

SEMIANNUAL REPORT

July – December 2018



OFFICE OF THE
CHIEF ADMINISTRATIVE OFFICER

“...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)

116th Congress

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.



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From the CAO

In addition to its laser-focus on the further implementation of its five-year Strategic Plan, the Office of the Chief Administrative Officer (CAO) ramped up activities to ensure a smooth and orderly transition to a new Congress during the second half of 2018. The CAO worked together with its partner organizations to welcome 89 new Members and one new Delegate to the United States House of Representatives during the transition to the 116th Congress. The CAO coordinated and executed an impressive 278 office moves for the House community, with staff working around the clock to meet tight deadlines.

Between July and December 2018, the CAO made progress on several of its customer-focused initiatives to boost productivity of House offices and improve the skillsets and work-life balance of House staff. Efforts included the expansion of the Customer Advocate program, the acquisition of a valuable online learning platform to strengthen staffers' skillsets, and the development and implementation of a comprehensive health and well-being program.

The Customer Advocate program completed its pilot phase. Based on its success and positive feedback from Member offices, the program was expanded to a total of five Advocates who will be assigned to each Member, Delegate, and Resident Commissioner office at the start of the 116th Congress.

Progress was made in the development and launch of a centralized House Wellness Center, a comprehensive health and well-being program for

the House community that will provide fitness classes and nutrition support, educational workshops and seminars on well-being topics, mindfulness and meditation practices, and stress support. Work is underway to find and build out a physical "storefront" location for the Wellness Center.

This semiannual report, covering July through December 2018, chronicles the efforts of CAO staffers to further implement the organization's strategic vision and to better serve the elected Representatives and their staff who serve the people of the United States.



Philip G. Kiko
Chief Administrative Officer



Philip G. Kiko
Chief Administrative Officer

Timeline

-
- JULY**
 - Payroll and Benefits hosts the first of six seminars with representatives from the IRS on tax changes implemented through the Tax Cuts and Jobs Act.
 - Human Resources hosts Empower Hour+ manager training sessions *Fostering Management Agility*.
 - AUGUST**
 - House Information Resources upgrades internet circuits resulting in a 50 percent increase in House internet bandwidth for Washington, D.C., and district offices.
 - Business Continuity/Disaster Recovery successfully conducts a major network failover exercise, testing IT equipment, validating setup needs, and supporting the legislative processes for conducting business at an alternate data center.
 - Payroll and Benefits hosts three additional seminars with representatives from the IRS on tax changes implemented through the Tax Cuts and Jobs Act.
 - Human Resources hosts Empower Hour+ manager training sessions *Fostering Management Agility* and *Building Endurance to Perform*.
 - SEPTEMBER**
 - The CAO approves the first policy for Accountable Equipment Management providing authoritative direction for managing equipment assets owned by the House.
 - OCTOBER**
 - Business Continuity/Disaster Recovery provides recovery support services to district offices impacted by Hurricane Florence, including assistance with laptop and printer kits and reestablishing network and cell connectivity.
 - Payroll and Benefits hosted the last of six seminars with representatives from the IRS on tax changes implemented through the Tax Cuts and Jobs Act.
 - Human Resources hosts Empower Hour+ manager training sessions *Building Endurance to Perform*.
 - Chief Financial Officer Leonard Puzzuoli joins the CAO.
 - House Wellness Center launches offering a comprehensive health and well-being program for House staff.
 - Business Continuity/Disaster Recovery provides recovery support services to district offices impacted by Hurricane Michael, including assistance with laptop and printer kits and reestablishing network and cell connectivity.
 - The Office of Financial Counseling begins to roll out the new House Finance Card Program introducing training requirements and deadlines to close out old and acquire new Travel and Purchase Cards.

- Human Resources pilots a mentoring program with 16 staffers to foster professional growth.
- The Office of Employee Advocacy launches to serve as the complainant-side legal counsel for House employees who need advice or legal representation regarding matters related to the Congressional Accountability Act of 1995.
- The Customer Experience Center adds three Customer Advocates fully operationalizing the program.
- Payroll and Benefits hosts the annual Health and Benefits Fair during Federal Benefits Open Season.
- Construction begins on &pizza near the Rayburn Cafeteria adding a new branded food option for House staff.
- House Information Resources launches a pilot of software that permits single sign-on security features such as multifactor authentication and/or biometric sign-on.
- Communications & Marketing hosts an open house introducing staffers to four new services: Customer Advocates, House Wellness Center, Congressional Staff Academy, and House Creative Services
- Logistics completes up to 12 office moves per day as part of 116th congressional Transition related activities.
- Wounded Warrior Program reaches record level of 58 Fellows.

NOVEMBER

DECEMBER

Transition

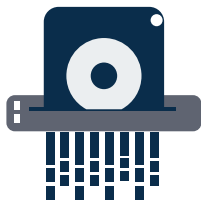
The November 2018 midterm election resulted in a flip in the majority party for only the eighteenth time since the Civil War. While each transition requires a significant coordinated effort between the CAO and various House partner organizations, a majority party flip entails an increased workload for those involved in transition activities. In addition to coordinating and executing Member office moves, transition teams must also coordinate and execute Leadership and Committee office moves.



2,300

equipment items shipped to General Services Administration

July - December 2018



950

hard drives collected for sanitization and destruction

July - December 2018



320

delivered computers, laptops, and iPads

July - December 2018

In preparation for the 116th Transition, the Asset Management team conducted an equipment inventory encompassing 630 reviews of Member, Committee, and Leadership office inventories.

Members departing at the end of the 115th Congress were required to vacate their offices by early December to allow for CAO and Architect of the Capitol staffers to remove furniture, paint, install new carpet and draperies, modify locations of electrical outlets and data boxes, and then install furniture.

The CAO provided workspace for departing Members in three Member centers. The Modular Furniture and Transition team worked with the Committee on House Administration to transform assigned cubicles to an open layout to create a more open and collaborative work environment.

The CAO schedules up to twelve office moves per day.

The 116th Transition required a total 278 office moves to be coordinated and executed between mid-November and the first day of the 116th Congress on January 3, 2019. All 278 of the campus Member office moves were completed on December 29, 2018.

Following each office move, the Safety team conducted inspections to ensure the office environment was safe for occupancy.

To provide valuable resources and important guidance for House offices during transition, House Web Services launched websites for departing,

The 116th Transition:

278 moves

The 115th Transition:

199 moves

returning, and new Members. Each website contained the necessary information to guide each office through their respective transition processes. Additionally, House Web Services launched a system to collect and sort resume submissions to help freshman offices hire staff.

The change in majority party also requires updates to each Committee and Leadership website and many Member websites. House Web Services coordinated with staff from each Committee and Leadership office to create and launch 50 websites, as well as House.gov and HouseNet, the House's intranet.

To facilitate Members' transition to and from House service, the Office of Finance's Member Services team met with nearly 200 new and departing Members to provide information and resources on salary, benefits, and retirement options.

In conjunction with the Office of Employee Assistance, Payroll and Benefits conducted over 120 briefings for staff in DC and district offices. These staff briefings

provided important information regarding staffers' departure from House service, including details about benefits, pay, retirement, unemployment, and insurance options.

Additionally, Payroll and Benefits organized four sessions with the Office of Personnel Management and DC Department of Employment Services for staff seeking outside employment or considering retiring at the end of the 115th Congress. These sessions covered various aspects of retirement, effective methods to apply for federal employment through the USA Jobs web platform, and the application process for unemployment benefits in Washington, D.C.

Payroll and Benefits also partnered with Financial Counseling to provide 32 financial management consultations for departing Member offices to assist offices in closing out their expenses, including payroll and official expense vouchers.



180

**electronic devices
configured and distributed
to Members-elect during
New Member Orientation**



96

**transitioned Member
sites to cloud**

July - December 2018

House Child Care Center



The newly expanded House Child Care Center will accommodate more children and cut down on long waitlists.

HOUSE CHILD CARE CENTER

Since its creation in 1987, the House Child Care Center has provided child care services for House employees. While House child care demands have increased over the years, the capacity of the House's Child Care Center has not.

At the beginning of the 115th Congress, the waitlist for the Center surpassed 250 children. To accommodate more House families, the CAO has worked in close coordination with House Leadership and other Legislative Branch stakeholders to expand the Center's capacity and relocate its operations to the O'Neill House Office Building.

In January 2019, the Center's capacity will more than double to 160 children. Once all O'Neill construction and expansion-related operations are completed, the Center will triple in size for a total capacity of 232 children.

The expansion has provided the Center with an opportunity to build upon its success as a program accredited by the National Association for the Education of Young Children. Specifically, the expansion has prompted operational changes at the Center, including changes in administrative and faculty structure, classroom structure, the management of age-specific curriculum, oversight of the Center's health and sanitization policies, and admissions policies and procedures.

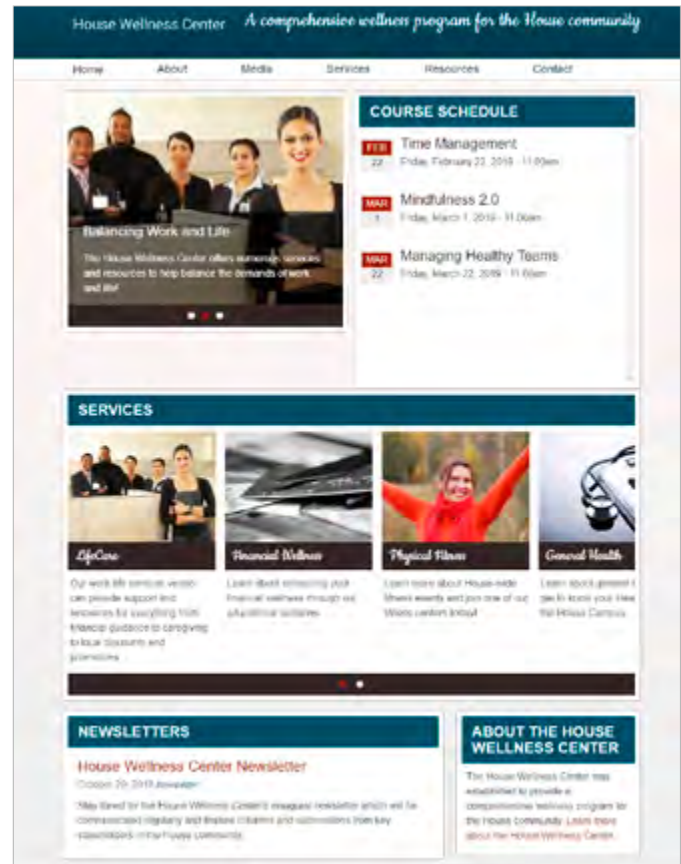
New Offices

HOUSE WELLNESS CENTER

The House Wellness Center was established in 2018 and became operational later in the year. To ensure House staff have the resources they need to cope with the demanding pace of life and work on Capitol Hill, the CAO led a group of stakeholders from the House community to develop and launch a comprehensive wellness program at the direction of the Appropriations committee. Beginning in 2018, the CAO's Human Resources department developed plans for and is now instituting a comprehensive Wellness Program.

The program opened with a soft launch in October 2018, and full launch is slated for early 2019. The program will include a dedicated storefront, satellite locations in each House office building, and individual and group consultative services. The program will offer in-person and online courses for staff on topics like nutrition, fitness, general health, and stress management.

The House Wellness Center also has its own website to keep staff informed of classes, events, and activities. A monthly newsletter will launch in early 2019 to provide useful information to keep staff updated on health and well-being topics and resources. As part of the Wellness Program, the CAO also acquired a contract with LifeCare, a company providing work-life services for House staff.



The House Wellness Center website: WellnessCenter.House.gov.

The program will offer in-person and online courses for staff on topics like nutrition, fitness, general health, and stress management.

OFFICE OF EMPLOYEE ADVOCACY

The Office of Employee Advocacy was established by House Resolution 724 in February 2018 and became operational later in the year with the addition of the Director of Employee Advocacy. Its mission is to provide all House employees with legal consultation, advice, and representation in matters covered by the Congressional Accountability Act of 1995. This coverage includes harassment, discrimination, labor, family medical leave and other employee rights matters. The Office of Employee Advocacy started offering legal assistance to House employees in October 2018.

The Office of Employee Advocacy serves an important role by providing balance in the legal process; whereas previously only management had representation by the House, the office now provides legal services to House employees as well. The office operates in a similar manner as outside private law firms for employees, with the same confidentiality and non-disclosure through attorney-client privilege. The noted difference is that employees can utilize the services without charge.

An important component of the Office of Employee Advocacy is awareness of available services to staff. The Office utilized a broad range of tools to make House Members and staff knowledgeable about the available legal resources. This effort continues with new Members and staff in 2019.

The Office of Employee Advocacy counsels and represents House employees on a wide range of matters including claims of harassment and hostile

work environment; discrimination based on race, color, disability and sex (including gender, parental status, pregnancy and sexual orientation); retaliation based on protected activity; violations of the family medical leave statute; and failure to accommodate health conditions.

Since its launch, the Office of Employee Advocacy has established relationships with key House offices to facilitate the accommodation of the Office of Employee Advocacy's role in personnel and employee rights processes. In doing so, the Office of Employee Advocacy endeavors to maximize its ability to advise and represent House employees comprehensively on matters that come within each office's purview, including the CAO's Human Resources and Office of Employee Assistance, Office of Congressional Workplace Rights (formerly known as the Office of Compliance), Office of House Employment Counsel, and Office of Congressional Ethics.

The Office of Employee Advocacy works in conjunction with other House legal units to provide detailed input concerning the training materials for the Workplace Rights and Responsibilities Education required for all employees. Further, the Office of Employee Advocacy has taken a leading role in providing guidance to other CAO entities and input on training regarding the CAA Reform Act (CAARA), passed by Congress and signed into law on December 21, 2018. In the first half of 2019, the Office of Employee Advocacy will continue to provide information on the CAARA's changes to the dispute resolution process that governs the resolution of employee rights complaints.

Organizational Reports



In addition to the aforementioned initiatives, the CAO continued to serve the House community by providing administrative, technical, and operational solutions so Members can perform their Constitutional duties. 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.

During 2018, House Information Resources completed its first ever CAO Cloud Strategy, and the updated CAO Strategic Technology Plan.

CYBERSECURITY

Maintaining the security of the House network, information systems, and data is paramount to House operations. Attacks on the House network from malicious actors are relentless with hundreds of millions of attempts to breach the House network every month.

To protect the House, the Cybersecurity team employs expert technicians to repel attacks and search for and patch vulnerabilities. The Cybersecurity team also works to inform and educate Members and staff on best practices to ensure their systems and data remain protected.

The Cybersecurity team provides the required Information Security Awareness Training that staffers must take every year. Each year, more than 10,000 House staffers complete the training. Additional role-based training is also required for users with elevated IT privileges. Interested offices may also schedule in-person briefings provided by the Cybersecurity team to learn about best practices to secure their data.

To reinforce the Information Security Awareness Training, Cybersecurity conducts quarterly phishing awareness campaigns by sending phishing emails and notifying users who fall for the phishing attempts of their error and what they can do to spot and avoid phishing attempts in the future.

To further highlight best practices and resources available for House staff, Cybersecurity partnered with the U.S. Senate for the second Bicameral Cybersecurity Awareness Fair. The fair focused on cybersecurity best practices and featured cybersecurity vendors and experts, including representatives from the House and Senate cybersecurity and information technology offices and experts from academia.



5 BILLION
unauthorized scans, probes
and connections blocked
annually



300-500
MILLION
cyberattacks against the House
thwarted each month
July - December 2018



10,000+
staffers completed annual
information Security Awareness
Training during 2018

SECURITY AUDIT AND COMPLIANCE

In 2018, the Security Audit and Compliance Team completed 259 new system audits for systems entering the House, ensuring a strengthened posture prior to initial operation within the enterprise environment. Additionally, the team completed 212 new web audit scans and issued 255 Secure Socket Layer (SSL) certificates for House websites.

OFFICE 365

Use of Office 365 platform continues to expand across the House community. More than 50 percent of House users now use the platform, which provides access to Microsoft Office applications from the cloud. Through Office 365, staff can access their information at anytime from anywhere. Full adoption of Office 365 across all House offices is anticipated by the end of 2019.

Exchange Online, which provides vastly expanded email storage for House staff, is currently being implemented through a series of two-week migrations for House offices. Office 365 mobile applications, including Word, Excel, PowerPoint, OneDrive, and OneNote, are now available for all House staff providing simple and quick access to documents from anywhere.

IDENTITY GOVERNANCE AND ADMINISTRATION

The Identity Access Management program is working on several fronts to improve and centralize control of network access. In partnership with the Sergeant at Arms, CAO Safety and Personnel Security, and Enterprise Applications, the program



The second Bicameral Cybersecurity Awareness Fair.

is developing the ability to order a House ID through MyServiceRequests. ID requests will utilize workflow approvals to enable an online process from the data entry, through the approval, to the entry in the ID system.

To accelerate adoption of enhanced mobile network security, House Information Resources deployed a new identity management service software for mobile single sign-on security features for House devices such as multifactor authentication and/or biometric sign-on. The software was rolled out to CAO and select users in November 2018. House-wide implementation of the new mobile single sign-on features is anticipated in mid-2019.

NETWORKING AND OPERATIONS

Internet Bandwidth and Speed Enhancements

In August 2018, the CAO upgraded its internet circuits, increasing House internet bandwidth by 50 percent for DC and district offices. House Information Resources continues to monitor utilization to anticipate future needs.

Additionally, the CAO completed enhancements to the House network for district offices located in the western United States. Under the previous architecture, all West Coast district office network traffic traveled across the U.S. in secure encrypted tunnels to Washington, D.C., to access the internet. New protocols provide enhanced internet connectivity for eight district offices participating in the pilot since mid-December. The pilot district offices selected are in the Mariana Islands, California, and Washington state. Based on the success of the current program, plans are underway for the expansion to all West Coast district offices.

BUSINESS CONTINUITY/DISASTER RECOVERY

In August 2018, the CAO conducted a major failover exercise. The scope of the exercise included testing IT equipment, validating setup needs, and ensuring continued support of legislative processes from an alternate data center.

The CAO upgraded its internet circuits, increasing House internet bandwidth by 50 percent for DC and district offices.

Support for District Offices Impacted by Natural Disasters

The CAO's Business Continuity/Disaster Recovery division provided a range of recovery and support services to district offices impacted by Hurricane Florence in September 2018, and Hurricane Michael in October 2018. Support and recovery services included, but were not limited to, assisting offices with laptop and printer kits, and reestablishing network and cell connectivity.

HOUSE CLOUD SERVICES

The Cybersecurity Information Assurance and Vendor Management teams 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 July and December, Cybersecurity and Vendor Management reviewed and recommended seven cloud services for approval for House use.

ENTERPRISE INFRASTRUCTURE

House engineers are working to implement Virtual Desktop Infrastructure (VDI) to improve the experience and remote access for House users while providing stronger security supporting House IT systems. Access to VDI is protected by two-factor authentication and its central data management improves security and version control. VDI is already deployed on some CAO computers, with a planned expansion to system administrators and other staff with elevated IT privileges.

WEB SYSTEMS

The CAO develops and maintains two-thirds of Member and Committee Websites. During the second half of 2018, Web Systems began migrating more than 200 Member sites to the cloud. The sites are first moved to a production environment with migration to be completed this summer of 2019. Additionally, House.gov and emergency messaging system sites were moved to the cloud in August 2018.

HouseNet Search Replacement

The House Web Services team replaced the HouseNet search engine with a new version that provides a higher percentage of accurate and relevant results.

e-Dear Colleague Enhancement (eDC)

The system delivered 13,935,317 messages from July through December 2018. The Web Services team took direct customer feedback to develop and implement an enhancement to the eDC system allowing users to copy and resend prior messages as long as 24 hours has elapsed since the last copied message was sent.

Communicating with Congress Operations and Rewrite

The Communicating with Congress system processed a total of 22,000,000 messages in 2018 to Member Offices. This system is being rewritten to modernize the technology and is currently entering the testing phase.



4.8 / 5

**customer satisfaction
rating based on more than
12,350 responses**



ENTERPRISE APPLICATIONS

Point-of Service Surveys

Working with the CAO's Immediate Office, Logistics, Technology Support, and the Customer Experience Center, Enterprise Applications developed and deployed new point-of-service surveys to include MyServiceRequests customer satisfaction surveys and Office Supply Store kiosk surveys in the retail management system. In addition, Enterprise Applications developed a custom survey management console that staff can monitor, measure, and respond to point-of-service survey responses.

HOUSE CHILD CARE CENTER CHILD MANAGEMENT SYSTEM

In support of the expanded House Child Care Center, Enterprise Applications and the Child Care Center implemented a new Child Management System. The new system will be used by Child Care Center staff to manage data and processes.

NEW TRAVEL CARD AND PURCHASE CARD PAYMENT FUNCTIONALITY

Working with Financial Counseling, Enterprise Applications developed a custom application to load invoice files from House Travel and Purchase Cards. The application also provides a user-friendly interface for financial points of contact to manage their Travel and Purchase Card charges and payments, including the ability to automatically generate eVouchers to make payments. This new application drastically reduces the need for manual data entry and reduces errors.

IT ASSET MANAGEMENT

Enterprise Applications implemented a new module for the Asset Management team that discovers assets digitally by scanning the House network for them. A custom interface pulls data from existing House IT systems to populate the IT Asset Management tables with information about IT assets. In the summer of 2018, the Asset Management team used the new module while conducting inventory. The team was able to inventory assets electronically by identifying data elements such as IP addresses, last login dates, and last user to login.

MONTHLY FRANKING REPORTING FOR DISTRICT OFFICES

Working with First Call, the Office of Finance, and the Franking Commission, Enterprise Applications built and deployed a custom application for district offices to submit their monthly Franking reports online and for the Office of Finance to manage the submissions. This project will decrease errors, reduce manual data-entry, and provide a more transparent and auditable process.

ONLINE VOUCHERING

In accordance with the Committee on House Administration there was established a mandate that all vouchers be submitted online beginning October 2018. Enterprise Applications, in coordination with the Office of Finance, implemented several enhancements to House financial systems and their associated processes to improve the overall experience for end users. For example, Enterprise Applications developed and launched the new Financial Systems Portal, which integrates and streamlines the House financial systems utilized by Member, Committee, and Leadership financial points of contact for their respective office budget management processes.

Enterprise Applications, working with Finance and the Congressional Staff Academy, streamlined the processes by which Member, Committee and Leadership Offices obtain access to include simplified security forms and training. By eliminating the need for complex middleware used to process vouchers submitted by email, expected the project is expected to provide cost savings of approximately \$500,000 per year.

Finance



Mr. Leonard Puzzuoli has extensive experience leading privately held and public businesses across diverse industries, including a strong financial, operational, and strategic background. He holds a Bachelor of Arts from Michigan State University, a Master of Business Administration from Capital University, and is a licensed Certified Public Accountant. His broad range of capabilities and accomplishments will enable the organization to build and expand on the progress in the Office of Finance to improve overall service delivery and leadership.

During 2018, the Office of Finance implemented several recommendations detailed by an independent, comprehensive assessment, including an operational realignment. During the second half of the year, Leonard Puzzuoli joined the CAO as the Chief Financial Officer, leading the Office of Finance.

In accordance with the findings from the independent, comprehensive assessment, the Office of Finance set out to formally document the office's policies, and roles and responsibilities. Full documentation is anticipated to be complete during the summer of 2019. Additionally, Finance partnered with Human Resources to develop competency models, update position descriptions, and create career development programs for Finance staff.

The Office of Finance also partnered with the Customer Experience Center's Congressional Staff Academy to develop training for Office of Finance staff and House financial administrators on use of financial systems, financial management, voucher guidelines and standards, eVoucher submission, Purchase and Travel Cards, and payroll and benefits matters. The trainings will be deployed in February.

At the direction of the Committee on House Administration, the Office of Finance developed financial standards that would address vulnerabilities associated with the House's shared employee governance and oversight structure. The Finance team developed and proposed draft standards intended to protect the financial integrity of the House through new controls over the use of privileged access to House financial systems. In September

2018, the Committee adopted the proposed standards and implementation plan, which calls for the launch of the program in January 2019 and full implementation by the end of June 2019. Oversight of these standards will be managed by the Office of Risk Management.

The Office of Finance initiated the discovery and planning process to implement the use of electronic signatures to allow Members and staff to electronically complete, sign, and securely submit all required Finance forms – saving them valuable time and resources. Finance completed the discovery and planning phase to implement the use of e-signature, and work has begun on implementing the e-Signature solution, with targeted deployment by the end of 2019.

BUDGET, PLANNING AND ANALYSIS

The Budget, Planning and Analysis division was reorganized to place a stronger emphasis on analysis, customer service, and optimal resource management to aid leadership decision making. A new director was hired, and staff have been assigned to oversee the formulation and execution phases of the budget to assure the development of a cohesive and balanced budget.

These changes have strengthened the team’s ability to develop and issue budget formulation policy guidance and procedures; control and coordinate budget submissions; analyze and evaluate overall resource utilization; and adequately allocate resources to meet operational requirements.

FINANCIAL COUNSELING

At the end of the 115th Congress, the House’s contract through the General Services Administration for its Travel and Purchase Cards expired. A new contract for travel and purchase cards was negotiated with Citibank for use at the start of the 116th Congress. The new Travel and Purchase Cards will be issued in January and March 2019, respectively. The new House Finance Card Program offers improved account transaction monitoring and processing, as well as enhanced identity fraud, waste, and abuse protections.



59,874
payroll disbursements
processed by Payroll and
Benefits
 July - December 2018



75,578
vouchers processed -
 an increase of 11 percent
 over the last 8 months



34,703
consolidated billing -
 an increase of 1 percent
 over the last 6 months



Health Benefits Fair, November 2018.

PAYROLL AND BENEFITS

Payroll and Benefits hosted six seminars with representatives from the IRS on tax changes implemented through the Tax Cuts and Jobs Act. These seminars provided support for House staff on the new 2018 tax tables and resources to make informed decisions on their Federal income tax withholding allowances.

The 2019 Federal Benefits Open Season ran from November 13 through December 10. To ensure that all House staff had ample opportunity to navigate through their options and make informed decisions,

the Office of Payroll and Benefits hosted its annual Health and Benefits Fair where staff could speak directly with representatives from providers under DC Health Link or the Federal Employees Health Benefits Program about coverage options. Payroll and Benefits also offered eight seminars with individual providers and monthly Benefits 101 and Federal Employment Retirement Service 101 seminars both in-person and via webinars.

Customer Experience Center

The Customer Experience Center connects the CAO's technical, administrative, and operational experts with their House customers. The Customer Experience Center's primary focus is on simplifying access to CAO services and making the processes better, faster, and less expensive. The Customer Experience Center directly provides services through its departments: Capitol Service Center, Communications and Marketing, Congressional Staff Academy, Customer Advocates, First Call, and House Creative Services.

The Customer Experience Center has changed the way the CAO does business. Created as a component of the CAO strategic plan, the Customer Experience Center focuses on delivering CAO services to House staff efficiently and proactively with a renewed focus on the organization's customers.

During the second half of 2018, the Customer Experience Center further expanded its capabilities and resources, hiring nine employees and growing the overall business unit to a total of 41 employees.

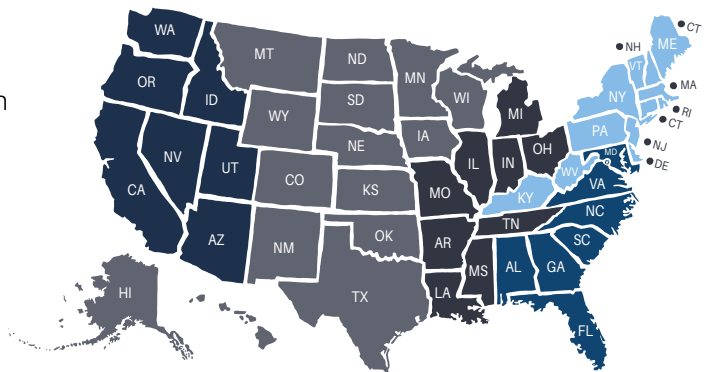
CUSTOMER ADVOCATES

The Customer Advocates facilitate and triage CAO services for Member offices both on Capitol Hill and in the districts. The Advocates provide valuable outreach and business intelligence on CAO services, including office inventories, room scheduling, vendor performance, and tech support services.

In 2017, a pilot program for the Customer Advocates was launched with two Advocates assigned to

approximately 100 Member offices. After a successful yearlong pilot, the program was expanded to five Advocates serving all 441 Member, Delegate, and Resident Commissioner offices for the start of the 116th Congress.

District office support is a primary component of the Customer Advocate program. The Advocates provided proactive outreach to staff in district offices impacted by natural disasters such as the wildfires in California and Hurricanes Florence and Michael. The Advocates helped to ensure offices stayed connected by connecting them with satellite phones required due to network outages.



The five Advocates are assigned to Member offices by geographical region

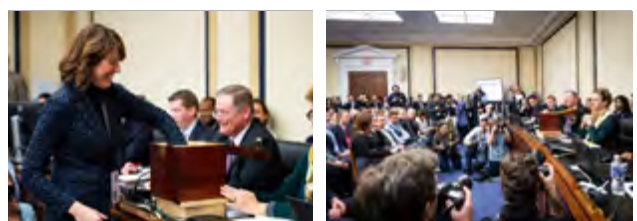
Assigned Regions

CT, DE, KY, MA, ME, NH, NJ, NY, PA, RI, VT, WV	AL, DC, FL, GA, MD, NC, SC, VA
AK, AS, CO, GU, HI, IA, KS, MN, MP, MT, ND, NE, NM, OK, PR, SD, TX, VI, WI, WY	AR, IL, IN, LA, MI, MO, MS, OH, TN
AZ, CA, ID, NV, OR, UT, WA	

HOUSE CREATIVE SERVICES

House Creative Services provides House offices the ability to order coordinated media products ranging from graphic design and branding, to video production. During the second half of 2018, House Creative Services began providing video and animation services to customers for the first time. The office also launched an online account platform for House offices to access their photos and graphic design products, manage libraries, edit images, and order prints.

House Creative Services photographers covered many high profile events including the Lying in State of President George H.W. Bush, the Lying in State of Senator John McCain, the room lottery for the 116th Congress, and the Capitol Christmas Tree Lighting.



27,533
photographic prints produced
July - December 2018



26,866
images archived for
Members
July - December 2018



CONGRESSIONAL STAFF ACADEMY

The Congressional Staff Academy provides House staff with professional development and training specifically tailored for the unique job roles of House offices. The Academy also hosts and facilitates the mandatory technical and compliance trainings for House staff.

To gather valuable feedback from House staff on their preferred training styles and topics, the Academy conducted a House-wide curriculum survey and ongoing focus groups, informing the Academy's course development. Recommendations include certificate-based courses on topics including leadership, management, legislation, communications, financial operations, IT systems, committees, interns, district offices, and office administration.

To support the mandatory October 2018 transition to electronic voucher submissions, the Staff Academy launched new financial systems training courses, adding subject matter expert instructors and creating an on-demand course. Between July and December 2018, the Academy trained more than 230 House employees on the new voucher submission requirements.

In September, the Staff Academy acquired House-wide access to a new industry-leading e-learning content portal provided by LinkedIn Learning. LinkedIn Learning offers thousands of technical and development training courses online. A small pilot program of the e-learning program has already outpaced use of the legacy program by 1,000 percent. Full rollout of the program is anticipated in 2019.

In the coming year, the Staff Academy will launch its new learning management platform that will replace three different systems. This will streamline course browsing, sign up, and confirmation for House staff and will drastically improve the ability for the CAO and individual House offices to track staff attendance of available trainings.

During the latter half of 2018, the Staff Academy also partnered with the Senate to host a writing seminar and two leadership courses. More than 200 staffers registered for and attended the courses.

CAPITOL SERVICE CENTER

The Capitol Service Center provides administrative and operational support to the offices located in the U.S. Capitol building. This includes coordination and facilitation of rooms for special events and office moves, assisting in the ordering of furnishings for Capitol offices, and management of renovations and furniture repairs.

The Capitol Service Center supported over 1,750 special events and 80 major moves or renovations in the U.S. Capitol during the latter half of 2018.

FIRST CALL

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, and the purchase of new equipment and furniture. The staff also assist in the scheduling and coordination of special event rooms.

During 2019, First Call will upgrade the scheduling database, Resource Scheduler, to the cloud. Additionally, the team will expand the already successful Point of Survey program, adding more First Call services to gauge customer satisfaction.



38,542

phone calls received by First Call Customer Service in 2018
an increase of 1.12 percent compared to 2017



2,751

passport applications processed
Since 1996, when First Call started offering a passport service, more than 80,000 applications have been received



Calls were answered in an average of
14.5 SECONDS



3,791
reserved event spaces handled by Customer Service Representatives

MAILING SERVICES

The Mailing Services team saves Member offices money on postage and production costs. With the assistance of Mailing Services, it is not unusual for offices to save 25 percent by utilizing the office’s address databases and more efficient mail services. Mailing Services also oversees the implementation of stringent security screening procedures that successfully intercepted the first of multiple, potentially-lethal pipe bombs sent to elected officials in October 2018.

In 2018, Mailing Services processed over 54 million addresses and removed more than 14 million incomplete, undeliverable, or duplicate addresses for Member offices. This saved an estimated \$8.6 million in postage and production costs for Members.

To simplify and expedite the district office reporting process, Mailing Services worked with House Information Resources and the Franking Commission to develop an online reporting system that launched in October 2018 and is expected to be fully operational at the beginning of the 116th Congress.

SERVICE CONTRACT MANAGEMENT

Vendors awarded contracts with the House work with Service Contract Management. Contracted services include food and dining services, dry cleaners, shoe shine, and the House Staff Fitness Center.

Food Service

A January 2018 House-wide survey showed that 75 percent of staffers wanted more variety in food options on campus – including more branded options. In response to the survey results, CAO Acquisitions’

contract specialists worked with the House vendor to bring in popular branded food options, such as Mission BBQ and Hissho Sushi, to host “pop-up” food events in House cafeterias. Additionally, House staff will now find gourmet snack offerings at the campus convenience stores that include fresh nuts, wasabi peas, and trail mix.



135,887
cups of coffee sold
July - December 2018



95,052
donuts sold
July - December 2018



54,352
slices of pizza sold
July - December 2018



25,950
pieces of fruit
July - December 2018

In September 2018, the Members’ Dining Room was opened to all staff. Sales are 18 percent higher on average, and the number of customers has risen by approximately 20 percent. The Members’ Dining Room is also available to House staff for special events such as the Christmas Tree Lighting Ceremony and before the State of the Union address.

In 2019, House staff will have access to more food options. In addition to new pop-up restaurants, new branded concept restaurants will open in locations across the House campus.

New branded concept restaurants will open in locations across the House campus.



Rayburn House Office Building
Opens: February 2019
Pizza, dinner offerings, online ordering



Cannon House Office Building
Opens: April 2019
Breakfast, lunch, and catering

House Staff Fitness Center

The House Staff Fitness Center expanded its membership base to employees of the Architect of the Capitol and the Congressional Budget Office, providing House staff a place to exercise. The Fitness Center was also upgraded with new cardio equipment offering staff more options to stay in shape. Staffers pay for membership at the fitness center, so there is no cost to the taxpayer.



Dry Cleaners

A new contract has been negotiated and approved by the Committee on House Administration. The new dry cleaner will open for business at the end of January 2019.

COMMUNICATIONS AND MARKETING

During the latter half of 2018 Communications and Marketing established branding standards for the CAO's primary services to ensure consistent and accurate use of brand names and access points, making it easier for customers to access the organization's services. It improved the CAO's marketing capabilities with social media, new full-page advertisements in Roll Call's staff edition, increased use of digital monitors across campus, and enhanced its communications delivery and tracking capabilities using email campaign tools.

Through its branding standards, the Communications and Marketing team also developed a process for the initiation and development of communications plans to support the roll out of new services, promote the CAO's existing services, and to ensure House staff are aware of new developments related to CAO services.

Communications and Marketing hired two new team members to expand and support communicating with customers. A Communications Specialist is now dedicated to revamping HouseNet to make it more user friendly and to serve as the centralized content manager. This editor replaces the decentralized HouseNet content network that included over 60 content owners who managed more than 600 pages. A new Graphic Designer is responsible for the graphic components of communications campaigns and will help guide branding for CAO communications materials.



Communications and Marketing improved the CAO's marketing capabilities with increased use of digital monitors across the House campus.

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 GIFT SHOP

For the second year in a row, the House Gift Shop's year culminated with the sale of a record number of Congressional ornaments. Because of the increased demand for the ornaments in 2017, the Gift Shop ordered an additional one-thousand ornaments. Again, all were sold out prior to Christmas week.

The house Gift Shop sold 5,075 House and 11,805 Congressional ornaments.



2,448

purchase orders processed

The cost comparison process has saved \$25,988



\$1.3 MILLION

in negotiated savings by the Contracts team for awards

July - December 2018



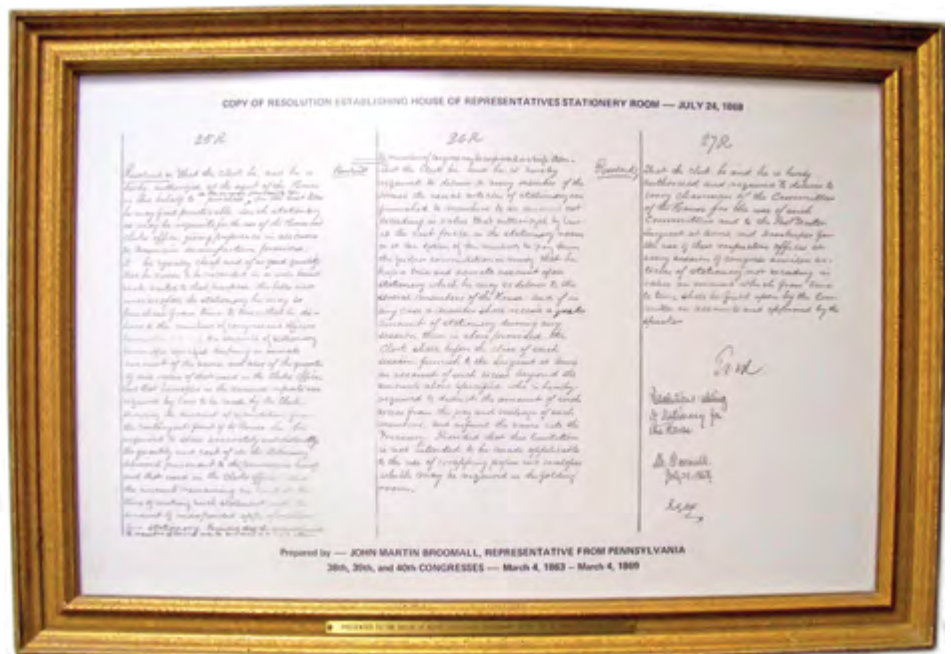
OFFICE SUPPLY STORE

The Office Supply Store provides needed supplies to Member, Committee, and Leadership offices that are paid for with official funds.

The Cannon Renewal Project and the transition to the 116th Congress led to brisk sales in packing supplies, including 98,817 items such as boxes, bubble wrap, and shipping tape. Additionally, offices migrating data purchased 1,021 data storage devices such as flash or thumb drives and external hard drives.

Between July and December 2018, the CAO, working with the Architect of the Capitol, continued the use of the streamlined flag order process allowing for online payment, streamlined transfer of flags, and faster delivery. Under the new process, requested flags are automatically sent to be flown above the Capitol. Once flown, the flags are returned to the Office Supply Store and delivered directly to the requesting office. The new process dramatically reduces the amount of time Member office staff must dedicate to facilitating flag orders.

In 1868 the Office supply Service started to supply Members and staff with supplies. On July 24, 2018, the store celebrated its 150th anniversary.



Logistics and Support

From office moves, to inventorying an estimated 60,000 pieces of House equipment, to building custom furnishings, the CAO's Office of Logistics and Support provides important logistical services to the entire House Community.

ASSET MANAGEMENT

In addition to counting and tracking more than 60,000 House assets, Asset Management is responsible for the disposal of many assets that have become outdated or obsolete. Legacy digital devices must be destroyed to ensure the data on them cannot be recovered or reused.

In 2018 the CAO achieved a 99 percent accountability rate for CAO's equipment inventory and the capitalized assets of the House, which includes equipment valued over \$25,000 and software valued over \$10,000.

Asset Management teamed up with House Information Resources to locate missing equipment by detecting recent and/or active equipment connections to the House network. This process, known as Information Technology Asset Management, helps determine if an inventoried House device is in use and by whom. Since its launch in June 2018, the process has discovered an additional 1,500 computer devices.

EQUIPMENT MANAGEMENT ASSESSMENT AND PROCESS IMPROVEMENTS

To improve and expand its equipment tracking policies and procedures, the CAO's Asset Management team engaged an independent firm in September 2017 to assess its operations and develop a phased approach to maturing its program into a reliable, efficient, effective, and customer-focused capability. The assessment included five recommendations that will align House practices with industry standards; provide a simpler, more user-friendly experience; and reduce the risks associated with office equipment management in a unique environment like the House. The recommended phased approach aims to first mature the CAO program and enhance and validate its policies, processes, procedures, and measures. After the CAO program is validated, the CAO will incrementally expand the program to House officers and then to Member, Committee, and Leadership offices by creating, communicating, and implementing the program to incorporate accountable assets they control.

EQUIPMENT MANAGEMENT

In September, the CAO approved the first policy for Accountable Equipment Management, covering the operations of the CAO. Supported by documented procedures, the policy provides authoritative direction for managing equipment assets owned by the House and the subsequent sub-policies or procedures that will evolve in the future.

UPGRADED USE OF SCANNERS AND SOFTWARE USED FOR EQUIPMENT TRANSFER AND DISPOSAL

The CAO modernized its equipment tracking and workflow software capabilities with electronic scanners used to read and record equipment barcodes when managing House office equipment inventories. Using scanners expedites the equipment installation, transfer, and removal/disposal processes by reducing human error.

FURNISHINGS

The Furnishings Department ended a busy and high profile 2018 in the midst of supporting transition activities for the 116th Congressional session.



The casket of former President George H. W. Bush lying in state in the Rotunda of the U.S. Capitol.



3,889
completed work orders
by the Furnishings shop



2,000
boxes of departing
Member's documents
shipped back to their home
districts by Logistics

Furnishings staffers also supported the lying in state ceremonies for Senator McCain in August and for President George H.W. Bush in December by creating and installing the draping for the catafalque on which the respective caskets rested, as well as the draping adorning the Capitol Rotunda.

The catafalque used for President Bush and Senator McCain 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.

RESOURCE MANAGEMENT

Logistics and Support is creating efficiencies through data analysis with the goal of integrating technology data and customer satisfaction metrics with budget forecasts to help identify and create operational measures related to the division's finances, customer service, and processes. The goal is to identify trends and analytics related to customer demands, costs – including costs of materials, equipment, labor, and time to fulfill the request – and customer satisfaction.

In line with the CAO's Strategic Plan, the team is developing key performance indicators to measure performance that will drive decision making and it is reviewing the realignment of funds and restructuring for each business unit to develop metrics.

One example being pursued is the conversion of existing contractors to full-time employees for a potential non-personnel cost savings up to \$500,000 and the added benefits of a full-time employee.

CANNON RENEWAL

The Modular Furniture and Transition team designed and outfitted 31 Member offices, 2 Committee offices, the Clerk's Legislative Resource Center and office spaces, the Office of the Attending Physician's Health Unit, the ID office, conference rooms, and other ancillary spaces for the first phase of the Cannon Renewal Project. Additionally, the team hosted three "Sneak Peek" sessions for Member offices with Cannon offices to view the furniture layouts and answer questions.

In preparation for the second phase of the Cannon refurbishment, Modular Furniture staff reached out to all affected offices to provide guidance and assistance on their mandatory move out process.



Human Resources

The CAO's Human Resources department provides an array of support services dedicated to the House community. During the latter half of 2018, the Human Resources team continued to realign its staff and operations to achieve the objectives laid out in the CAO Strategic Plan's Employee Goal to develop and implement a system to foster a professional and engaged CAO workforce.

Human Resources continued developing and hosting its comprehensive management training program for the CAO management workforce called Human Resources Empower Hour+. The program is geared for frontline supervisors and team leads to senior leaders and enables them to practice and build fundamental management skills so that they can support the CAO mission and the strategies that fulfill that mission. In addition, the training series provides the building blocks for common/consistent management competencies among the CAO management.

Between July and December 2018, Human Resources offered the Empower Hour+ trainings Fostering Management Agility, focused on acquiring talent, managing conflict, delegation, and time management, with 72 managers attending the course. Human Resources also offered Building Endurance to Perform, focused on improving operational performance, managing change, and implementing strategy, with 68 managers attending the course.

In its efforts to enhance the organization's recruitment abilities, Human Resources is working with House Information Resources and an external partner to design an applicant tracking system. When operational, this applicant tracking system will automate the hiring process and enhance and streamline the process for applicants, Human Resources, and hiring managers. The system will allow Human Resources to develop a better understanding on hiring metrics, which can be used to make additional improvements to the CAO's hiring processes.

During 2018, Human Resources piloted its mentoring program within House Information Resources for eight mentors selected by House Information Resources senior management and eight mentees nominated and selected by their direct management. The program is designed to foster professional growth, diversity of thought, and the exchange of experiences outside an employee's director supervisory chain. The program will be expanded to all CAO staff in 2019.

In 2019, Human Resources will identify and document the required knowledge, skills, abilities, and experiences for CAO positions, update and standardize position descriptions, create assessment tools to aid in the recruiting and hiring process, and develop career paths and identify training for employees' developmental needs.

THE WOUNDED WARRIOR PROGRAM

The Wounded Warrior Program, administered by the CAO, provides two-year paid fellowships for wounded and disabled veterans to work for Congress. Since the Program's inception in February 2008, the CAO has hired more than 250 veterans into fellowships, with more than 40 Fellows transitioning to full-time employment with Member offices.

During the last six months of 2018, a focus of the Wounded Warrior Program was a robust recruiting campaign to fill new fellowships added on October 1, 2018. With the Program's expansion to 110 fellowships, the Wounded Warrior Program achieved a record level of 58 Fellows in December 2018. The Member waitlist for those desiring to host a Fellow consistently exceeds 100 Members.



Wounded Warrior Fellows meet with CAO Philip G. Kiko.

The Program also continued its goal of increasing the diversity of participants. A key component of Program outreach included minority Members newly elected to Congress. As these Members receive fellowships, we anticipate the Wounded Warrior Program fellows will reflect this new diversity.

Looking ahead, the Wounded Warrior Program will need to hire approximately 60 Fellows in calendar year 2019. As such, the primary focus of the first six months will include assisting Member offices in the recruitment process. Additionally, the implementation of a new resume tracking system will not only elicit efficiencies in the recruitment process but also facilitate the capture of key veteran-candidate metrics, to better manage diversity outreach efforts. The Program will continue to refine and improve its Professional Development curriculum to include the possible expansion of the Orientation Program to five days.

250+

**veterans hired
into fellowships**

110

**fellowships on
October 1, 2018**

58

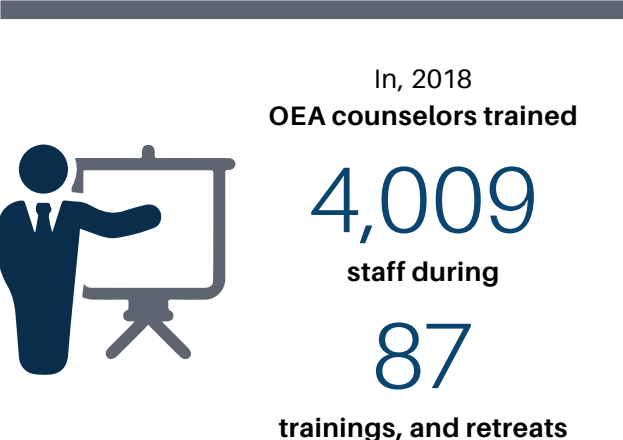
**Fellows in December,
a record level for 2018**

OFFICE OF EMPLOYEE ASSISTANCE

The Office of Employee Assistance (OEA) provides confidential services to employees across the entire House campus. Between July and December 2018, OEA's outreach and partnerships have continued to thrive and expand. During the second half of 2018, OEA also launched the House Wellness Center to offer in-person and online courses for House staff on topics like nutrition, fitness, general health, and stress management.

SAFETY

The safety of all employees is of utmost importance to the CAO. The organization's safety program requires orientation training for all staff on basic safety information including employee requirements, common office safety concerns, and a general overview of the CAO safety program. There is 100 percent compliance of all new CAO employees on the CAO Safety Policy and the Safety team follows up with existing staff to ensure all employees complete the Safety Training.



House Recording Studio

During the second half of 2018, the House Recording Studio broadcast, webcast, and archived 261 hearings. During the same period the House Recording Studio completed 309 requests for audio and video service in the Rayburn studios.



261

hearings broadcast,
webcast, and archived



309

requests for audio and
video service in the
Rayburn studios



Budget and Staffing Charts

FY 2019 Budget to Actual Report (as of 12/31/2018)

	Adjusted FY 2019 Budget	YTD Actuals	Available Balance	% of Budget Remaining
Chief Administrative Officer				
Annual Funds				
Personnel	\$ 75,174,000	\$ 16,586,572	\$ 58,587,428	77.9%
Non-Personnel	\$ 64,261,027	\$ 17,505,024	\$ 46,756,003	72.8%
Total Annual Funds	\$ 139,435,027	\$ 34,091,597	\$ 105,343,431	75.6%
No Year Funds	\$ 11,631,000	\$ -	\$ 11,631,000	100.0%
Total CAO Budget	\$ 151,066,027	\$ 34,091,597	\$ 116,974,431	77.4%
BC/DR				
Annual Funds	\$ 11,186,000	\$ 1,554,015	\$ 9,631,985	86.1%
No Year Funds	\$ 5,000,000	\$ -	\$ 5,000,000	100.0%
Total BC/DR Budget	\$ 16,186,000	\$ 1,554,015	\$ 14,631,985	90.4%

Notes:

1. FY 2019 Adjusted Budget includes funding provided under the *Consolidated Appropriations Act, 2019* per P.L. 115-244 and any IPACs received as of 12.31.18.

2. YTD Actuals includes expenses, encumbrances, and pre-encumbrances as of 12.31.18.

FY 2018 Budget to Actual Report (as of 12/31/2018)

	Adjusted FY 2018 Budget	YTD Actuals	Available Balance	% of Budget Remaining
Chief Administrative Officer				
Annual Funds				
Personnel	\$ 63,460,445	\$ 63,414,424	\$ 46,021	0.1%
Non-Personnel	\$ 69,669,390	\$ 68,748,798	\$ 920,592	1.3%
Total Annual Funds	\$ 133,129,835	\$ 132,163,222	\$ 966,613	0.7%
No Year Funds	\$ 8,346,936	\$ 4,059,832	\$ 4,287,104	51.4%
Total CAO Budget	\$ 141,476,771	\$ 136,223,054	\$ 5,253,716	3.7%
BC/DR				
Annual Funds	\$ 11,186,000	\$ 10,946,930	\$ 239,070	2.1%
No Year Funds	\$ 5,000,000	\$ 1,016,275	\$ 3,983,725	79.7%
Total BC/DR Budget	\$ 16,186,000	\$ 11,963,205	\$ 4,222,795	26.1%

Notes:

1. FY 2018 Adjusted Budget includes funding provided under the *Consolidated Appropriations Act, 2018* per P.L.115-244 and any IPACs received as of 12.31.18.

2. YTD Actuals includes expenses, encumbrances, and pre-encumbrances as of 12.31.18.

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

	Current FTEs	Vacancies	Total FTEs
Acquisitions	28	1	29
CAO IO and Galleries	42	8	50
Customer Experience Center	42	5	47
Finance	85	11	96
HIR	273	22	295
House Recording Studio	42	5	47
Human Resources	23	7	30
Office of Risk Management	2	4	6
Logistics and Support	111	8	119
TOTAL CAO	648	71	719

Notes:

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



 facebook.com/CAOHouseofReps

 twitter.com/CAOHouse

 instagram.com/ushousephoto