SEMIANNUAL REPORT
JANUARY – JUNE 2017

**OFFICE OF THE
CHIEF ADMINISTRATIVE OFFICER**

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

"...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

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From the CAO

Philip G. Kiko
Chief Administrative Officer

During a year with an increased workload associated with a Congressional Transition, the CAO team has been working to deliver on three initiatives critical to House operations over the last six months, including the implementation of its new strategic plan, enhancing the House's cybersecurity posture, and improving customer service.

First, we are doubling down in our efforts to achieve a refocused mission to serve the House community by providing administrative, technical, and operational solutions so Members can perform their Constitutional duties through the development and execution of a strategic plan.

Developed from the ground up with the input of CAO staff and direct outreach to the House community, efforts to implement the strategic plan have already begun. In February, the Strategic Planning Team assembled a working group known as the Design Team comprised of individuals chosen by their peers for their knowledge and experience. After thoroughly examining the organization's current customer service model and capabilities, the Design Team created a new high-level design concept to guide the structure and operations of the organization to directly meet the evolving needs of our customers.

A major service component of the Design Team's work is a proposed new CAO business unit called the Customer Experience Center (CEC). The CEC would include highly-skilled CAO professionals known as customer advocates who facilitate and triage CAO services for House customers. The customer advocates would also serve CAO business units by gathering feedback about and helping to market CAO services.

Also, to paint a more complete picture of our customers' experience with CAO services, we deployed a variety of point-of-service surveys to gauge customer satisfaction. These surveys also provide us with the opportunity to rapidly address any issues our customers may encounter when ordering or receiving our services. Additionally, Human Resources is instituting a new Performance Management Program for the organization that will directly align employee performance goals with the goals of the Strategic Plan. CAO staff will close out the 2016-2017 performance period using the new system.

Another initiative paramount to the continuity of House operations is cybersecurity. The CAO organization protects the House network and data through a robust cybersecurity program that prevented approximately 4.7 billion cyberattacks last year. The threat of cyberattacks on the House is relentless and requires us to constantly asses, reassess, and invest in strong countermeasures. From Dark Web monitoring, to intelligence gathering and security training, to mobile platform protection, the House is constantly evaluating and improving its capabilities. Also, working with various House stakeholders, we are creating a more unified front against cyber threats through the enforcement of current and future information security policies and procedures. For example, as part of

the House Technology Task Force, a team is exploring an enterprise approach to IT equipment and software procurement and deployment—a new approach that would provide a major boost to the House's cybersecurity posture.

In January, the CAO organization launched the CAO Speaker Series, which is an ongoing series of talks by a variety of Members, both current and former, House staff, and other prominent individuals on topics ranging from professional development to the institutional development of the House of Representatives.

Derrick Dockery, former offensive lineman for the Washington Redskins and current Director of Business and Intergovernmental Coalitions in the Office of the Speaker of the House, spoke with CAO staff at the inaugural Speaker Series event. Dockery spoke about his career in the NFL spanning 10 years, and how after retiring from professional football, he worked hard to gain diverse and in-demand skills before he came to work on Capitol Hill. Dockery compared the teamwork required to make the CAO a successful organization is not dissimilar to that required on the gridiron, "Football is the ultimate team sport. Eleven guys trying to operate in unison—just like the CAO, which plays an integral part with the Members and how the operate."

In June, Amazon's Vice President for Global Innovation Policy and Communications, spoke with CAO staff about innovation and customer service at Amazon, and offered his advice on how the CAO organization can embrace similar initiatives and behaviors to provide excellent customer service. Misener stressed the importance of delivering consistent and positive customer service. "Nothing else matters unless you deliver service with the right quality and in a timely manner. You can never settle."

The Speaker Series talks are a great method to share ideas and to foster discussion and action around new, innovative initiatives to improve the CAO organization and its workforce. Additional talks are in the works for the fall and winter of 2017.

On the technology front, the organization has worked to improve the IT services it provides the House community, which will increasingly be relied upon as cybersecurity efforts will command a more centralized approach to IT management. We are also working hard to expand its district office technology service offerings by working to expand district office use of faster, less-costly technologies like Broadband and Voice over Internet Protocol.

All of these new efforts are underway as we continue to modernize and move forward with the regular, everyday services we provide. The Office of Finance moved to digital voucher submissions, eliminating paper vouchers. We are working to expand the House Child Care Center and the House Wounded Warrior Program, which set a new record in June. Our procurement team launched a quality assurance program to ensure our food service vendors provide quality food to the House. And as we do each Congress, we provided support for the Congressional Transition and have already started to identify ways we can improve our role in the transition to the 116th Congress.

I am proud of the work the CAO organization has accomplished during the first half of 2017, but more needs to be done. We need to provide service better, faster and cheaper; and the CAO's vision of being "an essential resource for every Member of the People's House through outstanding customer experiences delivered by exceptional employees" needs to be realized.

Philip G. Kiko

Philip G. Kiko
Chief Administrative Officer

Timeline

January

- Facilitated 199 House office moves for the 115th Congress
- Made and installed drapery and carpet for the 58th Presidential Inauguration
- Launched improved online self-service tool – MyServiceRequests – that offers over 88 CAO/AOC services

February

- Rolled out new, enhanced Security Awareness Training interface to improve user experience and compliance with annual training requirement

March

- Deployed CAO point-of-service customer satisfaction surveys for seven separate services
- Launched Quality Assurance Surveillance Program for House food services
- Established a Design Team to create a high-level design concept to guide the organization's service delivery strategy

April

- Migrated House email inboxes to more secure Exchange online
- Launched enhanced e-Dear Colleague system

May

- Eliminated all paper voucher submissions

June

- Rolled out upgraded My PayLinks - the online House payroll self-service tool
- Installed enhanced House email filter
- Awarded contract to replace 14-year-old cameras on the House Floor
- Received clean House financial audit
- Assumed support responsibilities for newly-acquired O'Neill House Office Building
- Wounded Warrior Program employed a record 46 Fellows

Looking Ahead

- Launch of the proposed Customer Experience Center and customer advocates
- Dramatically increase customer satisfaction through initiatives related to the strategic plan
- Increase efforts for Child Care Center expansion
- Expanded deployment of Office 365
- Expansion of CAO digital media services
- Increased O'Neill support
- Installation of VPN technology in all flagship district offices
- Continued expansion of VoIP technology to additional district offices

- Roll out of new House Alert system with new desktop and mobile features
- Default to Electronic Earnings Statements
- Expansion of branded food services on House campus
- Expansion of the Wounded Warrior Program
- Continued development of the organization's risk management program
- Expanded wellness and mindfulness programs by the Office of Employee Assistance

CAO
Strategic Plan

The CAO organization continued its work on developing a five-year strategic plan to guide the operations of the organization. In late 2016, it defined a new mission statement: *We serve the House community by providing administrative, technical, and operational solutions so Members can perform their Constitutional duties.*

CAO staff at every level were engaged in the process through a survey, focus groups, and town hall meetings to provide their input and feedback. In January, the finished strategic plan—including a vision statement, four goals, twelve objectives, and five values—was presented to all CAO staff at an all-hands meeting.

At the heart of the strategic plan is a renewed commitment to provide exceptional services to our customers—members of the House community. That commitment is embodied by a new vision statement:

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

The plan contains four strategic goals focused on individual components of the vision statement: Customer, Process, Stewardship, and Employee.

- **Customer:** Deliver an increase in annual customer satisfaction that drives positive customer experiences.
- **Process:** Increase, use, consistency, and accuracy of our services.
- **Stewardship:** Increase the optimization, utilization, and safeguarding of resources to best anticipate and support House operations.
- **Employee:** Develop and implement a system to foster a professional and engaged CAO workforce.

Each strategic goal was developed with three supporting objectives. For the Customer goal, the objectives include the development of a customer engagement program, customer service standards, and a service delivery strategy. For the Process goal, objectives include increasing the use of CAO services through branding, awareness, and access; the creation of cross-functional teams to work together, share knowledge, and improve processes; and the implementation of a quality assurance program. The Process goal's objectives include capital planning efforts, the development of an enterprise risk management program, and creation of resource effectiveness metrics and reporting processes. Finally, the Employee goal includes objectives to deploy a talent framework to guide recruitment and retain talent, the development of a performance management and feedback program, and an evaluation and optimization of the workforce.

The CAO Strategic Planning team outlined what the organization does before working on its goals and objectives.

To guide the work of the organization, a set of five foundational values was developed. These values are:

Service

Innovation

Teamwork

Integrity

Respect

These values build upon a culture that encourages staff to deliver excellent services and solutions with integrity and pride.

With the plan finalized, the organization is working to operationalize it through multiple concurrent initiatives. In March, the Design Team was formed, comprised primarily of customer-facing staff from nearly every CAO business unit. The Design Team examined the services provided by the CAO organization, met with a bipartisan group of staffers in different positions from Member and Committee offices, and met directly with each CAO business unit to create a service delivery concept and list of ideal organizational capabilities to guide the implementation of the Strategic Plan. The service delivery concept created by the Design Team is a customer-focused design aiming to serve our customers in a simple fashion and deliver CAO services efficiently.

To improve the delivery of the CAO's services, the Design Team came up with the concept of customer advocates, or CAO staff who will help fulfill customer needs, track and triage requests, and market services to the House community while coordinating with back-end support teams. In October 2017, the CAO plans to launch this proposed new business to a pool of early adopter offices with plans to adjust and expand the program by winter.

Implementation of the Strategic Plan will continue through the rest of 2017 with a laser focus on customer service and service enhancements for the House community and the implementation of a new performance management program for CAO staff.

CAO staff were presented the vision, goals, and objectives at the all-hands meeting in February.

Cybersecurity

Protecting House data requires a comprehensive yet flexible approach that secures information today, anticipates protections needed tomorrow, and adapts to a constantly changing environment. The CAO cybersecurity experts, the latest technology, and safe practices by the thousands of staffers using the network each day, keeps the House data safe.

Cybersecurity Experts

Secure Technology

Safe Practices by Users
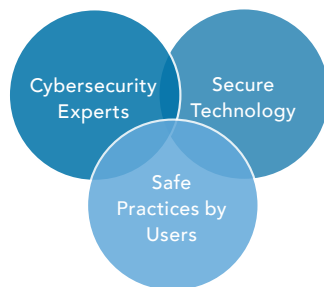
CAO CYBERSECURITY TEAM & SECURE TECHNOLOGY

CAO cybersecurity experts completed several projects to protect House systems and strengthen risk management practices.

SERVERS

The Office of Cybersecurity proactively upgraded protections on 56 servers to comply with best practices before they became operational on the House network. In addition, Cybersecurity performed work on another 81 servers to ensure they are running in compliance with best practices. As another layer of protection, CAO engineers upgraded more than 1,000 automated auditing agents that search the House networks for unauthorized changes in configurations, compliance, and processes.

PATCHING

The CAO team keeps Member, Committee, and Leadership devices secure with up-to-date central patching. The Secure Configuration Management Program (SCMP) deployed nearly 223,000 unique patches to counter more than 2.2 million

vulnerabilities. Each month, the SCMP scans for more than 16 million threat indicators on House devices.

SAFE PRACTICES BY USERS

A vital component to keeping House data secure are the safe practices by those working with House data and within the House network. CAO Cybersecurity is committed to providing necessary resources to make sure staff are aware of and are using best practices.

New Security Awareness Training

Every House staffer is required to complete annual Security Awareness Training. The training is essential to securing the House network. To make training more relevant and effective, Cybersecurity now utilizes a new platform through SANS Cybersecurity training. The new platform presents the most current best practices and provides the House with greater training customization and automation tools.

In addition to the required training, CAO Cybersecurity offers briefings, panel discussions, and individualized training for office staff.

- Four general cybersecurity briefings attended by more than 60 Chiefs of Staff
- Seventeen international travel briefings for Members and staff
- Two panel discussions with the National Cybersecurity Alliance and industry leaders
  - Organized in conjunction with the Committee on House Administration and the Congressional Cybersecurity Caucus
- Two cybersecurity awareness classes for staff interested in more in-depth information

Customer Service

Along with the initiatives outlined in the CAO's customer service-focused Strategic Plan, there are multiple efforts underway to improve the services provided by the CAO Team to the House community.

Across the CAO organization, business units are looking to provide our customers with the services they want, when and where they want them. For example, as part of the 115th Congressional Transition, CAO staff equipped all freshman district offices with newly-required Broadband and Voice over Internet Protocol (VoIP) phone connections to provide a higher quality of internet and phone connections, greater functionality, and cost savings. Looking ahead, the CAO organization will expand Broadband and VoIP connections to remaining district offices.

In January, the CAO team launched its improved self-service request platform, MyServiceRequests, which makes it easier for House staff to make and track requests for CAO services. Throughout the first half of 2017, House Information Resources continued to work on rolling out Microsoft Office 365 to all House offices in an effort to save Members money and to improve upon the Microsoft Office products already in use. CAO staff are also developing point-of-service surveys to gather and track customer satisfaction with the services we provide.

Also, work continues on the development of a wellness program for House staff. In August, the Office of Employee Assistance will offer two courses for House staff to strengthen their stress management techniques and bolster their resiliency and to identify, recognize, and utilize different communications styles in their day-to-day work.

House food services are a vital component of House operations. To improve House food services and expand food options for staff, the CAO organization is exploring the expansion of branded options like the Subway restaurant in Rayburn and Dunkin' Donuts in Longworth. These branded options will provide staff with familiar, reliable food choices to fuel them through the work day.

CAO staff are committed to fulfilling the needs of the House

O'Neill House Office Building

On June 8, 2017, the House took possession of the Thomas P. O'Neill Building from the General Services Administration.

The CAO team, along with staff from the Office of the Clerk, and various House Committees, already has offices in the O'Neill Building, and it is anticipated that additional House offices will move into the newly-acquired building.

The CAO organization plays a big role in facilitating moves for House offices relocating to O'Neill. Many of these moves are a result of the Cannon House Office Building Renewal Project. CAO engineers also assist the United States Capitol Police and the Architect of the Capitol by installing voice jacks for telecommunications systems.

Additionally, the Acquisitions group now administers the contract for O'Neill's snack vending machines. The machines are operated by the Randolph-Sheppard Program, which provides careers for blind people operating vending facilities on federal property.

Organizational Reports

In addition to the aforementioned initiatives, the CAO organization 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

HOUSE TECHNOLOGY TASK FORCE

At the direction of the Legislative Branch Appropriations Subcommittee, the CAO established the House Technology Task Force in 2016. Led by the CAO, the Task Force brings together a team of senior staff from the offices of each House Officer and other House stakeholders to find and report on opportunities to enhance the coordination of House IT efforts related to IT architecture, network security, shared services to improve IT effectiveness and provide cost savings, and more.

Major initiatives stemming from the Task Force include the acquisition and delivery of Microsoft Office 365 to House offices; Identity and Access Management, a centralized hub for House entities to track and store user information to facilitate secure control of identity data throughout the House; and enterprise licensing for applications and solutions like cloud storage that improve operational efficiency and save money.

RISK MANAGEMENT

CAO Cybersecurity continued to develop the House's risk management framework. Working with systems owners, Cybersecurity developed and completed ten new system security plans. This process reflects the organization's increased scrutiny in identifying and mitigating security risks. Building on this success, the CAO adopted a strategic objective to implement an organization-wide enterprise risk management program by 2020.

Additionally, the CAO risk management team completed assessments of the new Redstone Turner Data Center with criteria developed by the National Institute of Standards and Technology (NIST). The results align the physical security posture to federal security guidelines.

DISTRICT OFFICE TECHNOLOGY INITIATIVES

District offices often are a Member's closest connection to constituents. The CAO's House Information Resources team deployed VoIP and VPN/Broadband to various district offices to equip staff with the latest technology to help them serve the people in their district.

VOICE OVER INTERNET PROTOCOL (VOIP)

VoIP offers many features compared with traditional systems and provides offices with a cost savings of 40 percent on average over traditional telephone systems. A partnership with AT&T, started in 2016, is making this happen. Beginning with the 2017 Congressional Transition, VoIP, if available, is installed in a new Member's main district office as part of standard setup procedure.

Enhanced features include access to voicemail from an email inbox; and web and audio conferencing tools that allow staff in district offices to collaborate with each other.

As of June 30, 42 Member offices are on the VoIP platform. The program is now expanding to include incumbent Members with additional offices added each week.

VPN/BROADBAND

"Great service," "A world of difference," and "Ten times faster!" these comments from district office staff begin to tell the story of HIR's District Office Virtual Private Network (VPN/Broadband). The initiative enhances network performance for district offices and saves the House considerable money. On average, district offices could experience speeds up to five times faster on downloads and two to three times faster on uploads. It's all possible because of a contract negotiated with Comcast and their partners.

Comcast works in conjunction with HIR's Wide Area Network (WAN) group. The project is ahead of schedule with 379 offices—or 85 percent of House offices—taking part in the broadband program. VPN/Broadband should be implemented across all district offices by the second quarter fiscal year 2018 deadline. When completed, HIR anticipates a more positive experience for district office staff and annual savings of more than $200,000.

CLOUD TECHNOLOGY

Member, Committee, Leadership, and support offices often need digital products and services stored outside of the House network, on the cloud. To ensure House data and the House network remain secure, each of these services must be approved before they are cleared for use. Between January and June, the CAO Cybersecurity team completed the review and approval of 14 cloud application technologies.

200 MILLION

House emails received annually contain malware, viruses, or spam.

CYBER GUARD

In addition to training staffers, CAO Cybersecurity leads and participates in training exercises. In June, Cybersecurity coordinated Legislative Branch participation in the Department of Defense's Cyber Guard Exercise. The two-week exercise brings together U.S. allies and more than 100 organizations from government, academia, and industry. The groups participate in a mock whole-of-nation response to a cyberattack on critical infrastructure.

VOICE TECHNOLOGY

HIR staff specializing in voice technology kept busy in two particular areas during the first six months of 2017: high phone call volume and the installation of Voice over Internet Protocol (VoIP) connections in district offices.

Call Volume

In the first six months of 2017, phone call volume to the House jumped 320 percent, a substantial increase from the same period in 2016. To manage the increase in volume, several configuration changes and modifications were performed to the telephone system and its components and to voice messaging. These changes included adding customized caller applications to help offices handle messages efficiently. HIR also researched and developed message system enhancements, which are projected to be implemented during the summer of 2017. The enhancements will bolster the ability of Member office staff to manage messages to better serve constituents and maximize staff time.

Phone call volume jumped 320 percent from January–June 2017 compared to the same period last year.

E-DEAR COLLEAGUE SYSTEM

Members who want to garner support for their legislation, spread the word about events they are hosting, or raise awareness around specific issues can now do so in a much simpler and efficient manner using the enhanced e-Dear Colleague (eDC) system. The Web Systems team made improvements to the eDC system including an improved search tool; capabilities to draft, save, preview, test, and schedule eDCs; and a media library for offices to save graphics and images. Most importantly, the system now comes with robust analytics that allow offices to determine the effectiveness of their eDCs.

eDC

8,263,187
eDCs delivered to House
inboxes using the new system

eDC

10,798
eDCs sent between
January 1 and June 30, 2017

744
individual senders in
new system

MYSERVICEREQUESTS

The House self-service request platform was completely overhauled and launched in January. The new platform has a more modern design similar to the feel of social media sites, and is far simpler to navigate when requesting CAO and AOC services online. House staff may now find the service they would like to request from a unified catalog on the homepage and access publicly available knowledge articles on various topics.

Additionally, the overhaul eliminated the need for users to log into the platform, creating a seamless, simplified experience.

HOUSE DATA CENTER

Since the successful launch of the Redstone-Turner Data Center (RTDC) in October 2016, we are working to expand the number of organizations using RTDC and to close the Ford Data Center (FDC). Already, 19 of the 33 current customers, including all House enterprise operations, have relocated equipment and data from the FDC, which is to be decommissioned by March 2018.

Looking Ahead

In August 2017, we will begin to move the next group of customers to the new RTDC. This includes House Committees, Officers, and Leadership offices. Each move involves a complex set of requirements to ensure the integrity of equipment and primary and backup data.

We will continue to work with our legislative partners and House offices interested in moving to the RTDC and is scheduling a series of educational presentations to show the technical advantages and cost efficiencies of relocating equipment and data to the new center.

ENTERPRISE OPERATIONS

Two new enterprise software products are in their final phase of testing and review before being rolled out to all House staff. A new email filter provides stronger security across the House network. The rollout of Microsoft Office 365 across all House offices will provide greater efficiency and a savings of approximately $1.5 million to the House. Another effort is underway to also improve control, management, and security on the House network.

Email Filter

As part of the multipronged approach to protect the House network, HIR is implementing a new email filter utilizing anti-malware, anti-spam, and anti-phishing tools to filter email to the House community.

The first part of this project included implementing anti-malware capabilities. The second part involves adding anti-spam and anti-phishing protection to replace the existing message filtering infrastructure throughout 2017. During early July, the House email filter will be rolled out to all House staff. The new system enhances cybersecurity without impeding legitimate inbound emails to House network users.

Office 365

More than 4,000 House staff are now using Office 365 (O365), the cloud-based version of Microsoft Office products. Included in O365 are Microsoft

Office ProPlus, OneDrive, SharePoint, and Exchange. In April, more than 50 Exchange mailboxes were converted to Exchange online. Access is also improved with single sign-on functionality. HIR's enterprise license allows House staffers to easily collaborate and provides more storage and larger mailboxes. O365 gives staffers the ability to access data anytime, anywhere, from any House-managed device connected to the House network.

1,762

installations of Microsoft Office 365 on House computers.

IDENTITY ACCESS MANAGEMENT (IAM)

As part of the House Technology Task Force, HIR is working to define and implement a comprehensive policy, process, and approach to control and manage user identities. IAM ensures that when a user signs onto the network only appropriate data is available to them.

This policy will increase security and protection of House and personal data and supports the overall cybersecurity posture of the House. It is critical since personally identifiable information and data that authorizes individuals to perform privileged tasks on IT systems can be exploited during cyberattacks.

Looking Ahead

Defining the framework for a strategic solution to IAM is scheduled for completion in late FY 2017. It will include a procurement for multiple solutions that support adding and removing users, general access, workflows, and authorizations to House resources via onsite, offsite, and mobile users.

TECHNOLOGY SERVICE DESK

In the spring of 2016, House Information Resources completed a consolidated service center to help staff with technical questions. The Technology Service Desk is achieving success by meeting and exceeding customer's needs.

The TSD is easier for staffers and more efficient for HIR. Staffers only need to remember one phone number, 5-6002, to get the support they need 24 hours a day, 7 days a week.

3025
MONTHLY AVG NUMBER OF PHONE CALLS

3583
MONTHLY AVG NUMBER OF PHONE CALLS

BEFORE TSD CONSOLIDATION

AFTER TSD CONSOLIDATION

11 SECONDS

The average time to answer a phone call by the Technology Service Desk

Office of Finance

AUDIT

For the 19th consecutive year, the House of Representatives received a clean opinion for its financial audit. The audit was conducted by an independent certified public accounting firm and released by the House Inspector General. The teams in the Office of Finance are committed to building on the clean audit by exploring additional methods to strengthen financial controls for the House.

FINANCIAL COUNSELING

Starting in May 2017, in an effort to modernize the House's financial systems, the Office of Finance transitioned to 100 percent electronic voucher submissions. Paper vouchers are no longer accepted. There are several advantages to the E-Vouchers:

- Flexibility and speed: Vouchers can be submitted from remote locations at any time providing more flexibility and faster submission.

- Electronic Records: Offices now have a scanned copy of all voucher documentation with an electronic record of submission time.

- Tracking: Online vouchers allow for increased visibility of voucher status that can be tracked in PeopleSoft and FinMart.

- Business Continuity: Enables financial counseling staff to have access to vouchers in any location, which promotes continuous operations during unplanned events.

In general, E-Vouchers provide greater customer service benefits to offices by freeing up valuable staff time to focus on customer requests in an efficient and effective manner.

63,393
vouchers processed
January-June 2017

PEOPLESOFT

PeopleSoft is the financial application House offices use for transactions related to requisitions, purchase orders, vouchers, and other financial information. In October 2017, PeopleSoft will be upgraded from version 9.1 to 9.2. The update will present a new dashboard that makes it easier and faster for financial administrators to complete their work. It will also incorporate a single sign-on again increasing efficiency in the workflow.

PAYROLL AND BENEFITS

Staffers now have a simpler, streamlined experience when updating and viewing tax withholding information, direct deposit information, benefits enrollment, and earnings statements through My PayLinks, the House's secure, self-service system.

CAO engineers upgraded the system over five days in June. The upgrade was accomplished on schedule and without any glitches.

ELECTRONIC EARNINGS STATEMENTS

Currently, an average of 9,000 paper earning statements are mailed to staffers each month. Starting in August 2017, the House will transition all staffers from the paper statements to an online system. The online statements are currently available, but only a small fraction of staffers opt-in to view them instead of the paper statements. Under the new system, staffers will need to opt-out of the electronic system if they want the paper statements. The change will save considerable paper and mailing costs. It also gives staffers 24/7 access to current and past earnings and employer tax statements.

HOUSE BUDGET AND PLANNING

The CAO Office of Budget, Policy and Planning and all House FY offices are now utilizing a new budget and planning software tool. A pilot group of financial administrators is also testing the software in Member, Committee, and Leadership offices. Many of their ideas and suggestions have been incorporated into building and improving the software, which is scheduled to roll out to more offices during the second half of 2017. The tool provides "what if" scenarios for spending decisions and cost analysis and reduces the time needed for budgeting.
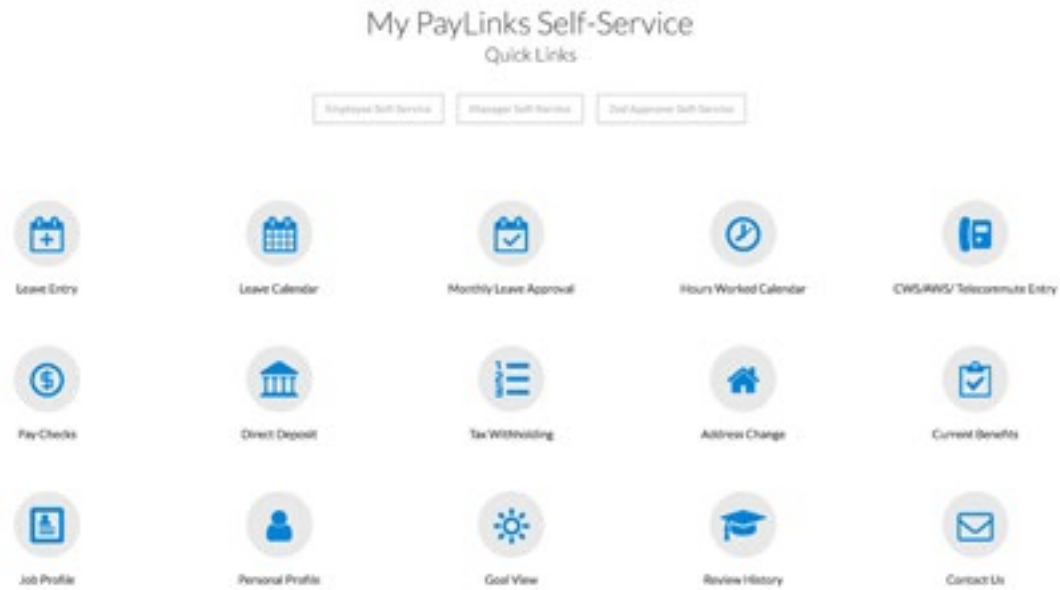
My PayLinks portal allows staffers to view tax withholding information, direct deposit information, and earnings statements.

9,270
Recurring payments set up by Financial Counseling
January-June 2017

32,657
Consolidated billing payments processed
January-June 2017

Procurement

FOOD SERVICE

Each day thousands of people visit the cafeterias, mini-marts, and vending areas on the House campus. The food and services are provided by Sodexo, and the contract is managed and overseen by the CAO Acquisitions and Procurement contract administration team.

QUALITY ASSURANCE PROGRAM

This spring, Procurement created a five-person quality assurance team to ensure the House food vendor meets its contractual obligations and provides high-quality food service expected by Members, staff, and visitors. Each member of the team provides daily monitoring and inspection of all the Sodexo facilities, responds to inquiries, documents the daily inspections, and provides a color-coded daily report on each facility. The team meets with Sodexo each week to provide feedback and check on resolution of outstanding issues.

Already, improvements are taking hold. Service and menu consistency are improving, as evidenced by inspection numbers increasing from a 30 percent contract compliance rating of "acceptable" in March to a 90 percent rating of "acceptable" in May.

MAIL

The House Digital Mail program continues to grow. 354 House offices receive digital mail. The system scans physical mail and delivers electronic images directly to each Member's correspondence management system. This results in faster delivery to Member offices and improves the safety of mail handling. So far this year, more than 600,000 pieces of digital mail and 6.4 million pieces of physical mail have been processed for Member offices.

Looking Ahead

In addition to monitoring the quality of House food services, Procurement is looking into branded options to supplement the Longworth Dunkin' Donuts and Rayburn Subway restaurants to give House staff familiar, affordable, and reliable options for their meals.
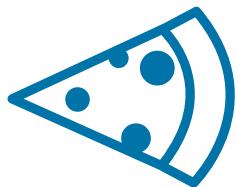
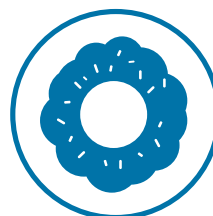**32,659**
Slices of pizza sold
January-June 2017

40,696
Cups of soup sold
January-June 2017

206,380
Cups of coffee sold
January-June 2017

47,699
Donuts sold from
Dunkin' Donuts
January-June 2017

House Child Care Center

The House Child Care Center (HRCCC) provides full-day, year-round child care for children aged 10 weeks to 5 years old for House Members and staff. The program was established in 1987 and has been accredited by the National Association for the Education of Young Children since 1990. The HRCCC is staffed by 21 trained education professionals who are dedicated to the physical, emotional, social, and cognitive development of the 70 children enrolled in the HRCCC. The program is in high-demand and the HRCCC maintains a waitlist for House staff interested in enrolling their children.

HRCCC facilities consist of 5 classrooms, a large multi-purpose room, library, playground, state-of-the-art security system, a fenced and guarded entrance, and more.

SUMMER ENRICHMENT PROGRAM

Each summer, the CAO organization hosts the Summer Enrichment Program. Established in 2007, the program is open to children of Members and staff aged 6 to 13 years old.

The program is led by elementary school teachers and is funded entirely by the rate charged for participation in the two-week session. Program participants engage in activities, games, and field trips, giving them an in-depth look at where their families work and the history and environment of Capitol Hill and Washington, DC. Activities include tours of the U.S. Capitol and Library of Congress, and visits to the Smithsonian.

In June, the program reached the maximum of 30 registrants for each session—a first in the program's history. During each 10-day session, children meet for morning town hall meetings to prepare for each day's activities, and wrap up with afternoon town halls to discuss the day's activities and share experiences, likes, and dislikes. Each session contains field trips, group games, and outdoor quests to explore the rich history in the nation's capital and build bonds between participants.

Logistics & Support

FIRST CALL

When Members and staff have questions, need to schedule an event, or are looking to save money on mailing costs, they often turn to First Call. Representatives in First Call respond to thousands of calls each month.

TRANSITION

In addition to Inauguration and Congressional Transition activities, Logistics and Support staff facilitated 76 office renovations throughout the House Campus. CAO staff works closely with the Architect of the Capitol on the renovations, which range from carpet and paint support, the installation of partition walls, and the implementation of new office layouts. These efforts include facilitating the movement and/or removal of furniture and equipment and the removal of TVs and pictures. In many cases, upon

completion of the renovation, these items often must be reset and new furniture must be delivered.

NEW FURNITURE FOR CANNON

CAO staff are finalizing a decision on the new furniture to be used in the renovated Cannon House Office Building. House staff were invited to four open houses to view and test out several styles of furniture and provide feedback on comfort, usability, and the look of colors and fabric. Open house attendees were asked to fill out a survey and pick their favorite furniture options and two focus groups offered more detailed feedback.

The setup was comprised of new furniture from different vendors and reflected the style of furniture used by different staff roles, such as receptionists, chiefs of staff, and legislative staff.

27,634
incoming calls to First Call
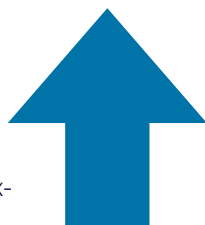*January – June 2017*

2,088
passport applications processed
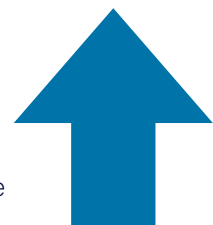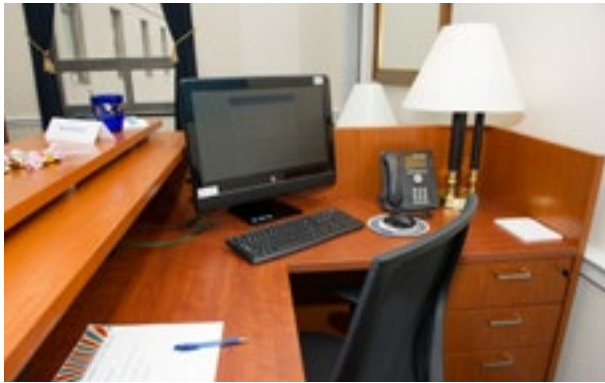*January – June 2017*

20%
increase compared to the amount during the same six-month period last year

45%
increase in passport applications compared to the previous six months

A sample furniture style from the Cannon furniture open house

MEMBER MAILING LIST SERVICES
Offices often come to First Call to save money on postage. First Call culls mailing lists and removes outdated addresses. First Calls' Mailing Services processed 63,355,256 addresses and deleted 13,676,249 outdated addresses that resulted in savings of over $3.6 million in postage and an estimated $4 million in production costs.

CAO PHOTOGRAPHY
The team of CAO photographers responsible for covering House events and assisting Members with their photographic needs covered the 58th Presidential Inauguration, the Transition to the 115th Congress, and the Presidential Joint Address from all angles.

Despite the ease at which everyone can take photos with smartphone and "prosumer" cameras, the CAO Photography team provides high-quality images that can be easily filed and indexed with metadata. The office has streamlined its internal processes and is now able to deliver high-quality, high-resolution pictures in a matter of hours. In addition, the team is using Instagram to help deliver photos as quickly as offices need them.

Further enhancements to CAO Photography are in the works. Tens of thousands of photographic images, some dating back to the 1940s, are being transferred to a new digital asset management system (DAM). The system allows Member offices to access images via the web. Offices will be able to see pictures, as well as all stock photography supplied by CAO Photography. Further, they can make photography appointments, request prints, and even upload their own pictures online. The DAM contains all billing information and can supply reports directly to the Office of Finance.

An archive photo of the House Floor in 1954.

1,496
graphic design projects produced by CAO Graphics
January – June 2017

11,375
photographic prints produced by CAO Photography
January – June 2017

372
commemorative prints produced by CAO Graphics
January – June 2017

738
poster prints produced by CAO Graphics
January – June 2017

House Recording Studio

HOUSE FLOOR CAMERAS

The 14-year-old cameras that provide video feeds of the House Floor to C-SPAN and other outlets will be upgraded under a new contract. The cameras shoot thousands of hours of Floor coverage and are past their lifecycle. The new cameras are scheduled to be installed in September. In addition, the House Recording Studio completed renovations to the main hearing rooms for the Energy and Commerce Committee and the Judiciary Committee upgrading and replacing vital A/V equipment.

1,100
hours of House Floor coverage
per year, on average

672
Committee hearings, broadcast,
webcast, and archived
January– June 2017

CAO Human Resources

HR STRATEGIC PLAN

The Office of Human Resources developed a comprehensive two-year strategic plan, which aligns with and supports the CAO's five-year strategic plan. In addition to a mission statement and values, HR's strategic plan outlines the following four specific goals it wants to accomplish for the CAO organization:

1. Recruit Talent
2. Develop Employees
3. Secure the Workforce
4. Retain Capacity

The objectives in the strategic plan include updating the performance management process. Work on this objective is well underway as the HR team is partnering with HIR on the creation of a new employee performance management process and system. Under the new streamlined process, individual employee performance goals will be aligned directly to the goals in the CAO's Strategic Plan (Customer, Process, Stewardship, and Employee). The new process and IT system will officially launch in the summer of 2017.

Another objective that the CAO HR team is rapidly advancing is the design and deployment of a manager training series, called the Empower Hour. Over 90 CAO managers attended the inaugural Empower Hour sessions this spring. The session, entitled *Effective Management Characteristics: Strengthening the Core*, provided managers with an opportunity to discuss and learn about important qualities necessary for leading our valued employees. CAO HR will be providing three more Empower Hour sessions between July and December.

RECRUIT TALENT

DEVELOP EMPLOYEES

PLANNING & EVALUATION

SECURE THE WORKFORCE

RETAIN CAPACITY

OFFICE OF EMPLOYEE ASSISTANCE

Following the tragic shooting on June 14, 2017, at a practice field for the annual charity Congressional Baseball game, one of the vital services that the CAO organization provides to the House community came into sharp focus. The Office of Employee Assistance (OEA), which provides counseling services for the House community, is always available to work with Members and staff. The OEA is particularly vital during traumatic events, and OEA counselors are dispatched quickly to assist the critical emotional needs of victims, colleagues, and first responders.

OEA provides confidential services to employees across the entire House campus. Over the past six months, OEA's outreach and partnerships have continued to thrive and expand in many ways. From January to June 2017, the OEA team increased its role in the orientation process for the CAO's Wounded Warrior Program to include information, discussion, and practice of mindfulness.

In addition, the OEA planned five workshops for the House community in 2017. The first workshop, *Mindfulness and Resilience in Stress Management*, was held to help staffers explore the causes of stress, how it manifests itself in our lives, and effective stress management techniques. The second, *Emotional Intelligence: A Skillset for Success*, helped staffers to identify and effectively manage their own emotions and those of others in the workplace. The OEA continued our long partnership with the US Capitol Police by conducting several trainings for officers, new recruits and supervisors. This includes a suicide awareness training program for all 1,800 sworn personnel involving several weekly sessions through 2017.

WOUNDED WARRIOR PROGRAM

The Wounded Warrior Program (WWP), administered through the CAO organization, provides two-year paid fellowships for veterans with service-related disabilities to work for Members of Congress. In June, the WWP employed 46 fellows, marking the highest total in the program's history.

Since the program's inception in February 2008, the CAO organization has hired over 200 veterans into fellowships. Of those, more than 30 fellows transitioned to full-time employment with Member offices, an additional 54 accepted full-time positions outside of the House, and 18 other fellows advanced their career path by accepting a job with the U.S. Department of Veterans Affairs. Approximately 80 percent of the WWP fellows either accepted a full-time position or returned to college after completing their assignment with the Member office.

Over the last six months, the office has increased Program awareness with Member offices. As a result of this outreach, coupled with the success of the Program, the demand from Congress has swelled to over 70 Members currently awaiting their opportunity to be assigned a fellow.

Additionally, we have implemented a professional development curriculum for the fellows. The curriculum includes a robust orientation program and increases training opportunities focusing on leadership, job training, and Member office roles and responsibilities. Looking forward, we are exploring ways to expand the program to provide more opportunities to veterans and more resources for Members.

Wounded Warrior Fellowship Locations
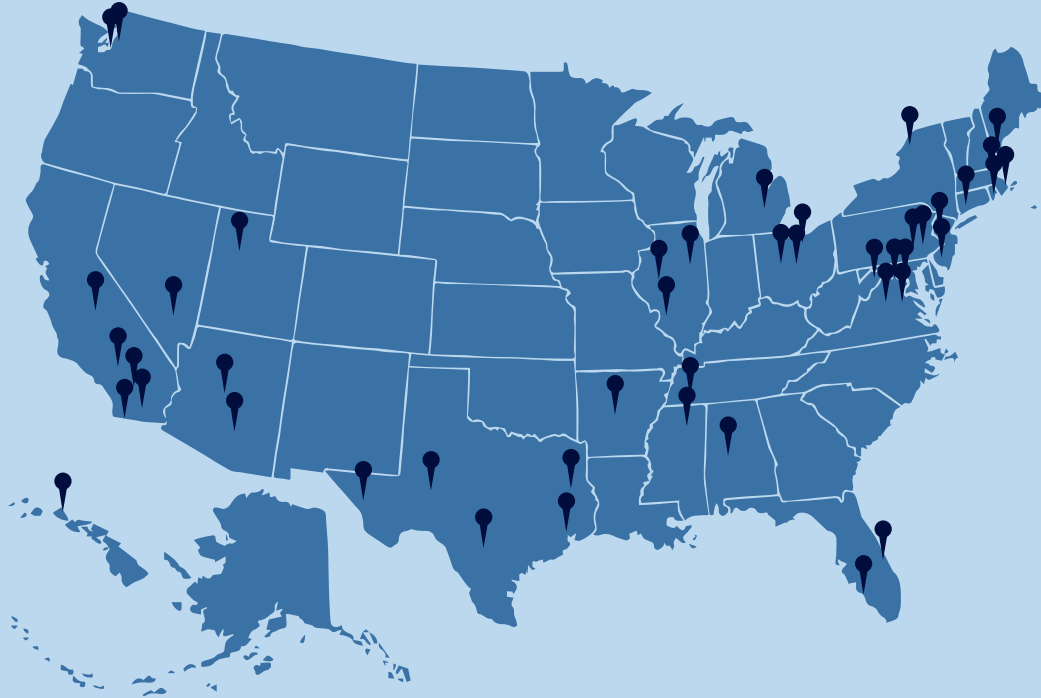
ALABAMA	Birmingham	
ARIZONA	Phoenix	
	Tucson	
ARKANSAS	Little Rock	
CALIFORNIA	El Cajon	Riverside
	Modesto	San Diego (2)
	Palm Desert	
CONNECTICUT	New Britain	
FLORIDA	Cape Coral	Melbourne
HAWAII	Honolulu	
ILLINOIS	Belleville	Maryville
	Joilet	
MAINE	Portland	
MASSACHUSETTS	Newton	
	Salem	
MICHIGAN	Brighton	
MISSISSIPPI	Tupelo	

NEVADA	North Las Vegas	
NEW JERSEY	Cherry Hill	Marlton
NEW YORK	Syracuse	
OHIO	Columbus (2)	Wadsworth
PENNSYLVANIA	Philadelphia (2)	
RHODE ISLAND	Warwick	
TENNESSEE	Memphis	
TEXAS	El Paso	San Antonio
	Houston	Texarkana
	Kingwood	
UTAH	Salt Lake City	
VIRGINIA	Stafford	
	Sterling	
WASHINGTON	Bothell	
	Issaquah	
WASHINGTON, DC	DC (2)	
WEST VIRGINIA	Martinsburg	

SAFETY

The CAO Safety team continued building collaborative partnerships across the organization. These efforts ensure that we are providing a safe work environment for our employees.

In June, CAO Safety launched required safety orientation training for all CAO staff. The online training covers basic safety information, including employee requirements, common office safety concerns and information on how to report hazards, near misses, and incidents.

For the employees working in the CAO Finishing Shop, having clean breathable air is critical when dealing with paints and lacquers. CAO Safety conducted a review of the air system and took samples of the breathing are to verify it is within standards, which it is. CAO Safety is also working with Finishing Shop management to establish a maintenance plan to change out the filters and calibrate the shop's carbon monoxide monitor.

Clean breathable air is critical to the employees working with paints and lacquers in the CAO Finishing Shop

Charts

FY 2017 staffing chart (as of 6/30/17)

	Current FTEs	Vacancies	Total FTEs
Acquisitions	17	4	21
CAO Immediate Office and Galleries	39	3	42
Finance	89	10	99
House Information Resources	267	27	294
House Recording Studio	42	23	65
Human Resources	21	8	29
Logistics and Support	148	16	164
TOTAL	**623**	**91**	**714**

Notes:
1. Personnel Data is as of June 30, 2017.

Charts

FY 2017 Budget to Actual Report (as of 6/30/17)

	Adjusted FY 2017 Budget	YTD Actuals	Available Balance	% of Budget Remaining
Chief Administrative Officer				
Single Year Funds				
Personnel	$ 65,891,452	$ 46,235,233	$ 19,656,219	29.8%
Non-Personnel	$ 52,433,753	$ 32,716,855	$ 19,716,898	37.6%
Total Single Year Funds	**$ 118,325,205**	**$ 78,952,088**	**$ 39,373,117**	**33.3%**
No Year Funds	**$ 2,477,127**	**$ 269,239**	**$ 2,207,888**	**89.1%**
Total CAO Budget	**$ 120,802,332**	**$ 79,221,327**	**$ 41,581,005**	**34.4%**
BC/DR				
Single Year Funds	$ 11,217,000	$ 5,719,147	$ 5,497,853	49.0%
No Year Funds	$ 5,000,000	$ -	$ 5,000,000	100.0%
Total BC/DR Budget	**$ 16,217,000**	**$ 5,719,147**	**$ 10,497,853**	**64.7%**

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 6.30.17.
2. YTD Actuals includes expenses, encumbrances and pre-encumbrances as of 6.30.17.

FY 2016 Budget to Actual Report (as of 6/30/17)

	Adjusted FY 2016 Budget	YTD Actuals	Available Balance	% of Budget Remaining
Chief Administrative Officer				
Single Year Funds				
Personnel	$ 57,808,340	$ 57,787,221	$ 21,119	0.0%
Non-Personnel	$ 61,186,309	$ 59,444,807	$ 1,741,502	2.8%
Total Single Year Funds	**$ 118,994,650**	**$ 117,232,028**	**$ 1,762,622**	**1.5%**
No Year Funds	**$ 1,882,135**	**$ 434,148**	**$ 1,447,987**	**76.9%**
Total CAO Budget	**$ 120,876,785**	**$ 117,666,176**	**$ 3,210,609**	**2.7%**
BC/DR				
Single Year Funds	$ 11,217,008	$ 11,031,147	$ 185,861	1.7%
No Year Funds	$ 5,000,000	$ 1,681,451	$ 3,318,549	66.4%
Total BC/DR Budget	**$ 16,217,008**	**$ 12,712,598**	**$ 3,504,410**	**21.6%**

Notes:
1. FY 2016 Adjusted Budget includes funding provided under the FY16 Consolidated Appropriations per P.L. 114-113 and any IPACs received as of 6.30.17.
2. YTD Actuals includes expenses, encumbrances and pre-encumbrances as of 6.30.17.