

OFFICE OF THE  
CHIEF ADMINISTRATIVE OFFICER

# SEMIANNUAL REPORT

JULY THROUGH  
DECEMBER 2015



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“...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)**  
114th Congress

**Cover Photo Credit:**  
NASA/Bill Ingalls

## 2015 LOOKING BACK

### AUGUST

Sodexo takes over operations of House dining facilities.

### SEPTEMBER

Award of contract to build a new data center.

Approval of House Information Security Policy for certain types of user accounts.

### OCTOBER

Launch of Hyperion budgeting software.

### DECEMBER

Catherine Szpindor named Chief Information Officer.

Sodexo opens Subway Cafe in the Rayburn House Office Building.

Chief Administrative Officer Ed Cassidy retires as of December 31, 2015.

Will Plaster sworn in as Chief Administrative Officer.

## 2016 LOOKING AHEAD

Remedy system upgrade.

Asset Management expansion to other House offices.

Enhanced training of CORs.

Hyperion Budget & Planning expands to all House offices.

House Data Center operational.

Completion of House Chamber seat reupholstering project.

2016 Congressional Transition.

# EXECUTIVE SUMMARY



Chief Administrative Officer  
Will Plaster

A change of leadership marked the biggest news for the Office of the Chief Administrative Officer (CAO) during 2015. CAO Ed Cassidy announced his retirement effective December 31, 2015. Will Plaster, who served as Deputy CAO from 2002 to 2006, was sworn in as the Chief Administrative Officer.

Mr. Plaster brings a wealth of House experience to the CAO. In addition to working for Member offices, he has served as Staff Director of the Committee on House Administration which oversees the CAO operations. Most recently, Mr. Plaster served as a Special Assistant to the Clerk of the House.

During his two years as CAO, Mr. Cassidy worked to bring more accountability and efficiency to the organization. New leaders were brought in to fill vacancies in the House Information Resources, Acquisitions Management, and Logistics and Support divisions. A new Asset Management group was set up within Logistics and Support, an important step toward maintaining an accurate financial statement and clean financial audit. Also during Mr. Cassidy's tenure, a new food vendor was selected to serve meals to the thousands of Members, staff, and visitors in the House each day.

2016 brings the challenge of a Congressional Transition, with all Members of the House up for reelection. Transition planning efforts are already underway; they will move into high gear during the first half of 2016 and become more intense in the second half of the year. A contract for a new data center was awarded in 2015. In 2016, the center will improve efficiencies and security for participating legislative branch organizations.



# INFORMATION TECHNOLOGY

The demands on information technology and cyber security continue to grow and new challenges present themselves almost every day. To meet the demands and challenges, the CAO named a new Chief Information Officer (CIO). Catherine Szpindor has served as Deputy CIO since 2014 and was named CIO in December 2015. Previously, she served as the organization's Director of Enterprise Applications.

House information technology is organized in the House Information Resources (HIR) group and encompasses eight major areas of responsibilities.

## HIR SERVICES

- BC/DR
- Enterprise Applications
- Enterprise Operations
- Information Security
- Networking & Facilities
- Techonology Management
- Technology Support
- Web Systems

## DATA CENTER

The House Data Center runs and stores all of the House digital technologies. During September, a contract was awarded to build a new data center.

Studies supported building a new center instead of renovating the existing center on several points:

1. Security.
2. Efficiency of operation.
3. Consolidation of other legislative operations with the House operations.

After a multi-year process to determine needs, define requirements, identify partner organizations, and then under the direction of the CAO's Acquisitions Management, provide a competitive bidding process, the House awarded a contract for a new data center. The new facility will provide participating legislative organizations with a state of the art data center in October 2016.

**5.0 PUE**  
CURRENT  
USAGE



USES MORE  
ENERGY

USES LESS  
ENERGY



Power Utilization Effectiveness (PUE) measures how efficiently a data center uses energy. The current House data center PUE is 5. Industry standard is 1.8. The new data center PUE will be 1.2.

**1.8 PUE**

INDUSTRY  
STANDARD

**1.2 PUE**  
NEW DATA  
CENTER

## ENTERPRISE APPLICATIONS

Enterprise Applications, a division of HIR, completed several behind the scenes projects that help the CAO to work efficiently:

### OFFICE OF FINANCE DASHBOARD

The dashboard provides automated reporting of activity, status, and performance metrics for the Financial Counseling team in the Office of Finance. In 2016, the development team will build additional dashboards for each directorate in the Office of Finance.

### PEOPLETOOLS UPGRADE

PeopleSoft is the financial application House offices use for transactions related to requisitions, purchase orders, vouchers, and other financial information. PeopleTools is the development and technical platform that runs PeopleSoft. Enterprise Applications completed an upgrade to PeopleTools so that the software remains compatible with future PeopleSoft applications releases, security features, and third party applications.

### REMEDY

The CAO's Remedy system is used to initiate, track, and ultimately close service requests across the House. The Enterprise Applications team is working on an upgrade to make it easier to input service requests. The upgrade will include a mobile application and an easier user interface. This will enable new outreach and service opportunities the CAO can offer to House staff.

## WEB SYSTEMS

The website needs of House Leadership Offices, Members, and Committees are handled by the Web Systems group within HIR. The group consists of technical and design teams. The Web Systems team upgraded dozens of applications to allow offices to edit their websites easier.

In addition, to improve the House's internal website for staffers, the Web team implemented an upgraded search engine called Solr. Also, Web and CAO Communications worked with District office staff to make it easier for them to find information on the internal website, HouseNet.

## CYBER SECURITY

The Committee on House Administration approved a House Information Security Policy (HISPOL) on privileged access. The Privileged Account Management HISPOL is one of many ways HIR works to secure and minimize risk to the House network.

# ACQUISITIONS

Acquisitions Management works closely with House offices to assist in the purchasing of products and services, and writing and administering contracts. The goal of Acquisitions is to get the best possible value for offices while providing a fair process for vendors.

## ACQUISITIONS SERVICES

Contract Administration  
Contracts  
Purchasing

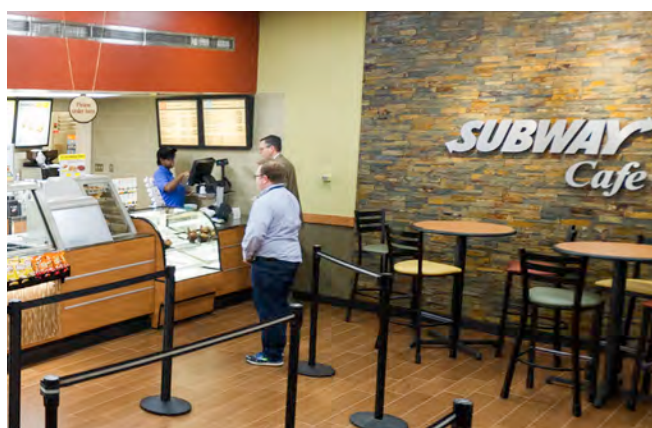
## FOOD SERVICES

In August, Sodexo Government Services assumed control of House food services. Acquisitions led the competitive bidding effort for a new food services vendor, which was awarded in June.

Acquisitions' Contract Administration now oversees the Sodexo operation in all cafeterias, carry-outs, in-house catering services, and vending machines in Cannon, Rayburn, Longworth, Ford, and the House side of the Capitol.

Substantial changes were introduced by Sodexo:

- A Sodexo Ambassador now works full time at the House as a liaison between diners and the food vendor.
- Construction and opening of a Subway Cafe in December 2015.
- Construction began on a Dunkin' Donuts/ Baskin-Robbins with completion scheduled in spring 2016.
- Real time information on daily specials and nutritional information on Sodexo's House web portal.
- Limited online ordering.
- Expanded *grab and go* food offerings in the Capitol Market.
- New vending machines in all areas with most accepting credit and debit cards and smart phone applications.



## CONTRACT MANAGEMENT TRAINING

When a contract is awarded, a Contracting Officer Representative (COR) is identified. It is the COR's job to make sure vendors are delivering what's been promised. CORs come from Acquisitions Management and from other House offices. Annual and ongoing training for CORs is important to make sure contract management remains fair and efficient. During 2015, Acquisitions Management put in place plans for an enhanced and more intense COR training that will begin in 2016. The training will expand from 1-hour to 40-hours.

## PROCUREMENT GUIDELINES

Acquisitions Management is working to rewrite House Procurement Guidelines and Instructions to reflect new procurement thresholds and policies.

# LOGISTICS AND SUPPORT

The CAO is a service organization, supporting the functions of the House, its Members and staff. Logistics and Support (L&S) directly serves House staff with the First Call contact center and skilled workers dedicated to woodworking; building and refurbishing furniture; delivering furniture to House offices; providing photography, graphic design and print services; and running gift and office supply stores.

During 2015 it launched a new group, Asset Management.

## L&S SERVICES

- Asset Management
- First Call
- Furnishings
- House Graphics
- Logistics
- Modular Furniture & Transition
- Office Supply & Gift Shop
- Photography

## ASSET MANAGEMENT

The CAO's Asset Management group continues to build up resources, improve processes, and procedures. The goal of Asset Management is to keep an accurate accounting of tens of thousands of items during their lifecycle in the House. This accounting is vital to an accurate House financial statement and clean annual audit.

When tracking the lifecycle of an asset it is important to know when the item was received and when it was discarded. During the second part of 2015, the Asset Management team created a centralized location for receiving and disposing of all tracked assets.



Central Receiving area in the Ford House Office Building.

The Asset Management team also revamped all procedures and policies dealing with delivery of assets. The team reduced 14 asset management processes into five uniform and auditable processes for easier and better control. The processes are:

- Purchases
- Receiving
- Inventory
- Transfers
- Disposals

Training moved into full gear for the newly designated Business Unit Accountable Inventory Specialists. Known as BIS, these department representatives assist with all phases of the asset lifecycle for their group. They will track their department's equipment and any transfers to employees, locations, or business units.

# 14,000+

ASSETS INVENTORIED

January – December, 2015

Looking ahead to 2016, the Asset Management group will expand its activities to the other House Officers. New policies, procedures and training will take place as the overhaul of the entire asset lifecycle procedure evolves.

## CONGRESSIONAL TRANSITION

On November 8, 2016, voters will choose their representatives for all seats in the United States House of Representatives. Returning and new Members will serve in the 115th Congress starting in January 2017.

Preparations for the 115th Congressional Transition are well underway. Nearly all CAO staffers contribute to this effort:

- Prepare and produce online and printed material for departing and new Members.
- Hold briefings for departing Members and staff to help them wind down their operations.
- Facilitate Member office moves for returning Members.
- Present new Member briefings to assist them with technical and organizational needs.
- Initiate outreach by the Office of Employee Assistance to departing staffers.

## FIRST CALL

First Call is a comprehensive customer service center that delivers assistance to the Members, staff, and the House community. First Call helps staff schedule rooms, order services, get passports, and process mailing lists.

Member offices submitted more than 81-million addresses to First Call during the second half of 2015. First Call representatives processed those lists and updated or deleted more than 18-million old records, which would have resulted in approximately \$8-million in production and postal costs.

**20,453**

CALLS ANSWERED BY FIRST CALL

*July – December, 2015*

## FLAG SALES

A new contract was negotiated to provide American flags for purchase. Working in coordination with the Architect of the Capitol, the purchased flags are a popular item and can be flown over the Capitol before being delivered to constituents.

The new five year contract is based upon sales of just under \$1-million for each of the five years. It also provides, as in the past, that the flags are American made and manufactured.

**63,822**

AMERICAN FLAGS SOLD

*January – December, 2015*

## FRAMING SHOP

Offices often need framing services for official photos and mementos. To better serve staffers, Logistics and Support has opened a new drop-off counter. Staffers can now easily view different frames and mats. This service is in addition to orders that can be placed with the CAO's First Call.

## GIFT SHOP

Visitors and staff can purchase t-shirts and jackets; postcards and paperweights; and other kinds of knickknacks and seasonal novelty items at the House Gift Shop. 2015's holiday sale in December was up 20% from 2014.

**1,582**

PASSPORT APPLICATIONS  
PROCESSED BY FIRST CALL

*July – December, 2015*



## HOUSE CHAMBER REUPHOLSTERING PROJECT

The rebuilding and reupholstering of more than 400 seats on the floor of the House Chamber continued through the second half of 2015. It is scheduled for completion in November 2016.

For each seat, workers in the Furnishings department build a new frame and add webbing, springs, and padding prior to reupholstering with a new leather cover.

A comprehensive schedule was orchestrated so as not to interfere with lawmakers when the House is in session. Each week workers remove certain seats and replace them with temporary ones while the refurbishing and reupholstering continues.



Skilled craftsmen in the CAO upholstery shop rebuild the seats for the floor of the House Chamber.

# 656

DESIGNS PRODUCED  
BY HOUSE GRAPHICS

*July – December, 2015*

# 30,204

PHOTOS TAKEN  
BY CAO PHOTOGRAPHY

*July – December, 2015*



## PHOTOGRAPHY

The CAO Photography team assists Member and Leadership offices with their photography needs. The past six months were marked by the visit of the Holy See of the Vatican, Pope Francis, and the annual picture of all House Members.

Photographers are also working to preserve old photos. Every 10-12 years pictures need to be saved on current mediums to ensure they are retrievable in the future. To date, 277,517 photos have been preserved for the years 2002-2008.

Eight photographers took 3,334 images of Pope Francis during his 126-minute visit to the Capitol on September 24, 2015



On July 22, 2015, CAO Photography took the 114th Congressional class photo. It took 27 lights, 14 hours of set up, and nine photographers.

# FINANCE

The CAO Office of Finance provides financial management services to Leadership, Members, Committees, Officers and offices of the U.S. House of Representatives. As part of the CAO, Finance serves as a key strategic business partner.

## FINANCE SERVICES

- Accounting
- Budget, Policy & Planning
- Financial Counseling
- Member Services
- Payroll & Benefits

## HYPERION

Planning budgets is much more efficient with the launch of the software program Hyperion. The program provides real-time numbers that can easily be adjusted to an office's changing needs. It launched on October 1, 2015.

Currently, the Office of Budget Policy and Planning along with all House Fiscal Year Offices are utilizing Hyperion. In 2016, Hyperion use will expand to all House offices including Member, Committee, and Leadership offices. Hyperion replaces the Congressional Accounting and Personnel System (CAPS) budgeting functionality.

**18,000+**

NUMBER OF TIMES THE ONLINE TOOL, EMPLOYEE BENEFITS INFORMATION SYSTEM, WAS ACCESSED BY HOUSE STAFFERS

*January – December, 2015*

## PAYROLL AND BENEFITS OPEN SEASON

There are approximately 10,000 staffers employed by the U.S. House. Their pay and benefits are administered by the Office of Finance. Staffers with questions can meet with counselors to discuss their compensation and benefit plans. Staffers also can use several online tools to change their contributions to Thrift Savings Plans and figure out their pension benefits.

During the Federal Benefits enrollment period known as Open Season, staffers had a new insurance option. Self Plus One is the first new health benefit program offered since 1960. In prior years, staffers had to choose insurance that covered only themselves or their entire family, no matter how big. Self Plus One allows coverage for the staffer and one eligible family member. More than 200 staffers chose Self Plus One coverage.

To assist staffers during Open Season, the Office of Payroll and Benefits (P&B) held a day one Health and Benefits Fair which attracted hundreds of staffers and dozens of vendors. In addition, P&B offered six help sessions to provide assistance to the thousands of staffers who get coverage through the Affordable Care Act.

# HUMAN RESOURCES

The Human Resources (HR) department provides a full array of support services to the CAO and House Community. In addition to providing HR services to the CAO, House staffers can receive support from the employee assistance team and the House Learning Center. HR oversees the House Wounded Warrior Fellowship Program and runs the Offices of Safety and Privacy.

## HR SERVICES

Office of Employee Assistance  
Personnel Security & CAO Safety  
Privacy  
Training & Development  
Wounded Warrior Program

## PRIVACY

The CAO's Office of Privacy works to ensure the protection of Personally Identifiable Information (PII). This office, created in 2014, assesses how CAO business units handle PII and makes sure they employ best practices to safeguard that information.

During the second half of 2015, the CAO's Office of Privacy:

- Monitored and coordinated the dissemination of information from the cyber breaches at the Office of Personnel Management (OPM). Thousands of current and former Members and House staff were affected by the breaches. This office also worked with OPM to set up a phone line for House employees to get information on the breaches that affected millions of people.
- Developed an electronic process to inventory the types of PII handled by the different CAO organizations.
- Finalized a Privacy Policy and Privacy Statements for internal and external customers that will be released in early 2016. These statements are aimed at making sure CAO entities handle PII in accordance with best practices and that individuals are aware of how the CAO handles PII.

## SAFETY

The CAO Safety team conducts safety inspections of all new Member offices, provides training to staff in high hazard areas, conducts hazard analysis, and prepared for the 114<sup>th</sup> Congress Biennial Occupational and Health inspections.

The safety program:

- Conducted new Member office inspections and determined that all are hazard free.
- Provided training on 18 topics to staff working in high hazard areas.
- Instituted the mandatory use of personnel protective equipment and training on the proper use and care of all protective gear for high hazard areas.
- Created a *Train the Trainer* program for forklift operators. Individuals must pass both a written and practical performance exam before being issued a certification to drive a forklift.
- Is working with the Office of Compliance to inspect all CAO spaces during the 114<sup>th</sup> Congress. This is part of the 114th Congress Biennial Occupational and Health Inspections.



## HOUSE LEARNING CENTER

The CAO has an ongoing commitment to continuing educational development opportunities for House staff. Through the House Learning Center (HLC), the CAO offers classroom and online training.

The HLC has focused on providing the following:

- Computer and technical training tailored to Congressional jobs, roles, and/or offices.
- Support to staff in the effective and efficient use of House supported technology and applications.
- Support House specific job-related activities performed in Congressional offices.

**4,700+**

HOUSE STAFFERS REGISTERED  
FOR 234 CLASSES ON MORE THAN  
48 DIFFERENT TOPICS

*July – December, 2015*

## OFFICE OF EMPLOYEE ASSISTANCE

When life becomes overwhelming, and especially when it affects work, the Office of Employee Assistance is available to help staffers. In addition to counseling hundreds of people and working with offices and managers to employ best practices to reduce stress and burnout, the office is working to update its individual and team development training programs. In particular, it is looking to produce programs that are in shorter formats to provide staffers more access along with a smaller time commitment. The OEA office is also preparing for the 2016 transition to the 115<sup>th</sup> Congress with services outreach to both staff in District offices and on Capitol Hill.

## WOUNDED WARRIOR PROGRAM

The Wounded Warrior Program provides two-year fellowships for disabled veterans. Fellows are usually placed in Members' District offices and often lead to full-time employment.

Since the program's inception in February, 2008; 162 veterans have been hired into fellowships with 18 coming on board since July, 2015. Of the 125 warriors who have transitioned through the program, 20 have been retained in Congressional staff positions while the others have moved on to opportunities with the federal government, veterans' advocacy groups, and law enforcement.

# EMPLOYEE RECOGNITION

## CAO EMPLOYEE EXCELLENCE AWARD

One CAO staffer is recognized each year with the Employee Excellence Award. David McKittrick, a Senior Business Process Application Specialist in the Enterprise Applications division of House Information Resources was the 2015 recipient.

David McKittrick speaks two languages in his job with the CAO; he speaks technology and he speaks accounting. It's a combination that's helpful as he works to customize technical solutions for the Office of Finance.



David McKittrick with Chief Administrative Officer Ed Cassidy

Eighteen years ago when David came to work at the House, he was at the forefront of finding technical solutions for financial transactions. In some cases, he says, "We were still using paper."

David has a Master's Degree in Business Administration, but earning it wasn't easy. He dropped out of college in the 1970s and ended up owning a music store that sold records and instruments, a natural choice because of his love for listening to and playing music. Later, he sold real estate, but realized he needed a degree if he wanted to work in a career he really enjoyed.

With a wife and two children, David completed his bachelor's degree in 11-months and then earned his MBA in just over one year. He worked as a government contractor before being wooed to the House.

David says he works with "a team that is as good as anywhere, public or private." The House Chief Information Officer, Catherine Szpindor, says "Dave, like many of our fellow CAO employees, works very hard behind the scenes each and every day: [He] demonstrates day after day that he is the quintessential professional and unsung hero who will work into the wee hours of the night, on weekends or however long it takes to get the job done."

David and Lisa Parish, his partner of 10-years, live in Falls Church, Virginia. He has two daughters and a son, and, still enjoys music. He's a guitarist and said there are way too many artists to pick a favorite, but particularly enjoys the jazzy blues of Robben Ford.

## LENGTH OF SERVICE AWARDS

Each year, the CAO recognizes and honors its employees who have reached years of service milestones. This year 25 women and men were honored. They account for more than 700-years of service to the U.S. House.

### 25-YEARS OF SERVICE

Keith S. Brown  
Pamela Brown  
Mark Dobbins  
Patrick Hirsch  
Araceli Jennings  
Tara Kelley  
Timothy Magruder  
Charles Powell  
Robin Richter  
Randy Rogerson  
David Tonizzo

### 30-YEARS OF SERVICE

John P. Clarke  
Tina M. Hanonu  
Deborah D. Jones  
Olga R. Kornacki  
John P. Long  
Mary F. O'Brien  
Sarah D. Ricanek  
Anthony Scott

### 35-YEARS OF SERVICE

Elliot C. Chabot  
Kevin N. Chambers  
Frederick J. Masheter, Jr.  
Edwarda P. Moore  
Sheila L. Roscoe

### 40-YEARS OF SERVICE

Caroline Klemp

## TEAM PLAYER OF THE YEAR

Kevin Chambers, a CAO Senior Customer Solutions Representative in Logistics and Support, was honored as the Team Player of the year. Clerk of the House Karen L. Haas said Kevin is a “calm problem solver and a great communicator. He’s truly a team player.”



Kevin Chambers receives his award from Clerk of the House Karen Haas.

# CAO SOCIAL MEDIA, NEWS AND RESEARCH EXPO

Hundreds of House staffers attended the CAO’s *Social Media and News Research Expo* in October. The annual gathering, allows Member and Committee offices to find out about products that can be helpful in their everyday operations. In addition, seminars at the Expo helped staffers to learn about social media best practices, new social media research, and how to stay safe online. The CAO maintains enterprise subscriptions to the National Journal and to many CQ/Roll Call products.



# CHARTS

## FY 2015 CAO STAFFING CHART (AS OF 12/31/2015)

	Current FTEs	Vacancies	Total FTEs
Acquisitions	17	4	21
CAO Immediate Office and Galleries	32	10	42
Finance	84	15	99
House Information Resources	256	39	295
House Recording Studio	42	23	65
Human Resources	22	7	29
Logistics and Support	141	22	163
<b>TOTAL CAO</b>	<b>594</b>	<b>120</b>	<b>714</b>



# CHARTS

## FY 2015 BUDGET TO ACTUAL REPORT (AS OF 12/31/2015)

	Adjusted FY'14 Budget	YTD Actuals	Available Balance	% of Budget Remaining
<b>Chief Administrative Officer</b>				
<b>Single-Year Funds</b>				
Personnel	\$ 56,636,652	\$ 56,341,373	\$ 295,279	0.5%
Non-Personnel	\$ 55,454,728	\$ 52,384,819	\$ 3,069,910	5.5%
<b>Total Single-Year Funds</b>	<b>\$ 112,091,380</b>	<b>\$ 108,726,192</b>	<b>\$ 3,365,189</b>	<b>3.0%</b>
<b>No-Year Funds</b>	<b>\$ 4,000,000</b>	<b>\$ 125,806</b>	<b>\$ 3,874,194</b>	<b>96.9%</b>
<b>Total CAO Budget</b>	<b>\$ 116,091,380</b>	<b>\$ 108,851,998</b>	<b>\$ 7,239,382</b>	<b>6.2%</b>
<b>BCDR</b>				
Single Year Funds	\$ 11,217,008	\$ 10,403,809	\$ 813,199	7.2%
No Year Funds	\$ 5,000,000	\$ 1,409,960	\$ 3,590,040	71.8%
<b>Total BCDR Budget</b>	<b>\$ 16,217,008</b>	<b>\$ 11,813,769</b>	<b>\$ 4,403,239</b>	<b>27.2%</b>

## FY 2016 BUDGET TO ACTUAL REPORT (AS OF 12/31/2015)

	Adjusted FY'15 Budget	YTD Actuals	Available Balance	% of Budget Remaining
<b>Chief Administrative Officer</b>				
<b>Single-Year Funds</b>				
Personnel	\$ 66,322,000	\$ 14,175,208	\$ 52,146,792	78.6%
Non-Personnel	\$ 50,185,584	\$ 9,748,692	\$ 40,436,892	80.6%
<b>Total Single-Year Funds</b>	<b>\$ 116,507,584</b>	<b>\$ 23,923,900</b>	<b>\$ 92,583,684</b>	<b>79.5%</b>
<b>No-Year Funds</b>	<b>\$ 1,350,000</b>	<b>\$ -</b>	<b>\$ 1,350,000</b>	<b>100.0%</b>
<b>Total CAO Budget</b>	<b>\$ 117,857,584</b>	<b>\$ 23,923,900</b>	<b>\$ 93,933,684</b>	<b>79.7%</b>
<b>BCDR</b>				
Single Year Funds	\$ 11,217,008	\$ 1,500,380	\$ 9,716,628	86.6%
No Year Funds	\$ 5,000,000	\$ 5,000,000	\$ -	0.0%
<b>Total BCDR Budget</b>	<b>\$ 16,217,008</b>	<b>\$ 6,500,380</b>	<b>\$ 9,716,628</b>	<b>59.9%</b>

