

SEMIANNUAL REPORT

JANUARY - JUNE 2018



OFFICE OF THE
CHIEF ADMINISTRATIVE OFFICER



CAO Mission

We serve the House community by providing administrative, technical, and operational solutions so Members can perform their Constitutional duties.

CAO Vision

To be an essential resource for every Member of the People's House through outstanding customer experiences delivered by exceptional employees.

"...the Chief Administrative Officer shall report to the Committee on House Administration not later than 45 days following the close of each semiannual period ending on June 30 or December 31 on the financial and operational status of each function under the jurisdiction of the Chief Administrative Officer. Each report shall include financial statements and a description or explanation of current operations, the implementation of new policies and procedures, and future plans for each function."

House Rule II 4(b)

115th Congress

Cover photo by Kristie Boyd.

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From the CAO



Philip G. Kiko
Chief Administrative Officer

In addition to the increased operations and responsibilities undertaken by the Office of the Chief Administrative Officer (CAO) during a Congressional Transition year, the organization made significant progress on its customer-focused initiatives during the first half of 2018. Top initiatives across the organization centered on enhancing the services the CAO provides and how the organization interacts with its customers, most notably with the further development and expansion of the newly created business unit, the Customer Experience Center.

Additional customer-focused initiatives include the establishment of the Congressional Staff Academy, the development of a comprehensive “Wellness Center,” improvements to food services and increased food service options, and the expansion of the House Child Care Center. Enhancing and strengthening the House’s cybersecurity posture also remained a top priority for the CAO as well as increased access to enterprise information technologies that improve House office operations and yield cost savings. The CAO also led the efforts to implement a training program for each Member and staffer of the House on workplace rights and responsibilities as required by House legislation.

With its commitment to provide customer-focused, cost-effective, and forward-thinking services, the CAO started to operationalize its new strategic plan and created an entirely new business unit, the Customer Experience Center (CEC). Within the CEC is the new Customer Advocate program. Customer Advocates are individually assigned to Member offices to help fulfill their needs through CAO services and products. The Customer Advocate pilot program, which began with two Advocates assigned to 100 Member offices, has been highly successful and is now being expanded to all Member offices.

The CEC is preparing to launch the new Congressional Staff Academy. The Academy will provide new training opportunities with more accessible, tailored trainings for specific staff roles in Member, Committee, and Leadership offices, as well as certification programs on topics like the House’s financial systems.

Plans are underway to establish a centralized “Wellness Center” that offers in-person and online courses for House staff on topics like nutrition, fitness, general health, and stress management. An advisory committee composed of stakeholders from across the House community is currently working together to develop and implement the plans for the new center, including a dedicated storefront and individual and group consultative services.

Improving the House’s food services remains a priority. Starting this spring, the CAO hosted “pop-up” restaurants in the House cafeterias to offer new options. Also, plans to bring in more nationally recognized branded concepts to the House cafeterias are underway with a new eatery planned for the Cannon building in early 2019.

To meet the ever-growing demand for child care services for House staff, the CAO is working to expand

the House Child Care Center. The first phase of the expansion project will be completed in January 2019.

Enhanced cybersecurity efforts continue to protect House data produced by Members and staffers. Each day the Cybersecurity team works to harden the House network, while millions of attempts are made to crack it. The CAO deployed advanced cyber tools to protect against malware, phishing attempts, and hackers. The CAO relies on the latest hardware, the newest software, and skilled staff using best practices to keep data safe.

The CAO is also expanding access to various enterprise cloud services, including Office 365. Thousands of staffers at the House are using the Office 365 suite, enabling them to use the newest version of the Microsoft Office suite, OneDrive, and SharePoint. These applications provide offices with greater accessibility to their files, enhanced collaboration tools, significantly more storage, and the ability to view and edit files on the go with mobile apps. Additionally, standardizing the House onto a single version of Office enhances security and supportability, yielding cost savings for the House.

House Resolution 630, which passed the House November 29, 2017, required all Members, staffers, interns, fellows, and detailees to attend a Workplace Rights and Responsibilities education session. Tasked with leading the training effort required by H.Res. 630, the CAO conducted a thorough nationwide search and chose a highly qualified firm to conduct 90-minute, in-person education sessions for more than 14,000 Members and staff. The educational sessions were held in Washington, DC, and across the country, including in Alaska, Hawaii, and the territories. Additionally, in accordance with H.Res. 724, the CAO is working to establish the Office of Employee Advocacy to provide

legal assistance and consultations to House staff, which is slated to be operational by the end of 2018.

Many of the new CAO initiatives create efficiencies resulting in cost savings, greater efficiencies and the elimination of unnecessary and duplicative efforts across the entire house. In addition to these new initiatives, CAO staffers are ramping up operations to support the upcoming 116th Congressional Transition and identifying opportunities to improve and expand on the many services we provide to departing Members and Members-elect as well as to returning Members.

This semiannual report, covering the period from January through June 2018, reflects the new and increased service responsibilities CAO staffers are working on to fulfill the fast-growing needs of the House community.



Philip G. Kiko
Chief Administrative Officer

Realizing Our Strategic Vision

Implementation of the CAO Strategic Plan advanced with the development of the new business unit, the Customer Experience Center (CEC). Launched in the fourth quarter of 2017, the CEC connects the CAO's technical, administrative, and operational experts with their customers with a focus on simplifying access to CAO services and making processes better, faster, and less expensive.

To meet the Strategic Plan's customer goal of providing exceptional customer experiences through each CAO service delivered to the House community, the CEC launched the Customer Advocate program in late 2017. Originally assigned to a total of 70 Member offices, the two Advocates' portfolio expanded to approximately 100 offices.

During the first half of 2018, the Advocates provided valuable support in connecting Members with the services they need. They have also served as the catalysts for improvements to CAO services by visiting district staff from four states and by communicating usage and feedback to CAO technical experts such as the CAO's online room scheduling service and its online self-service tool, MyServiceRequests.

The Customer Experience Center is also moving ahead with plans to offer a more streamlined experience for photography, video, and graphic design services. The formerly separate offices of Photography and Graphics are now consolidated under one department, House Creative Services. The new office will take shape during the second half of 2018 and serve as a one-stop-shop for all visual media needs, including videography and animation, to better support the current-day needs of Members. House Creative Services is also in the testing phase of a new online system for House offices

to view, edit, and purchase photographs and graphic design products. This digital asset management system makes it easy for Members and staff to find images for download, order prints, and even upload their own images for editing.

The Strategic Plan also emphasizes development opportunities for CAO employees. Implementation of organizational changes already foster a professional and more engaged workforce with greater advancement opportunities within the CAO. Efforts include the development of a talent framework to ensure the CAO recruits, hires, and develops talent in new and engaging ways; the implementation of a new performance management system; designing and deploying a training program for managers; and the implementation of a workforce optimization program to ensure the organization has the right people in the right jobs at the right time.

In support of its stewardship and process goals, the CAO's Office of Finance is undergoing an operational realignment based on the findings and recommendations of an independent, comprehensive assessment. The realignment includes a reorganization of the Office of Finance's business structure, implementation of quality assurance initiatives, and the enhancement of its knowledge base program to add to existing policies and procedures.

Strategic Initiatives

CYBERSECURITY

Protecting House data from cyberthreats remains a top priority for the CAO. Safeguarding the network's infrastructure requires a massive effort as attacks against the House are unrelenting. There are many aspects to the CAO's cybersecurity strategy that include hardening the network against intruders, utilizing the latest technologies to protect multiple types of devices, and training House staff as partners to protect the data they work with every day.

In addition to constant monitoring of the network and applying thousands of security patches, the CAO is working proactively with House staff to enhance the cybersecurity posture of the House. To this end, the Cybersecurity team led an effort across the House requiring all House-issued mobile devices to be equipped with the Lookout For Work app. The Lookout For Work app was downloaded and installed on more than 11,000 House-issued mobile devices between May and July. The app protects mobile devices by scanning and ensuring that downloaded applications are not malicious, determining if available Wi-Fi networks are secure, and ensuring that devices are running on the most current operating system.

To bolster the House's network monitoring capabilities, the Cybersecurity team deployed software called Tripwire on computers throughout the House in June. Tripwire scans the network and alerts the cybersecurity team of malicious events.

Outdated and unused Active Directory accounts pose a risk to the House by providing a gateway to the network. Working together with its information technology partners, CAO's House Information Resources (HIR) is actively involved in a campaign

to delete old accounts that are no longer necessary. To date, more than 75 percent of Active Directory accounts have been reviewed and accounts deemed to pose a risk have been removed.

The CAO also ensures the House is ready and prepared to identify and respond to threats through improved threat information sharing with fellow U.S. government agencies. Cybersecurity routinely participates in cybersecurity exercises with multiple federal agencies and international allies.

Cloud services can increase staff efficiency but can also pose risks to House data if they are not properly reviewed, managed, and configured. HIR's Vendor Management and the Cybersecurity Information Assurance teams partner to review and vet cloud products to ensure they comply with House policies and are safe for use on the House network. Once a service is reviewed, staffers are informed through an e-Dear Colleague letter and the service is listed on the House's internal website, HouseNet. Between January and July, Vendor Management and Cybersecurity reviewed 12 cloud services, authorizing eight for use.



12,000

staffers complete Cybersecurity awareness training each year



11,000

mobile devices secured with Lookout for Work January – June 2018

Cybersecurity continued its efforts to conduct required annual information security awareness training for all House staffers. The Cybersecurity team uses specialty training software provided by SANS to provide the training for staffers. The training covers current best practices on relevant topics related to the roles and responsibilities of House staffers. Every year, approximately 12,000 staffers complete this training.

Critical to the integrity of the House’s cybersecurity posture is compliance with House Information Security Policies. HIR conducts annual reviews of these policies and is currently updating several of them, including Active Directory and Mobility policies.

IDENTITY GOVERNANCE AND ADMINISTRATION

HIR’s new directorate, Identity Governance and Administration is critical to enhancing the House’s cybersecurity posture, securing personal information, and improving the efficiency of House business processes.

Launched in January, the directorate is focused on improving the ways in which offices receive, update, and/or exchange employee identity-related information and use it to manage access to various House resources such as the House network, financial systems, and privileged accounts.

The directorate took its first major step forward in May with the launch of the Identity Hub. This initial phase improves the onboarding process for paid staff by replacing an Excel spreadsheet with an application. Payroll and Benefits enter new paid staff into the Identity Hub by office and start date. Next phases of the project will integrate with other systems and will

IDENTITY HUB PROCESS



initiate, manage, and track onboarding activity. Once complete, the overall Identity Access Management Program will provide the House with a consistent, secure, and reliable House-wide program for identity management and will improve the technology related to the authentication, authorization, management, and oversight of identity and user access to systems.

To enhance the House’s mobility security posture, Identity Governance and Administration is working with HIR’s Authentication, Cybersecurity, Enterprise Infrastructure, Mobility, and Technology Support teams to prototype an Identity-as-a-Service solution that provides stronger security and multifactor authentication capabilities for mobile devices. Also, in conjunction with the mobile application AirWatch, it can provide user and device security, single sign-on, multifactor authentication capabilities, and can apply different types of conditional access (e.g. location-based) for mobile devices.

Not only do the outcomes of Identity Governance and Administration further enhance the security of House systems and the use of personally identifiable information, it will eventually make customer-facing systems more user friendly.

FOOD SERVICES

In January, the CAO surveyed House staff on their food service preferences. Nearly 75 percent of the more than 2,400 staffers who responded requested more variety in the form of cafeteria style and branded options, such as the Dunkin' Donuts and Subway stores already on campus. In response to the survey, the CAO is working with Sodexo to identify and bring more options to the House campus. Construction is underway on a new branded concept, Au Bon Pain. It will be located in the Cannon House Office Building and is scheduled to open in the first quarter of 2019. Other branded options are also being considered.

In May, Sodexo began to partner with outside food service providers to host "pop-up" events. Sodexo hosts Mission BBQ and Hissho Sushi in the Rayburn and Longworth Cafeterias on Wednesdays when the House is in session. Based on positive feedback from House

staff, the CAO is seeking to expand the pop-up concept with additional participants.

In addition to offering organic and gluten-free options, Sodexo expanded its wellness program by introducing new healthy snacks and signature sandwiches were introduced in the Capitol, Longworth, and Rayburn Cafeterias.

WORKPLACE RIGHTS AND RESPONSIBILITIES EDUCATION

The House passed H.Res. 630 on November 29, 2017, requiring the development and facilitation of mandatory Workplace Rights and Responsibilities education. H.Res. 630 stipulates that all House personnel must complete a session of Workplace Rights and Responsibilities education during each session of Congress.



132,584

cups of coffee sold
January – June 2018



41,126

donuts sold from
Dunkin' Donuts
January – June 2018



35,491

bags of popcorn sold
January – June 2018



27,892

slices of pizza sold
January – June 2018

The initial offering was conducted from April 30 through July 2, 2018, and included more than 300 sessions in Washington, DC, and hundreds more spanning each state across the country. The interactive education sessions were designed in accordance with requirements stipulated by the Committee on House Administration to raise awareness on creating a civil workplace through the identification and prevention of discrimination and harassment in the workplace.

In all, more than 14,000 Members, employees, interns, and detailees participated in the required education sessions by the July 2 deadline.

This represented a true team effort across practically all CAO business units. Acquisitions Management conducted a full and open procurement to find a vendor with the capability and expertise to develop and implement the sessions. House Information Resources added technology, data, and cybersecurity support. Logistics and Support facilitated the setup of training rooms. And the Customer Experience Center led the effort to implement the communications efforts and track employee attendance.



One of the 300 Workplace Rights and Responsibilities sessions held in Washington, DC. Photo by Franmarie Metzler.

FINANCIAL SYSTEMS PORTAL

HIR and the Office of Finance collaborated to build, test, and launch the new Financial Systems Portal to integrate and streamline access to House financial systems for designated Financial Points of Contact. The portal provides a quick overview of an office's finances and an enhanced user experience, similar to online banking systems.

The Portal utilizes zero sign-on, allowing designated Financial Points of Contact easier access. It includes a dashboard with a summary of voucher status and an office's available budget information and current spending rate. With one click, an office's Financial Point of Contact can view a complete summary of unpaid vouchers with the ability to open the actual voucher in PeopleSoft. The new Portal also provides simplified access to eVouchers with the ability to generate PDFs for printing.

HOUSE OF REPRESENTATIVES CHILD CARE CENTER EXPANSION

Since its creation in 1987, the House Child Care Center, operated by the CAO, has provided child care services for House employees. Over the years, demands for space in the Child Care Center have increased.

To accommodate more House families, the CAO is working in close coordination with House stakeholders to expand the Center. Construction of the expanded center kicked off in early spring. The first phase of the project is expected to be complete in January 2019.

CANNON RENEWAL

In support of Phase One of the Cannon Renewal Project, the CAO is currently overseeing the installation of office furnishings, carpet, drapes, phones, computers and office equipment for offices that will move into the renovated portion of the Cannon House Office Building.



Exterior construction of the O'Neill Building. Photo by Phi Nguyen.

In addition, the CAO is working in partnership with the Architect of the Capitol to build out the new branded food concept, Au Bon Pain, in the refurbished space.

In preparation for Phase Two of the Cannon Renewal Project, commencing in January of 2019, the CAO will facilitate office move-outs from the Independence Avenue side of the building.

CONGRESSIONAL TRANSITION

Every two years, the CAO provides support for the Congressional Transition in conjunction with fellow House officer organizations, the Architect of the Capitol, and the Committee on House Administration. Preparations for the 116th Congressional Transition are underway with a coordinated, in-depth review of Transition policies with the Committee on House Administration. This review is aimed at proactively identifying opportunities to improve the processes and procedures for both Members and staff to transition in and out of Congress. Central to this effort is the creation of a transition playbook for use in future Congressional Transitions to institutionalize a streamlined process, ensuring consistent and efficient operations each transition year.

To meet the needs of departing Members and staff, the CAO holds briefings to assist in closing their congressional office. The briefings allow staff to get information from subject matter experts. Additionally, counselors from Office of Employee Assistance and Payroll and Benefits provide guidance for outgoing staffers to help in their employment searches. Briefings are held in Member's Washington, DC, office with a teleconference option to include district office staff. The briefing provides information regarding their benefits, pay, retirement, unemployment, and health care options.



Exterior construction of the Cannon House Office Building. Photo by Kristie Boyd.

Beginning in April, the Web Services team began work to build and update the interactive websites for Departing, Returning Members, and New Members to guide them through Transition as smoothly as possible. In addition, Web Services kicked off its work in designing website templates for incoming Members of Congress to ensure their official websites are ready for launch on the first day of the new Congress.

Planning is also well underway for orientation of Members-elect following the general election. Logistics and Support will partner with the Architect of the Capitol to move dozens of Members in and out of offices. House Information Resources will help set up computer systems, telecommunications, and network access for Members and staff in Washington, DC, and in new Members' district offices. The Office of Finance is getting ready to process thousands of additional payroll actions for staffers transitioning in and out of House employment. The Customer Experience Center's Customer Advocates will also work with offices to make sure their transition to the 116th Congress is smooth.

Organizational Reports

In addition to the aforementioned initiatives, the CAO continued to provide its usual administrative and operational services critical to House operations.

From IT services to payroll and benefits to building furniture, CAO staffers work each day to ensure Members and their staff have the resources they need to do their jobs.

House Information Resources

The responsibilities of the engineers, designers, coders, and project managers are vast, encompassing the security of the data on the House network, designing and supporting hundreds of House websites, and designing enterprise applications focused on efficiency and security, approving secure cloud applications, and managing contractors and vendors who provide information systems to the House.

DISTRICT OFFICE CONNECTIVITY

Connecting district offices to their Washington, DC, office is vital to the fast and efficient flow of information. VPN/Broadband is now the best choice to equip staff with the latest, most efficient, and cost-effective technology.

The Network Engineering and Operations Team converted 433 District Offices from Multiprotocol Label Switching (MPLS) to Broadband/VPN (Voice over Internet Protocol) — a faster, modern technology, improving district office connections.

INTEGRATED OPERATIONS CENTER

The Integrated Operations Center combines all House Information Resources (HIR) monitoring and response efforts into a single operations center allowing HIR to quickly detect, respond to, and recover from IT and telecommunications issues.

For example, by collocating HIR monitoring staff, they are able to identify a network outage as a malicious cyber incident or a hardware or carrier issue and then determine together the correct actions to correct the issue. The Integrated Operations Center also handles the review and after-action reporting of major incidents.

OPERATION AND MAINTENANCE PROJECTS

As HIR works to incorporate the most efficient devices, software, and services, some also need to be retired. In an ongoing effort to streamline mobility device management systems, Blackberry's enterprise mobility management, BES 5, was retired. HIR engineers also retired Blackberry's BES 12 and a similar product Good for Enterprise, consolidating to a single mobility platform. This will enable better customer service through enhanced mobile application deployment and more seamless and consistent service across devices.

Additionally, Microsoft Office 2007 and Windows 10, version 1511, were removed from service.

OFFICE 365

More than 9,000 staffers are currently licensed to use the House Office 365 platform. Office 365 provides staffers with the same Microsoft Office applications they are accustomed to using with additional features as they are hosted in the cloud. Office 365 allows staffers to access their information easily anytime and anywhere. It also gives staffers the ability to collaborate project and documents at the same time.



433

District offices have converted
to the VoIP platform
January – June 2018

HOUSE ALERT

House staff now have greater control over the notifications received through the House Alert system used to send emergency and advisory alerts to the House community. House Alert now gives users the ability to opt out of non-emergency advisory alerts, including alerts about road closures, door and barricade closures, and demonstration activity.

Staff will still receive all police activity alerts and emergency instructions such as building evacuations, internal security threats, severe weather threats, or related drills.

WEB SYSTEMS

In an effort to provide easier access to Franking Commission Advisories, Web Systems worked closely with the Committee on House Administration's

Franking Commission to build an interactive kiosk. Launched in early June, the kiosk is available to staff and visitors to search, view, and print Franking Advisories.

The Web Systems team also updated and launched the Departing Member website for the 116th Congressional Transition in April. The interactive website provides a list of tasks for Departing Member offices to complete as they wind down their operations and close their offices.

FORD DATA CENTER DECOMMISSIONING

Consolidation of the data center operations at the Redstone – Turner Data Center are complete. All Member and Committee servers and data are now out of the Ford Data Center. Redstone – Turner opened in 2016 and the transfer of data from Ford was completed on schedule.



HIR employees discussing current tickets. Photo by Franmarie Metzler.

Customer Experience Center

The Customer Experience Center (CEC) is the CAO's newest business unit. Launched on October 1, 2017, the CEC's mission is to ensure exceptional customer experiences for all CAO services delivered to the House community. The CEC is the direct product of the CAO's strategic planning process.

The CEC serves an important role in connecting CAO technical, administrative, and operational experts with their customers. It directly provides services for the House through its five component departments: Communications and Marketing, Customer Advocates, First Call, House Creative Services, and the Congressional Staff Academy.

COMMUNICATIONS AND MARKETING

The Communications and Marketing team works to promote all CAO services and products for House staff. Communications and Marketing uses several tools to keep House staff knowledgeable and updated on the information and resources important to their offices, including HouseNet, the House's intranet; digital monitors throughout the House office buildings; an email campaign platform; and social media.

HouseNet: Communications and Marketing is working together with the Web Systems team to develop a roadmap to refresh the user experience on HouseNet and improve the site's functionality and content to better meet the needs of House staff.

Digital Monitors: Currently, seven monitors are placed at different locations throughout the five House office buildings. During the second half of 2018, five additional monitors will be installed in the Ford and O'Neill buildings.

Email Tracking: Communications and Marketing utilizes the email campaign platform GovDelivery to send important communications to large audiences and track engagement with important information emailed to staff. By tracking House staff engagement with the CAO's communications, the CAO can develop more effective communications strategies to reach staff when and how they prefer.

Social Media: Social media sites help the CAO to reach staffers on the medium they are using. During the first six months of 2018, followers of the organization's Instagram site, USHousePhoto, increased more than 200 percent. The Twitter site, @CAOHouse, attracted 20 percent more followers. And the Facebook page, *CAOHouseofReps*, is up by 14 percent.

CUSTOMER ADVOCATES

The Customer Advocates help facilitate and triage CAO services for Member offices. Additionally, the Customer Advocates assist with service development and marketing efforts and promote our services to their assigned House offices.

During the initial phase, the first two Advocates increased their service portfolios from a total of 70 Member offices to approximately 100 Member offices. This assessment paved the way for a plan to serve all Members of the House with five full time Customer Advocates. The CAO is currently interviewing to fill these roles.

Already, the Customer Advocates have provided valuable outreach and business intelligence on CAO services including office inventory, room scheduling, vendor performance, and Workplace Rights and

Responsibilities Education. Coordinating with additional CAO business units, the Advocates responded with other CAO team members to assist a Member office to recover from an office flood.

The Advocates helped create a seamless experience for two new Member offices launching their operations following special elections. This provided a valuable opportunity for the Advocates to observe and assist in the transition of a new Member with the goal of making the process smoother.

Advocates were able to communicate customer concerns related to the self-scheduling room experience to improve that process, making it easier for office to plan and schedule rooms through the online tool.

The Customer Advocates also visited 23 district offices across four states, providing a personal touch for district staff who do important work on the ground across the country. These conversations helped identify opportunities for the CAO to improve and increase its level of service to a critical component of the House community.

FIRST CALL

First Call serves as the frontline CAO service representatives for the House community. First Call staff respond to general questions and provide information and support, including notary services, passport applications, removal and reissue of used equipment and furniture, purchasing of new equipment and furniture, and assist in the scheduling and coordination of special event rooms.

MAILING SERVICES

First Call Mailing Services piloted two new programs to improve mail services for Members of Congress. The CAO facilitated the first ever use of franked mail with the U.S. Postal Service Informed Delivery program which enables constituents to preview a piece of mail in their email before they see it in the mailbox. The CAO plans to make this a regular service for all Members in the next year. The CAO also tested an improved online reporting system for district office mail reports. This new system and process would make mail reporting easier on district offices and drastically improve the processing time for the CAO. Finally, CAO Mailing Services made 322 individual office visits to educate and inform staff on proper and efficient use of the mail.

\$7 Million

saved in combined postage and production costs by First Call's Mailing Services
January – June 2018



1,234

passport applications processed -
a **9% increase** over
the previous 6 months
January – June 2018



22,205

incoming calls to First Call
averaging 13 seconds each -
a **9% increase** in call volume
compared to the previous 6 months
January – June 2018



2,601

events booked by First Call -
a **1% increase** over
the previous 6 months
January – June 2018

HOUSE CREATIVE SERVICES

House Creative Services provides photography and graphic design support for House offices. Photographers take official photos of Members, including the official class portrait at the start of each Congress, and documents ceremonies and events across the House campus. Graphic designers create, edit, and print materials for Members use, including for mailings, online communications, and materials for the House Floor.

House Creative Services began beta testing the new House Creative Services Online platform. This will enable Members and Staff to access photos and

graphic images online, manage libraries, edit images, and order prints.

The House Creative Services photography team covered several special events including the State of the Union, the Joint Session of Congress for President Emmanuel Macron, the lying in honor of the Reverend Billy Graham, the Congressional Gold Medal Ceremony for Bob Dole, and the remembrance ceremony for Congresswoman Louise Slaughter. Staff has begun work to support branding efforts for the 116th Congress transition and has incorporated new animation techniques in support of the increased usage of digital signage across the House campus.



33,383

photographic prints produced
January – June 2018



908

graphic design projects produced
January – June 2018



4,790

electronic images delivered
January – June 2018



348

posters produced for the
House Floor
January – June 2018



2,432

work orders completed
January – June 2018



243

commemorative prints developed
January – June 2018



1,043

photo appointments
January – June 2018



100

graphic consultations
January – June 2018

CAPITOL SERVICE CENTER

The Capitol Service Center is the CAO's primary customer service operation for the U.S. Capitol Building. The Center provides administrative and operational support to the offices located in the Capitol, including coordination and facilitation of rooms for special events in the Capitol. Additionally, the Capitol Service Center assists in the ordering of furnishings for Capitol offices and coordinates office moves, renovations, and furniture repairs.

The Capitol Service Center supported over 1,050 special events and nine major moves or renovations in the U.S. Capitol during the first six months of 2018.

CONGRESSIONAL STAFF ACADEMY

The new Congressional Staff Academy (CSA) will provide House staff with professional development and training specifically designed for the unique job roles of congressional DC, district, and committee offices. The Academy will host mandatory technical and compliance trainings for Member and Committee staff.

In the first six months of 2018, the academy hired a program director and coordinator. CSA began upgrading its capabilities to serve staff in a more accessible fashion by renovating two of its four classrooms to improve interactive distance learning capabilities. The new staff are designing staff education programs on office administration, communications, and supervisory and management skills. In addition to updated training content, the CSA is prioritizing improved access to its new curriculum by consolidating the multiple platforms currently in use and introducing a more streamlined experience for finding, registering for, attending, and tracking attendance of trainings. The CSA plans to launch the first of its new curricula during the second half of the year and develop partnerships for professional development opportunities of congressional staff. As an example, the CSA continued this year to offer the Principles of Appropriations Law class in conjunction with the Government Accounting Office (GAO), which was a popular test case on the Hill last year.



A presentation skills workshop was one of the training courses provided this year. Photo by Franmarie Metzler.

Logistics and Support

ASSET MANAGEMENT

Asset Management is responsible for accounting for the House's more than 60,000 trackable assets that are in Washington, DC, and in district offices across the country.

To improve and expand its policies and procedures in tracking assets owned by the House, the CAO's Asset Management group has engaged an independent firm to assess its operations and develop a phased approach to maturing the program into a reliable, efficient, effective, and customer-focused capability. The independent firm will also assist the CAO to align its House-wide practices with industry standards; meet customer expectations by providing a simpler, more user-friendly asset management experience; and reduce the risks associated with office equipment management in a unique environment like the House.

The phased approach aims to strengthen Asset Management within the CAO and then incrementally expand the program to House officers and then to Member, Committee, and Leadership offices.

The inventory management process took its first step in creating a real-time inventory capability referred to as Information Technology Asset Management (ITAM) in PeopleSoft. HIR's Enterprise Applications group integrated multiple asset discovery tools to capture items that are logged onto the House network with the asset database information in PeopleSoft. The tool enables daily asset inventory updates. Previously, updates were made manually and provided monthly. It went live in June and provides improved inventory accuracy for both CAO and non-CAO equipment and enables additional future inventory process improvements, greater efficiencies, and faster reconciliations.

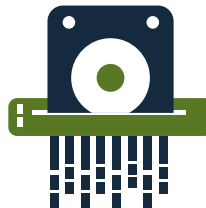
Asset Management continues to support the House by providing equipment management services. Services include inventory management, equipment moves, equipment disposals, and secure destruction of hard drives.

In April, Asset Management celebrated Earth Day by hosting a drive to collect and responsibly destroy outdated or unused hard drives and the remove unneeded equipment. House offices were invited to drop off their equipment in the Rayburn Foyer. Forty offices participated, resulting in the removal of 301 pieces of equipment and the secure destruction of 56 hard drives. The event added to the 3,172 hard drives already removed and securely destroyed by Asset Management using an on-site shredding vendor.



805

asset inventories conducted
January – June 2018



3,172

hard drives removed
and securely destroyed
January – June 2018

FURNITURE

The CAO is in the process of ordering the furniture for 62 office suites participating in Phase One of the Cannon Renewal Project. The furniture to be installed in the renovated Cannon suites was picked with extensive feedback provided by House staff.

During the first six months of 2018, Logistics completed 356 furniture deliveries and removals, and office relocations, renovations, reconfigurations, and rearrangements. This includes more than 200 office renovations, consultations, and initial support services such as carpet, drapes, furniture and equipment relocation, as well as office reconfigurations.

Logistics also fulfilled 80 requests for historic furniture selections for Member offices. The CAO's Antique Furniture includes pieces of furniture dating back 100 years that are refurbished by the CAO's team of furniture craftsmen.



18,514

furniture items were delivered,
transferred, or removed
January – June 2018

UPHOLSTERY

In February, the Upholstery shop created the draping to cover the catafalque used to support the casket of Reverend Billy Graham, who laid in honor in the U.S. Capitol Rotunda. The catafalque used for Reverend Graham is the same one used to hold the casket of President Lincoln after his assassination in 1865. It was built quickly after Lincoln's death and is made from fence railings and boards that are uneven. The drapery shop works with these uneven dimensions and drapes the black cloth to create a flowing pattern.



Asset Management hosted an Earth Day drive to collect outdated or unused electronic devices. Photo by Phi Nguyen.

Office of Finance

The Office of Finance was given a clean audit report for the twentieth consecutive year. Building on the positive audit, Finance is committed to making positive changes that enhance financial reporting, improve overall accuracy, accountability, and customer engagement and service.

Currently, Finance is working to implement 30 actionable and practical organizational recommendations from a yearlong comprehensive organizational assessment completed in October 2017 by an external firm. This effort is intended to address deficiencies and build a sustainable business model able to adapt to evolving requirements.

Chief among this is the development of a comprehensive financial policies and procedures manual which will codify best practices and mitigate compliance risks by clearly articulating legal requirements and industry standards that are expected to be upheld by all Finance staff. It will also clarify the roles, authorities, and responsibilities for financial management activities and decisions in each of the Finance's business units.

The CAO has already reorganized its Office of Financial Counseling to better serve customers through faster, streamlined, and more accurate processing of payments. It also expanded its leadership within the Office of Finance by hiring two new Deputy Chief Financial Officers, adding greater focus on key initiatives and improving overall service delivery and leadership. While efforts to address the identified deficiencies are underway, the CAO is committed to aggressively implementing the recommendations through FY19.

The Office of Budget, Planning and Analysis was also reorganized, with a change in leadership to bring a stronger emphasis on analysis, customer service, and optimal resource management.

FINANCIAL COUNSELING

With new leadership and staff, the Office of Financial Counseling made a marked improvement in customer service and engagement. During the first half of 2018, Financial Counseling reduced and maintained voucher cycle times to less than five business days, despite an eight percent increase in total vouchers processed.

Additionally, Financial Counseling partnered with the Customer Experience Center to develop a web-based eVoucher training to ensure staff are proficient and successful in utilizing PeopleSoft.



68,174

vouchers processed -
an **increase of 8%**
over last 6 months
January – June 2018



34,274

consolidated billing -
an **increase of 7%**
over last 6 months
January – June 2018

PAYROLL AND BENEFITS

Major tax reform was approved by Congress in the Tax Cuts and Jobs Act on December 22, 2017, affecting the payroll for staff across the House. The Office of Payroll and Benefits collaborated closely with HIR and the Internal Revenue Service to review and finalize a statistically significant sample size of the House employee population to validate the IRS withholding tables for 2018 were applied accurately. These efforts enabled House employees to realize tax benefits at the earliest practicable time in the January 2018 payroll.

Payroll and Benefits is undertaking several initiatives to modernize system processes, including deployment of e-signatures, a sustainable long-term solution for the Identity Management system, and the electronic movement and storage of payroll and benefit documents.

Payroll and Benefits staff have completed professional development courses focused on deepening knowledge and providing exceptional customer service. Together, these efforts will streamline processes and optimize customer experiences.

In addition, Payroll and Benefits has updated the Finance Point of Contact Designation Form to clearly delineate duties and escalations on finance related matters. This action is a basic building block of risk management and strengthens internal controls by facilitating proper oversight and review.



The Health Benefits Fair hosted by Payroll and Benefits. Photo by Kristie Boyd.

CONSULTATIONS AND SEMINARS

Financial Counseling and Payroll and Benefits staff provide a variety of consultations and seminars for House staff to provide vital information about benefits and financial practices, offered as one-on-ones as well as group seminars. The Office of Finance provided one-on-one retirement consultations for House staff contemplating their retirement options on topics including retirement estimates and preparing retirement paperwork for submission to OPM.

The Office of Finance conducted nine Financial Management Consultations with Departing Member Offices to assist payroll points of contact in closing office payrolls.

Additionally, the Office of Payroll and Benefits offered its monthly Benefits 101 and FERS 101 seminars both in person and via webinar for new House staff eligible for benefits. The seminars provide a basic introduction to federal benefits including health insurance, supplemental dental and vision insurance, flexible spending accounts, life insurance, and retirement.



58,967

payroll disbursements processed
by Payroll and Benefits
January – June 2018

Human Resources

During the six-month period from January to June 2018, the Human Resources (HR) team continued to make progress to achieve the CAO's Employee goal and three objectives.

TALENT FRAMEWORK

In the spring of 2018, HR began to deploy the latest in a series of manager training initiatives. The sessions, called Empower Hour+, build on the success of last year's series. The updated and enhanced training is designed to provide insights for all managers to practice and build fundamental skills to support the CAO's mission and strategy. The first module, Creating an Outstanding Customer Experience, which was deployed in May, focused on the importance of modeling behavior for staff and learning how customers experience organizational solutions. Over 90 CAO managers attended this two-hour session.

Also, the Office of Employee Assistance, offered training for all CAO employees entitled Effective Communication: Flexing Your Style. These sessions — which were part of last year's HR Empower Hour series for managers — examine the defining qualities of different communication styles and identify attendees' preferred method of communicating. Over 100 CAO employees attended the training sessions this spring. Based on the popular demand of the classes, HR will continue offering this topic to all employees this summer and fall.

PERFORMANCE MANAGEMENT

In addition to the Empower Hour+ series, HR deployed mandatory performance management training for all managers across the organization. Six sessions were held during the month of June. This training focused

on writing annual evaluations for the goals developed at the beginning of the performance period and using the new performance matrix to determine ratings for each of our four commitments: Customer, Process, Stewardship, and Employee.

WORKFORCE OPTIMIZATION

In April, the HR team began hosting facilitated conversations with each business unit chief to prioritize recruiting and hiring activities. During these discussions, HR and the business unit chiefs determine the ordering and sequencing necessary to fill vacant positions in a manner that will allow the organization to meet its strategic and operational needs as well as assist the chiefs in mapping out short and medium range hiring needs.

The HR team works with all business unit chiefs and the immediate office on strategic staffing decisions, which allows the organization to determine recruiting and hiring priorities. For example, the initial quarterly meeting was extremely beneficial to help the CAO identify the staffing requirements for the establishment of the House Wellness Center and Employee Advocacy Office. Over time, these quarterly meetings with the business unit chiefs will foster additional collaboration on long range needs of the organization, to include facilitated discussions on the knowledge, skills, and abilities needed to ensure we are able to meet our mission.

OFFICE OF EMPLOYEE ASSISTANCE

The Office of Employee Assistance (OEA) provides confidential consultation to assist House employees with a wide range of personal, emotional, behavioral, and stress-related difficulties. The OEA provides one-

on-one counseling and group training sessions. During the period from January through June 2018, the OEA team offered six courses through the Congressional Staff Academy. The courses, with over 150 registrants, focused on critical mental health topics, including mindfulness, stress management, time management and dealing with difficult personalities. Moving into the second half of 2018, the OEA team will continue its partnership with the Congressional Staff Academy to bring a series of similar courses to the House. The OEA team also offered seven communication style trainings for 122 non-supervisory staff within the CAO and 31 additional team buildings/retreats for other Hill offices.

The OEA, in partnership with HR, and the Customer Experience Center are designing and developing the new House Wellness Center.

WOUNDED WARRIOR PROGRAM

The Wounded Warrior Program, administered by the CAO, provides two-year paid fellowships for veterans

with service-related disabilities to work for Members of Congress. Since the program's inception in February 2008, the CAO has hired more than 225 veterans into fellowships, with more than 40 Fellows transitioning to full-time employment with Member offices.

During the first six months of 2018, one the primary focuses of the Wounded Warrior Program was a robust recruiting campaign to fill new fellowships approved in the fall. With the program's expansion to 85 fellowships, the program is on target to achieve record levels of participation. Member demand for fellowship continues to grow with requests from more than 100 Members. Additionally, four fellows now work for House officers.

The program orientation was expanded and now includes four days of training and development. Currently, orientation includes, but is not limited to, briefings from various executive agencies, all branches of the military, the American Folklife Center, and the Congressional Research Service.



Wounded Warrior orientation on the hill. Photo by Phi Nguyen.

Acquisitions

The Acquisitions Management team works with CAO and House offices to purchase a wide range of goods and services at the best possible value for the House. Contracts include bulk purchases of computer equipment, training contracts, and agreements with vendors to provide professional and personal services such as mobile devices and food service.

HOUSE STAFF FITNESS CENTER

The House Staff Fitness Center provides a place for staff to exercise, stay healthy, and work out stress. Staffers pay for membership at the fitness center, so there is no cost to the taxpayer. Acquisitions Management negotiated a new contract with the vendor and opened the center to employees who work for the Architect of the Capitol and the Congressional Budget Office. More than 1,300 staffers maintain a membership and the Center produced a surplus of almost \$20,000.



The House Fitness Center has both fitness equipment and a studio area for classes. Photo by Leah Herman.

\$1.4 Million

in cost savings with the bulk purchase agreement (BPA) with Dell, a **15% reduction** in cost for House standard computer equipment from the previous BPA
January – June 2018



2,448

purchase orders processed. The cost comparison process has **saved \$25,988.**



13,399

shirts were cleaned by the dry cleaners
January – June 2018



5,708

tickets booked for travel through CATO
January – June 2018

House Recording Studio

During the first half of 2018, the House Recording Studio completely renovated the Sam Johnson Room in the Rayburn House Office Building. Renovations included a complete overhaul of the room's audio/visual system, and the installation of cameras, monitors, microphones, and lights, as well as the removal, refinishing, and installation of the dais.



642

Committee hearings
broadcast/webcast
January – June 2018



628

Radio and Television Studio work
order requests completed
January – June 2018



House Recording Studio has recorded over 500 hours of House Floor broadcasts, including Joint Meetings of Congress . Photo by Dana Barciniak

Charts

FY 2018 staffing chart (as of 6/30/2018)

	Current FTEs	Vacancies	Total FTEs
Acquisitions	25	4	29
CAO Immediate Office and Galleries	40	13	53
Customer Experience Center	34	13	47
Finance	78	21	99
House Information Resources	268	25	293
House Recording Studio	43	4	47
Human Resources	23	4	27
Logistics and Support	111	8	119
TOTAL	622	92	714

Notes:

1. Personnel Data is as of June 30, 2018.

Charts

FY 2018 Budget to Actual Report (as of 6/30/2018)

	Adjusted FY 2018 Budget	YTD Actuals	Available Balance	% of Budget Remaining
Chief Administrative Officer				
Annual Funds				
Personnel	\$ 66,695,912	\$ 47,286,708	\$ 19,409,203	29.1%
Non-Personnel	\$ 67,312,325	\$ 39,188,140	\$ 28,124,184	41.8%
Total Annual Funds	\$ 134,008,236	\$ 88,474,849	\$ 47,533,388	35.5%
No Year Funds	\$ 5,912,050	\$ 3,709,915	\$ 2,202,135	37.2%
Total CAO Budget	\$ 139,920,287	\$ 90,184,764	\$ 49,735,523	35.5%
BC/DR				
Annual Funds	\$ 11,186,000	\$ 4,702,609	\$ 6,483,391	58.0%
No Year Funds	\$ 5,000,000	\$ -	\$ 5,000,000	100.0%
Total BC/DR Budget	\$ 16,186,000	\$ 4,702,609	\$ 11,483,391	70.9%

Notes:

1. FY 2018 Adjusted Budget includes funding provided under the Consolidated Appropriations Act, 2018 per P.L. 115-141 and any IPACs received as of 6.30.18.
2. YTD Actuals includes expenses, encumbrances and pre-encumbrances as of 6.30.18.

FY 2017 Budget to Actual Report (as of 6/30/2018)

	Adjusted FY 2017 Budget	YTD Actuals	Available Balance	% of Budget Remaining
Chief Administrative Officer				
Annual Funds				
Personnel	\$ 62,619,635	\$ 62,552,537	\$ 67,098	0.1%
Non-Personnel	\$ 55,959,322	\$ 55,439,709	\$ 519,613	0.9%
Total Annual Funds	\$ 118,578,957	\$ 117,992,246	\$ 586,711	0.5%
No Year Funds	\$ 3,126,603	\$ 980,165	\$ 2,146,438	68.7%
Total CAO Budget	\$ 121,705,560	\$ 118,972,411	\$ 2,733,149	2.2%
BC/DR				
Annual Funds	\$ 11,217,000	\$ 11,191,857	\$ 25,143	0.2%
No Year Funds	\$ 5,000,000	\$ 3,076,559	\$ 1,923,441	38.5%
Total BC/DR Budget	\$ 16,217,000	\$ 14,268,416	\$ 1,948,584	12.0%

Notes:

1. FY 2017 Adjusted Budget includes funding provided under the Consolidated Appropriations Act, 2017 per P.L. 115-31 and any IPACs received as of 6.30.18.
2. YTD Actuals includes expenses, encumbrances and pre-encumbrances as of 6.30.18.



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