and higher light reflection which allows a lower light output from the dimmable ballast.

- Installing bi-level lighting in Hart Building emergency stairways. The lights operate at 30 percent output when not occupied to maintain code-required lighting levels. When motion is sensed in the stairway, the light fixtures adjust to 100 percent light output.
- Since March 2008, cove lights in the hallways of the Dirksen Senate Office Building are dimmed every weekday night from 10 p.m. to 6 a.m., and each weekend. This effort saves 75 percent of the energy normally consumed by the cove lighting when fully illuminated.

Another major initiative underway is our effort to improve metering at the facility level for steam and chilled water, domestic water, and where necessary, electricity so that the impact of energy and water conservation projects can be measured rather than estimated. By thoroughly assessing utility usage, we can better target our long-term investments in projects that will yield the greatest payback over time.

The AOC has established a meter plan for the Senate Office Buildings, which includes the installation of chilled water, steam, domestic water, and electrical meters in each building. In addition, the plan includes sub-metering of utilities within the building for chilled water, steam, and electricity to further refine potential sources of energy usage. The plan is scheduled for completion in February 2009, and is subject to the availability of funding.

The AOC also is working with two Energy Saving Performance Contractors (ESCOs), and we plan to utilize them to achieve a portion of the required energy reductions under the EPCAct and EISA. Energy Saving Performance Contracts (ESPCs) allow the AOC to initiate energy saving projects with little upfront funding. An ESCO studies the facilities and identifies improvements with short-term payback periods. Based on these studies, the AOC and the ESCO then select projects to perform under terms of an ESPC. A negotiated portion of any savings generated by the project pays the ESCO in accordance with the terms of the ESPC. Once the negotiated term of the contract is over, the government retains the energy savings of the project.

Because there can be risks associated with this arrangement, the Department of Energy (DOE) provides program guidance and assists with the ESPC evaluation. Additionally, the AOC consulted with the U.S. Air Force (USAF) and Naval Facilities Engineering Command (NAVFAC) to benefit from their experiences with ESPCs. The following are key considerations for using ESPCs for the Capitol complex.

To be successful, proper validation of savings and the ability to maintain valid baselines to measure savings are critical; we will evaluate alternatives to identify the most economical method for reducing energy consumption before awarding ESPC contracts. In addition, we will work to ensure that financing rates are competitive and quantify the baseline data and revisit these contracts annually.

To ensure that our efforts save energy and save taxpayer dollars, we also are planning to conduct additional energy audits. The Government Accountability Office, in its report entitled, "Energy Audits are Key to Strategy for Reducing Greenhouse Gas Emissions" validates that energy audits are a key "because these audits identify cost-effective systemwide energy-efficiency and renewable-energy projects." To date, energy audits have been or are being performed on five Capitol complex facilities. The goal is to perform energy audits on all buildings on a five-year rotating schedule.

Although funding was requested in FY 2007 to continue these audits, the funding level of the continuing resolution precluded any projects from receiving funding. In FY 2008, we received \$400,000 for energy audits, and we will be conducting two new audits this summer. As funding allows, energy audits will be performed on each building in the Capitol complex as part of our five-year plan. For FY 2009, the AOC requested \$1.4 million to conduct additional audits.

In addition to the energy audits, we have completed studies to identify projects, techniques, and policies which can be implemented to save energy. For example, we have been evaluating the viability of cogeneration capacity at the Capitol Power Plant, which could provide steam, supplementary electricity, and backup power to the Capitol complex and reduce regional emissions by more efficiently capturing the energy output.

It is important to note that the largest, single contributor to our energy reduction efforts is the Capitol Power Plant. Between FY 2003 and FY 2006, the Capitol Power Plant, as a result of new and improved energy efficiency measures implemented there, reduced its electricity consumption by six percent and consumption of gas, oil, and coal, measured as total million BTUs of energy, by 12.3 percent. To continue to achieve our goals, it is necessary to continue to invest in new technologies and equipment at the Capitol Power Plant. With that in mind, we have included important energy-saving projects and upgrades there in our FY 2009 budget request.

### **Capitol Power Plant and Energy Efficiency**

Madam Chairman, because the Capitol Power Plant (CPP) plays a critical role in our efforts, I would like to provide a brief history of the facility. The CPP operates 24 hours per day, 365 days per year to provide steam and chilled water service. Since the first initiation of steam service in 1910, the CPP has never been offline.

When it was first placed in operation, the CPP provided the Capitol complex with steam and electricity. However, in 1952, the electrical generation plant was decommissioned and modern steam and refrigeration plants were built to provide buildings with steam and chilled water for heating and cooling purposes. Today, the CPP generates steam and chilled water used for heating and cooling of 23 buildings located on Capitol Hill. The electricity used today throughout the Capitol complex is provided by PEPCO. The steam plant contains seven boilers that utilize a combination of three fuels (natural gas, low-sulfur coal, and fuel oil) to generate steam. Fuel selection is made based on a combination of economics, equipment availability, and Congressional requirements. The refrigeration plant contains nine electric driven mechanical chillers that utilize refrigerant to produce chilled water used for cooling purposes.

The Capitol Power Plant operates under the Title V permitting program established under the Environmental Protection Agency's (EPA's) 1990 Clean Air Act Amendments. The Title V program requires all new and existing major sources of air emissions to obtain a federally-approved, state-administered operating permit. All Title V operating permits include applicable requirements from federal and state emission standards. We take great pride in abiding by the permit because the permit is designed to protect the public.

The Title V operating permit currently held by the CPP is administered through the District of Columbia Department of Health, Air Quality Division. In addition, the CPP has a complex emissions monitoring system in place, and is required to certify the emissions monitoring systems

quarterly, with a certification performed by an independent third party testing firm annually. The CPP must submit quarterly reports to the District of Columbia and Semi-Annual reports to the Director of EPA Region III.

The AOC has improved and will continue to improve efficiencies and reduce emissions at the CPP. Several initiatives have been completed over the past several years to expand environmental controls at the Capitol Power Plant.

A few of these projects include:

- Baghouses were added in the 1990's to reduce the amount of particulate matter emitted from boilers.
- Added new, high-efficiency filter-bags in the baghouses in 2005, which provide improved filtration and lower restrictions to air flow resulting in reduced energy consumption and lower emissions.
- Completed the expansion of the West Refrigeration Plant to upgrade refrigeration systems to increase overall efficiency, including the use of environmentally friendly 134-A Freon.
- In 2005, new coal under-throw stokers were installed to replace the original coal feeder systems. In addition, the CPP is replacing the stoker grate drive system in both coal boilers in 2007 and 2008. These modern systems should provide more efficient operation and coal combustion.
- The CPP is required to continuously monitor opacity, nitrogen oxides (NO<sub>x</sub>), and oxygen emissions. The Continuous Emissions Monitoring System (CEMS) and the Continuous Opacity Monitoring System (COMS) were installed in 2005. They provide constant monitoring of emissions from the boilers, which allow us to adjust our fuel mix in real time, and maintain compliance as set forth in Federal and local regulations.
- In addition, the Plant only uses low-sulfur, low-ash coal.

We are working to make the CPP more energy efficient and to reduce emissions. This is a long-term effort and one that will take considerable investment. However, this investment is reasonable compared to the impractical and cost-prohibitive potential of eliminating the CPP. Existing, centralized heating and cooling systems have been studied and proven to be most cost-effective for a large campus such as the Capitol complex. The ability to burn three fuels at the CPP assures reliability, provides flexibility, and provides some protection against rapidly rising fuel costs as we can switch to a lower cost fuel depending on system load and fuel use requirements. However, to cease using one fuel completely would require significant capital improvements to the CPP, necessitate disruptive infrastructure changes to the Capitol complex, and potentially increase average annual fuel costs by millions of dollars.

### **New AOC Energy Saving Projects, Programs, and Initiatives**

In addition to improving efficiencies at the CPP, there are a number of initiatives that we have planned to ensure the Capitol complex's continued compliance with the Energy Policy Act of 2005 and the Energy Independence and Security Act of 2007. To meet these requirements, we plan to undertake the following projects, programs, and initiatives.

- Improve metering so that the impact of energy and water conservation projects can be measured rather than estimated.
- Continue use of Energy Savings Performance Contracts (ESPCs) as a means to pursue projects that offer lifecycle cost-effectiveness.
- Evaluate opportunities for onsite renewable energy such as use of photovoltaics and supplementing existing fuel with biodiesel.
- Evaluate opportunities for energy recovery both at the Capitol Power Plant and within individual buildings.
- Continue analysis of currently planned facility repairs and upgrades for energy and water savings opportunities.
- Continue development of the Capitol Complex Master Plan/Sustainability Framework Plan to ensure an overarching sustainable approach to facilities and grounds administered by Congress.

By practicing efficient energy management, we save taxpayer dollars and protect the environment and natural resources. As you can see, the AOC has taken considerable action over the years to save energy across the Capitol complex. There is more we all can do to further conserve energy; however we need to ensure that the projects we chose to invest in are fiscally responsible, energy efficient, preserve the historic integrity of these landmark buildings, and have minimal adverse effects on the buildings' occupants, the local community, or on Congressional operations.

### **Conclusion**

Madam Chairman, we greatly appreciate this Committee's support and the investment Congress has made in our facilities and infrastructure over the past several years as we continue to make the Capitol complex safer and more energy efficient. We are working to identify and implement long-term projects that will fulfill our mission to care for the historic buildings and assets entrusted to our care, and attain the required energy saving goals, while at the same time providing Congress with the best return on its investment.

In addition to using and installing new, modern, energy efficient technologies and equipment, other changes will need to occur in order to realize additional savings. This includes changes in behavior and practices by building occupants, and modifying building operations and methods. While we have been successful in reducing energy consumption in the Capitol complex the past two years, the work ahead will be much more challenging and will require significant investment.

Once again, I'd like to thank this Committee and Congress for their leadership on this issue. We should be leaders in the national effort to conserve energy. As stewards of the Capitol complex, we will continue to do our part to make this goal a reality.

**Stephen T. Ayers, AIA**  
**Acting Architect of the Capitol and Chief Operating Officer**

On February 4, 2007, Stephen T. Ayers, AIA, AOC's Deputy Architect/Chief Operating Officer, in accordance with P.L. 108-7, began serving as Acting Architect of the Capitol until a new Architect is appointed by the President and confirmed by the Senate.

As Acting Architect, Mr. Ayers is responsible for the mechanical and structural maintenance of the Capitol, the care and improvement of more than 450 acres of Capitol grounds, and the operation and maintenance of 16.5 million square feet of buildings including: the Congressional Office Buildings, the Library of Congress Buildings, the U.S. Supreme Court Building, the Thurgood Marshall Federal Judiciary Building, and the Capitol Power Plant. He is responsible for the care of all works of art in the Capitol under the direction of the Joint Committee on the Library and is responsible for the maintenance and restoration of murals, outdoor sculpture, and other architectural elements throughout the Capitol complex. In addition, he serves as Acting Director of the U.S. Botanic Garden and the National Garden under the Joint Committee on the Library. The Architect of the Capitol also serves as a member of the Capitol Police Board and the Capitol Guide Board as well as an ex officio member of the United States Capitol Preservation Commission

Mr. Ayers completed his Bachelor of Science degree in Architecture at the University of Maryland and received his Master's of Science degree in Systems Management from the University of Southern California.

After attending Officers Training School at Lackland Air Base in San Antonio, Texas, Mr. Ayers was commissioned as a second lieutenant in the U.S. Air Force and assigned to Edwards Air Force Base in Edwards, California. While stationed at Edwards, he served as a Staff Architect with the 6510<sup>th</sup> Civil Engineering Squadron managing numerous design and construction projects. He was promoted to Design Team Chief and progressed to the rank of Captain. Mr. Ayers was awarded the Meritorious Service Medal for his military service and after five years of active duty, resigned his commission to pursue a civilian career.

After working in the architectural and engineering community in the Washington, D.C., area, Mr. Ayers joined the Voice of America in Washington, D.C., as a General Engineer in 1991. In 1992 he transferred to Rhodes, Greece, to lead construction efforts at several Voice of America sites in Greece and Germany. Mr. Ayers returned to the United States in 1997 and joined the Architect of the Capitol as an Assistant Superintendent for the Senate Office Buildings. In 1999, he was promoted to Deputy Superintendent. He was then promoted to Superintendent of the Library Buildings and Grounds in 2002.

In October 2005, Mr. Ayers was appointed as the Acting Deputy Architect/Chief Operating Officer (COO). In March 2006, following a rigorous interview process before a selection panel comprised of the Chief Administrative Officer of the House of Representatives, the Comptroller General, Senate Sergeant at Arms, and senior AOC officials, Mr. Ayers was selected as the Deputy Architect/COO. In this role, he oversees approximately 2,200 employees and manages the day-to-day operations of the Agency.

Mr. Ayers is a licensed architect in California. He resides in Maryland with his wife and two children.