



*U.S. House of Representatives*

**CAO**

CHIEF ADMINISTRATIVE OFFICER

# Semiannual Report

JULY - DECEMBER 2021



*"...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)*

*117th 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.



# Table of Contents

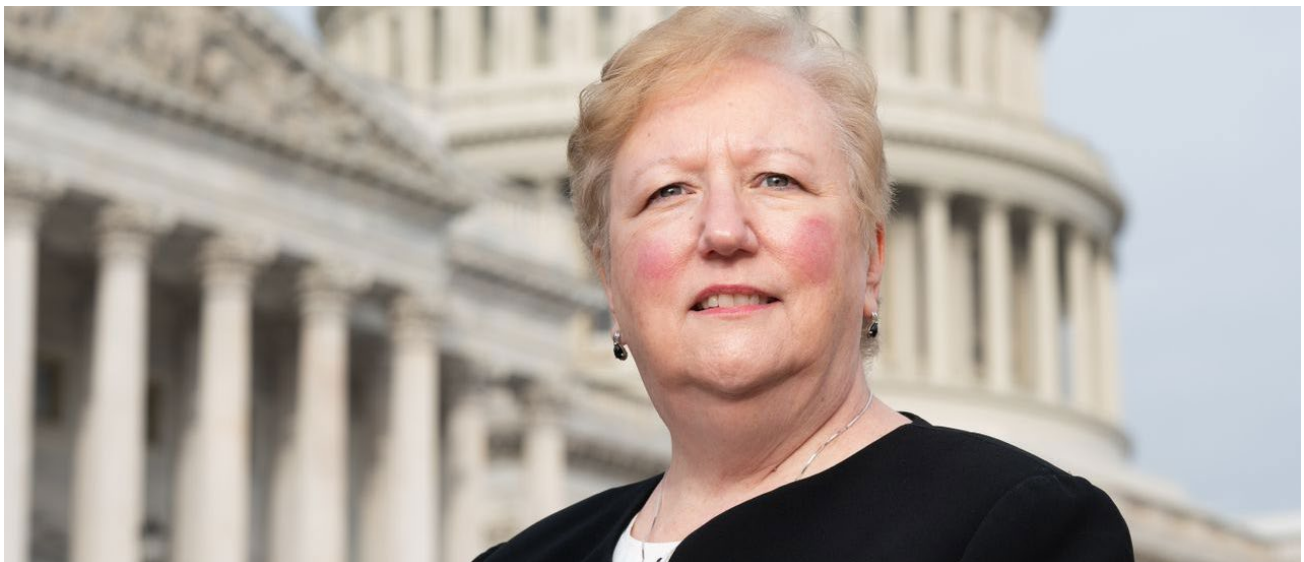
<b>EXECUTIVE SUMMARY</b> .....	1	CUSTOMER ADVOCATES.....	20
<b>HOUSE INFORMATION RESOURCES</b> .....	5	CUSTOMER EXPERIENCE MANAGEMENT.....	21
ENTERPRISE APPLICATIONS .....	5	CUSTOMER SERVICES .....	22
ENTERPRISE INFRASTRUCTURE AND TELECOMMUNICATIONS .....	5	MAILING SERVICES .....	22
ENTERPRISE MESSAGING AND MOBILITY ...	6	HOUSE CREATIVE SERVICES .....	23
NETWORK ENGINEERING AND OPERATIONS .....	6	SERVICE CONTRACT MANAGEMENT .....	23
ENTERPRISE TECHNOLOGY SYSTEMS .....	7	<b>HOUSE RECORDING STUDIO</b> .....	25
ENTERPRISE ARCHITECTURE.....	8	<b>HUMAN RESOURCES</b> .....	27
HOUSE WEB SERVICES.....	8	OFFICE OF EMPLOYEE ASSISTANCE .....	28
CYBERSECURITY.....	9	HOUSE CENTER FOR WELL-BEING .....	28
INFORMATION SECURITY .....	9	CAO SAFETY .....	29
OPERATIONS AND QUALITY ASSURANCE .....	11	FELLOWSHIP PROGRAMS.....	29
<b>LOGISTICS AND SUPPORT</b> .....	11	<b>CAO DIVERSITY AND INCLUSION PROGRAM</b> .....	30
FURNITURE AND INVENTORY .....	11	<b>ACQUISITIONS</b> .....	31
ASSET MANAGEMENT .....	12	CONTRACT MANAGEMENT .....	31
FURNISHINGS.....	13	HOUSE GIFT SHOP .....	31
LOGISTICS.....	14	OFFICE SUPPLY STORE.....	32
OFFICE DESIGN AND MOVE SERVICES.....	14	SMALL PURCHASING GROUP.....	32
<b>FINANCE</b> .....	15	<b>CHILD CARE CENTER</b> .....	33
ACCOUNTING .....	15	<b>EMPLOYEE ADVOCACY</b> .....	34
OFFICE OF BUDGET, PLANNING AND ANALYSIS.....	15	<b>SOLUTIONS SUPPORT AND CONTINUITY OF OPERATIONS</b> .....	36
FINANCIAL COUNSELING.....	16	BUSINESS CONTINUITY/DISASTER RECOVERY .....	36
PAYROLL AND BENEFITS .....	16	<b>COMMUNICATIONS AND MARKETING</b> .....	37
FINANCE QUALITY ASSURANCE.....	17	<b>BUSINESS TRANSFORMATION OFFICE</b> ...	38
<b>CUSTOMER EXPERIENCE CENTER</b> .....	18	<b>CAO STRATEGY OFFICE</b> .....	39
CAPITOL SERVICE CENTER.....	18	<b>BUDGET AND STAFFING CHARTS</b> .....	41
CONGRESSIONAL STAFF ACADEMY .....	18		

# Executive Summary

**During an unusual and challenging year, the staff of the Office of the Chief Administrative Officer went above and beyond to serve the Members and staff of the U.S. House of Representatives. From continuing to help keep the institution running through the global COVID-19 pandemic, to providing well-being assistance, professional development opportunities, and administrative support for Members and staff across the House, the CAO delivered on its Member Focused, Service Driven motto.**

The CAO remains committed to achieving the mission, vision, goals, and objectives defined in its strategic plan. Driving all our initiatives and work are the CAO's four priorities: improved communications with Members and staff; rigorous planning, prioritization, and execution of projects; enhanced support of the well-being of House employees; and a commitment to CAO employees.

To improve communications with Members and staff, the Communications and Marketing team partnered closely with the Identity Governance and Administration and Payroll and Benefits teams to develop job title-specific email distribution lists to target the right audiences with the right messaging about critical resources and services designed and targeted for specific staff roles in House offices.



Catherine L. Szpindor, Chief Administrative Officer

In direct response to needs and requests shared by House staff, the CAO executed on a variety of projects, including the Campus Data Network team's continued efforts on the House campus to improve Wi-Fi service in the Rayburn and Longworth House Office Buildings. The team has identified 192 locations that could benefit from an increased Wi-Fi signal, and the signal has been boosted in all Rayburn locations, with work in Longworth planned in early 2022.

To improve upon our robust protections for the House network and IT infrastructure, the Cybersecurity team implemented new processes and tools and generated 56 new detection methods monthly from July to December 2021, an increase of 100 percent compared to the previous year. The Cybersecurity team also fully implemented three new initiatives designed to strengthen our protections for the House network and websites. These include a joint defense, in-depth platform, designed to help highlight and develop better alerting in our networks; the Advanced Web-Application Pen Testing team, which is designed to emulate the techniques, tactics, and procedures of nation-state actors that target House websites; and the Web Application Firewall protection review.

The CAO continued to rigorously plan, prioritize, and execute its projects. The Asset Management team's House TV Program continued into its second phase, which centralizes the purchasing and installation of new TVs across the House campus. By the end of November 2021, nearly 100 Member office suites were upgraded with TVs through the program.

To make it easier for House staff to find and reserve CAO meeting rooms and event spaces, First Call and Enterprise Applications launched the new Room Scheduler tool in October. Using Room Scheduler, House staff can find rooms anytime, anywhere, with a House-managed device connected to the House network. In tandem with the Room Scheduler tool, a new Room Comparison Chart was also launched on HouseNet to help House staff search for rooms utilizing filters such as date, event type, room capacity, room features, and layouts. Staff can also view photos of each room and bookmark them for future reservations.

To ease the shopping, ordering, and pickup and delivery experience at the Office Supply Store, Enterprise Applications collaborated with the Office Supply Store team to launch an easy-to-navigate, modern Office Supply Store website.

The CAO also remained committed to supporting the well-being of staff across the House community. The Office of Employee Assistance saw historic utilization of its services over the year, with nearly 4,700 interactions with staff, managers, and family members, including 660 individual client cases and 2,900 counseling sessions between July and December. In November, the House Center for Well-Being acquired a House-wide subscription to the popular, industry-leading meditation and mindfulness app, making its premium features available for all House staff. By the end of December, more than 2,000 staff have already signed up and are using the app.

The CAO's new staff training program, called CAO Coach, launched in June 2021. A branch of the Congressional Staff Academy, CAO Coach aims to train staff to do their jobs in a way that is relevant, efficient, and dynamic. The program is currently led by four Coaches, evenly split between parties: two experienced former Chiefs of Staff and two experienced former District Directors. During the latter half of 2021, the coaches hosted programs on topics like Coping with Emotional Casework, The Chief of Staff-District Director Relationship, De-Escalating Challenging Situations in a Congressional Office, and Parenting as a Staffer.

In August, the CAO launched the House Human Resources Hub (HR Hub). The HR Hub is a one-stop-shop of human resource best practices. It now contains over 90 resources, tools, and other references for employees who are responsible for hiring, developing, and retaining Hill staff, and provides a solid foundation that offices are encouraged to utilize, adapt, and customize to meet their unique needs. The HR Hub has been very well received, with more than 1,400 downloads of resources on the HR Hub, and a total of 5,092 total page visits to the site. Over the coming year, the HR Hub will continue to expand its resources and services.

To give Members and staff increased options for food and drink on the House campus, the Customer Experience Center's Service Contract Management team launched a new espresso cart concept in the basement of the Cannon Rotunda. The cart is operated by a popular woman-owned local business and offers sustainably sourced coffee, tea, and pastries. Additionally, the team launched a new in-House caterer that will provide full-service catering allowing offices to order food from local restaurants and have it delivered and served. The caterer also provides bulk beverage ordering and pickup or delivery, with drinks available to offices at wholesale prices, easing the shopping and transporting burden on many staffers.

The House Child Care Center continued to partner closely with the Office of Attending Physician and followed guidelines from the Centers for Disease Control and the D.C. Guidance for Child Care Providers and Families. Amid the COVID-19 pandemic, the Child Care Center was able to enroll 62 new children across all age groups to continue to serve the working parents across the House community.

In commitment to CAO employees, the Human Resources team launched a new cohort-based leadership development program called Leading the Way. The inaugural class, comprised of 34 staffers from all CAO business units, provides participants with a six-month interactive learning experience to learn more about and enhance their leadership skills to equip them with the resources they need to succeed in management roles.

The CAO's Diversity and Inclusion Program launched its Executive Potential Program. During the latter half of 2021, three CAO staffers were selected to participate in this formal, executive-level education program to help them hone their executive leadership skills. The Diversity and Inclusion Program also kicked off its fourth annual Mentoring Program with 11 mentors and 11 mentees from across the CAO.



The House Recording Studio continued to provide critical support to Committees and Member offices across the House, ensuring hearings, markups, briefings, and business meetings were able to be held successfully in person, remotely, or in hybrid environments. Between July and December 2021, the Recording Studio facilitated and supported more than 1,300 of these events. To help offices save money in their Members' Representational Allowances and budgets, the House Recording Studio also eliminated fees for the services it provides.

The Furnishings team provided support for the Lying in State Ceremony of the late Senator Bob Dole, preparing the Lincoln Catafalque and the treatments in the Capitol Rotunda. Capitol Service Center staff provided event set-up and support for the Select Committee to Investigate the January 6 Attack on the Capitol. During the final half of 2021, the Capitol Service Center facilitated the set-up of more than 370 events for the Office of the Speaker and the Office of the Minority Leader.

The CAO is also planning for the impact of redistricting across the country. As a result of the 2020 decennial census, seven House seats will shift among 13 states in the 118th Congress. This redistricting will require specific actions to be performed by the CAO and creates an influx of standard transition activities. The CAO is implementing a four-phase approach to redistricting. Phase one, initiated in October 2021, entailed an organization-wide data call and assigning redistricting designees across the CAO to work with their business unit to identify and report data on all required actions. Phase two, which started ahead of schedule in December 2021, entails a thorough review of the policies and processes with the House Committee on Administration to identify and make necessary modifications. Phase three, expected to start during the summer of 2022 and extend into the spring of 2023, is Congressional community education and outreach about the required changes and execution of all required actions. Finally, phase four entails after-action reviews and documentation for future transitions.

As CAO, I am so proud of the organization's staff and how they continued to serve Members and staff of the U.S. House of Representatives during an incredibly unusual and trying year. Even as we continue to carry out our day-to-day duties to serve the House, we have continued to expand and improve on our services and roll out new and vital technologies and resources across the House community. With an eye to the future, we look forward to further improving and expanding our services in support of the House, as well as our efforts to further modernize the House over the coming years. This semiannual report, covering the period between July and December 2021, highlights the CAO's key programs and initiatives.



Catherine L. Szpindor  
Chief Administrative Officer

# House Information Resources

**House Information Resources (HIR) is responsible for designing, securing, advancing, and supporting the vast array of data available on the House network.**

## ENTERPRISE APPLICATIONS

The **Enterprise Applications team** developed, enhanced, or modified a variety of critical, high-impact systems and tools used across the House. In collaboration with the Office of Finance, Enterprise Applications launched the pilot program for a new travel and expense tool called My Expenses. Slated to replace the current eVoucher system, My Expenses will manage how staff are reimbursed for expenses and how vendors are paid. 50 House offices enrolled in the pilot program are using the new tool to capture expenses and scan receipts using a mobile device and approve expense reports in one step on mobile devices, desktops, or within an email. Staff now have full visibility of the process and status of the expense report, from submission to payment.

The team, in collaboration with First Call, launched a new cloud-based application for staff to easily book CAO meeting and event spaces on the House campus, called Room Scheduler. This new tool simplifies the meeting and event space reservation process for operations staff across the House.

The team implemented a new feature for MyServiceRequests that allows customers and CAO support staff to reply to emails sent from the system to provide a more modern support ticket communication experience. Enterprise Applications launched two new websites: the new Office Supply Store website and the House Creative Services website. Both provide a more modern user experience, with the Supply Store site allowing offices to make purchases using their Members' Representational Allowance.

## ENTERPRISE INFRASTRUCTURE AND TELECOMMUNICATIONS

During the second half of 2021, the **District Office Telecommunications team** provided daily support to over 900 flagship and satellite district offices, migrating 58 incumbent Member district offices to the House VoIP platform, which currently services over 3,500 staffers in over 475 district offices.

58

**Incumbent Member district offices migrated to the House VoIP platform**

July – Dec 2021

The **Telecommunications Operations team** provided daily support to over 12,000 users throughout the Washington, D.C. campus. The Telecommunications Operations team programed telecommunication services and coordinated the equipment installations for three new Select Committees and set up three Automatic Call Distribution Centers. The Telecommunications Operations team conducted a review of 7,500 wireless accounts to ensure the associated rate plans had been updated to the new cost-efficient bundle plan and initiated an ongoing review of outdated wireless devices. The **Telecommunications Engineering team** placed over 370 Member offices on the CAO's enhanced voicemail system, facilitated 7,720 voice conference calls with over 39,000 participants, and deployed a "soft phone" capability to better facilitate remote work for more than 1,900 House staff.

internal websites from a mobile device. The team also pushed critical updates to House-managed mobile devices to address security vulnerabilities, resulting in faster resolution times for mobile software vulnerabilities that posed potential threats to the House.

The **Messaging team** successfully completed the Exchange 2019 project, which updated the on-premises email systems from Exchange 2013 to Exchange 2019, reducing the server footprint; implemented a new posture to improve business continuity and disaster recovery activities; and improved the security of electronic-based communications, including integrating a cloud-based threat dashboard within Active Directory.

## NETWORK ENGINEERING AND OPERATIONS

The **Campus Data Network team** completed extensive Wi-Fi surveys of office spaces in both Rayburn and Longworth House Office Buildings. As a result of the study, 192 locations were identified that could benefit from an increased Wi-Fi signal. The additional access points have all been installed in Rayburn and the effort in Longworth is ongoing. The team also continued the lifecycle replacement on the House campus workgroup switches for Member offices, offering increased resiliency and enhanced network security. To date, the Campus Data Network team has replaced over 200 campus network switches.

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Jul - Dec 2021



7,720

Voice conference calls facilitated



1,200

New activation orders processed for wireless users

## ENTERPRISE MESSAGING AND MOBILITY

The **Mobility team** deployed a *new Mobile Applications and Single Sign-On MyServiceRequest* to provide offices with the ability to have mobile apps added to the House App Catalog and improve access to

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Jul - Dec 2021



192

Locations could benefit from an increased Wi-Fi signal

Throughout 2021, virtual private network (VPN) performance enhancements continued. **Network Engineering and Operations**, with help from Cybersecurity, implemented a new requirement that verifies any device connecting to the House VPN network as a House-managed device. This ensures that all devices have required House security configurations. The team migrated 126 district offices to a Northern-Central point of presence (POP). The new POP has improved internet connections for these district offices, eliminating the need for district office internet connections to traverse Washington, D.C. for internet access. The team also installed and is testing an additional VPN concentrator at the South-Central POP that will be ready for use in early January 2022.

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Jul - Dec 2021



126

District offices  
migrated to a Northern-  
Central POP

## ENTERPRISE TECHNOLOGY SYSTEMS

The **Server Infrastructure team** manages over 2,900 virtual and physical servers across multiple geographically diverse data centers. The team has successfully migrated over 500 servers to the new data center location without any disruption to operations. During the second half of 2021, the team successfully completed over 150 new server builds and applied over 150,000 patches and updates without any disruption to operations.

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Jul - Dec 2021



500+

Servers migrated  
to new data center  
location without any  
disruption to operations

The Server Infrastructure and **Storage teams** responded to the recent global Log4J internet vulnerability threat that affected millions of computers around the globe. The team worked with dozens of industry partners to identify threats, scan our existing server and storage infrastructure, and deploy necessary remediation to protect House systems.

The **Facilities and Data Center Operations teams** completed phase two of the Primary Data Center Migration Project in early December 2021. Phase two included the migration and modernization of IT infrastructure for over 20 House Committees to a new House data center. Phase three is slated for a May 2022 completion, focusing on system testing and resiliency validation of House IT systems.

The effort entails migrating all critical HIR, vendor, and Committee systems to a new data center. During phases one and two, the team completed 19 migration events. More than 900 pieces of hardware and 80 racks were installed, in addition to expanding 5,000 square feet of critical office and continuity spaces.

## ENTERPRISE ARCHITECTURE

The House Container Platform, the CAO's next-generation hosting platform that offers improved security, resiliency, and scalability for applications hosted within the House, is online and operational. Multiple development efforts are currently underway to containerize House and vendor applications, and work continues to mature the deployment and operation of containers in House data centers and in the House cloud.

The CAO has formed a new **Digital Service team** to promote innovation, incubate products, and deliver new services to Member offices. Still in development, this new team will employ user-centered design, product management, and agile development practices to accelerate the delivery of new services to the House community.

In late 2021, the **Quill team** collaborated with the Senate product team to update the application. The teams also recruited House Members and Committee staff into an advisory group that scoped and prioritized the sprint backlog in efforts to drive continuous product improvement. To date, more than 430 Member offices and Committees are enrolled to use Quill, which will be instrumental to the 2022 Appropriations season.

## HOUSE WEB SERVICES

The **House Web Services team** continued to improve its Web Accessibility Program for House websites, ensuring compliance with official web content accessibility guidelines. The team continued to remediate 508 Accessibility violations for the new Drupal 9 Member platform and themes. Seventy-nine Member websites achieved a compliance score of 90 percent or above. Web Services also enabled continuous monitoring for 136 House-managed Member, Committee, and Leadership websites and 19 vendor-designed websites via the House's third-party accessibility checker. Instructor-led training sessions for Member office content editors were also introduced and will be expanded in 2022.

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Jul - Dec 2021



24M+

Messages processed  
by Communicating with  
Congress platform



79

Member websites  
achieved an accessibility  
compliance score of  
90 percent or above

## CYBERSECURITY

### **Cybersecurity Architecture and Innovation**

continued to implement privileged access management for servers and the cloud, as well as enhanced the team's metrics and reporting to include processes and data artifacts, which reduces time and effort in providing key information for Cybersecurity, CAO, and House leadership.

The **Identity Governance and Administration team** worked with Communications and Marketing, Payroll and Benefits, and the Remedy team to provide new functionality for creating distribution lists for House staff based on office and job title. This new function is critical to ensuring the CAO communicates more effectively with staff, ensuring the right messaging is delivered to the right staff.

## INFORMATION SECURITY

The **Security Operations Center** implemented new processes and tools and generated 56 new detection methods monthly from July to December 2021, an increase of 100 percent compared to the year previous.

The Security Operations Center also completed a review and assessment of internal toolsets and replaced several core technologies with the best-of-breed capabilities, implemented new artificial intelligence and data analysis technologies to improve endpoint and network monitoring, and reduced the risk of ransomware attacks and the recent Log4J critical vulnerability.

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## The Security Operations Center implemented new processes and tools and generated 56 new detection methods monthly

**Information Security** engineers introduced new initiatives to protect the House from adversaries. They have upgraded endpoint and network detection tools, implemented a stronger threat hunting program and a new artificial intelligence system, and an automated penetration testing program. The systems are designed to provide real-time situational awareness to the House's security risk, threats, and vulnerabilities. As well as supporting other major systems across the House, Information Security supported the migration of Committee data into newer data centers.

The **Cyber Threat Intelligence team** worked with multiple groups, both internal to the House and external Legislative Branch partners, to constantly improve our security posture through timely information sharing. Additionally, the Cyber Threat Intelligence team started and fully implemented three new initiatives designed to improve our protective posture: a joint defense, in-depth platform, designed to help highlight and develop better alerting in our networks; the **Advanced Web-Application Pen Testing team**, which is designed to emulate the technique, tactics, and procedures of nation-state actors that target House websites; and the Web Application Firewall protection review. The results will yield great network protections for House websites.

To identify and protect House data, **Information Assurance** expanded its operational capabilities for finding vulnerabilities on House systems and worked with other teams to respond to new and emerging cybersecurity threats. The team continued its research and adoption of new solutions to keep pace with emerging technologies. To ensure secure adoption of these new technologies, Information Assurance led efforts in developing new technical security standards and associated compliance activities.

The **Communications, Awareness, and Policy team** produced a variety of new resources to help educate House network users about information security, updates to key House policies, and procedures for addressing cybersecurity threats. Notably, the team continued to develop digital resources to help the House workforce better understand cyber policies and how those procedures help protect their data and the House at large.

**Cybersecurity** hosted a monthly informational session series, Cybersecurity at the House, covering topics such as remote workspace security, social media safety, international travel, phishing, and ransomware threats. Each virtual information session supports Cybersecurity's mission to educate House network users about cybersecurity realities and threats, while emphasizing their shared responsibility in protecting the House and their data. 740 people attended the information series throughout 2021 with an average attendance of 67 people per session.

The **Cyber Exercise team** executed the Legislative Branch Cybersecurity Working Group annual tabletop exercise. Participants included CIOs, CISOs, and cybersecurity practitioners from all nine Legislative Branch agencies. This exercise focused on interagency communication and coordination procedures during a hypothetical ransomware incident response for information security leaders across the Legislative Branch.

# Logistics and Support

The Office of Logistics and Support is responsible for building, repairing, setting up and breaking down furniture, facilitating office moves, and managing all accountable equipment assets within the House.

## OPERATIONS AND QUALITY ASSURANCE

Between July and December 2021, **Operations and Quality Assurance** launched a comprehensive Quality Assurance Measurement Program. This program focuses on the development of CAO-wide quality capabilities that benefit service delivery across all business units, while also providing directorate-level support with automated dashboards in accordance with the CAO's quality assurance policy and strategic goals. These dashboards were designed to collect data and highlight processes performed by each directorate while delivering project-based services and customer-requested services to the House community. Quality assurance metrics are analyzed on a weekly and monthly basis to improve directorate performance.

## FURNITURE AND INVENTORY

Between July and December 2021, the **Inventory team** reviewed the information within the Antique and Unique Furniture database. This included a review of furniture details for accuracy, opportunities to improve furniture visuals, and information on the condition of pieces in storage.

The Inventory team initiated its collaborative work to update the current Furniture Catalog in preparation for the 118th Congressional Transition, develop a furniture nomenclature, and best practices in ensuring full transference of historical logs pertaining to each furniture asset during the furniture tagging process. The team also updated departing Member operational policies to facilitate improved tracking of furniture items.

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Jul - Dec 2021



139

Requests for historic furniture consultations completed

Notably the Inventory team continued to provide direct support to Member and Committee offices in locating furniture items that had been moved, damaged, or misplaced while accommodations were made for military and police support in the aftermath of the January 6 attack on the Capitol.



The **Furniture team** expanded its staff to assist with an increased demand for Finish Schedule requests, historic furniture consultations, and other special projects. The Finish Schedule is a full-service interior design service for Leadership offices, event spaces, and Committee hearing rooms that includes schematic design presentations, furniture plans, renderings, and purchase specifications. Between July and December, the Furniture team received 12 Finish Schedule requests, varying from new custom carpet, upholstery, and drapery treatments for Leadership offices in the Capitol to the replacement of specialized equipment.

The team also worked closely with the **Cabinet and Finishing shops** as well as the Architect of the Capitol's Paint shop on custom casework designs that required special attention to detail in matching the proprietary finishes of existing special-order furniture to create cohesive room compositions.

Between July and December 2021, approximately 139 requests for historic furniture consultations were received from Member, Leadership, and Committee offices interested in furnishing their spaces with antique or unique furniture. After an initial customer consultation, the Furniture team worked closely with the Cabinet and Finishing shops to refurbish furniture pieces, such as the historic T-3 marble top table, and maintain authenticity in design and material selection. A total of 20 T-3 marble top tables were created.

The Furniture team also introduced new Member office furniture styles, as well as a new upholstery fabric line for personalized furniture requests. Working alongside all CAO shops, the Furniture team selected quality, sustainable materials as part of its ongoing efforts to increase furniture longevity.

## ASSET MANAGEMENT

In the fall of 2021, **Asset Management** debuted its Curbside Pickup Equipment Removal Program to help better safeguard House data and ease the burden on departing offices and retiring Members. Asset Management secured approximately 2,981 items of equipment and effectively wiped, destroyed, and recycled those discarded House assets through its degaussing and shredding program.

Under the Equipment Modernization Program, Asset Management continued to collaborate with the Office Supply Store to update its website and provide House offices with a steady and varied inventory of computers, monitors, laptops, printers, and more. This program has enabled offices to buy in bulk despite ongoing supply chain shortage obstacles.

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Jul - Dec 2021



Asset Management also continued to provide approximately 310 shipments of personal protective equipment between July and December 2021 to enable safe working conditions in Washington, D.C. and district offices.

In July, Asset Management launched phase two of its House TV Program. This cost-saving program centralizes the purchasing and installation of new TVs across the House campus that are in accordance with House equipment standards. At the end of 2021, nearly 100 Member office suites were upgraded with TVs from Asset Management.

As a result of the CAO's commitment to stewardship of taxpayer dollars, Asset Management received an unmodified, clean audit opinion under the property and equipment section of the annual audit of the House's Financial Statements, for the fiscal year ending in September 2020.

## FURNISHINGS

The **Furnishings team** continued its work in support of major House events and projects, including the Annual Kamehameha Day Lei Draping Ceremony and the Lying in State Ceremony for former Senator Bob Dole.

The Furnishings team also continued its partnership with the House Recording Studio and the Architect of the Capitol to plan and execute designs for the renovation of several Committee hearing rooms. The Furnishings team also provided temporary daises for the House Judiciary Committee and the House Committee on Agriculture, constructed visual and sounds barriers in support of activities for the Select Committee to Investigate the January 6 Attack on the Capitol, and refinished witness tables

for the Committee on Science and Technology. During the latter half of the year, the Furnishings team turned its attention towards upcoming restoration efforts for the Committee of Veterans Affairs' hearing room as well. Furnishings also successfully modified the House Chamber to improve wheelchair accessibility.

The team also installed a new laser engraving machine to improve turnaround times for enhanced customer service. The new machine will also help expand engraving services to include materials such as leather and glass. In July, the Furnishings team attended a woodworking and furnishing suppliers conference to stay abreast of the latest advancements in the field and transfer new skills to the Furnishings shops.

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Jul - Dec 2021



702

Furniture refurbishments



1,214

Cabinet and finishing requests



870

Carpet requests



423

Drapery and upholstery requests



200

Locksmith and engraving requests



477

Frames delivered

## LOGISTICS

To reduce the House's storage footprint, the **Logistics team** incorporated a new barcode system to easily track and identify inventory and free up additional space on the House campus for use in other Logistics-supported projects. The team also supported efforts to reduce the House's environmental footprint. Under the House furniture refurbishment program, Logistics reused an additional 267 items of furniture during the last six months of 2021, reducing the need to purchase new furniture for the House and enabling Logistics to save the House over \$282,000, while still providing sustainable, quality products to House offices.

**\$282,286.55**

**Refurbishment program savings**

July - Dec 2021

Logistics continued to play an instrumental role in facilitating office moves and providing support for House needs related to Capitol security and safety during the pandemic. Logistics' new scheduling system has been able to accommodate painting requests, modular furniture reconfigurations, furniture deliveries and pickups, and more, while practicing social distancing. Approximately 2,833 requests for work orders were submitted and completed, with 5,190 associated tasks completed by the Logistics team.

Jul - Dec 2021



**267**

**Furniture items reused**

## OFFICE DESIGN AND MOVE SERVICES

Between July and December, **Office Design and Move Services** completed a total of 340 projects, consisting of interior design consultations, office renovations, reconfigurations, move services, and installation services. For staff returning to work during the COVID-19 pandemic, the team conducted 10 office safety workspace consultations in concert with CAO Safety, providing guidance based on recommendations from the Office of Attending Physician on social distancing, safety measures such as signage and protective equipment, and more.

During phase two of the 117th Transition, the team produced various Member office design sample layouts for all House office buildings, as well as designs for support staff workspaces and event and meeting spaces. Between July and December, a total of 93 phase two Transition requests from Member offices for design and renovation support were completed.

Office Design and Move Services also continued its work related to phase three of the Cannon Renewal Project. To date, all 45 finish selections for Member and Committee suites have been completed. Of the 45 Member and Committee suites, 29 floor plan drawings were completed and approved.

Jul - Dec 2021



**93**

**Office design projects completed**



**10**

**COVID-19 office safety consultations conducted**

# Finance

The CAO's Office of Finance provides accounting, budget, and payroll and benefits services to the House community.

## ACCOUNTING

The House received its 23rd consecutive unmodified audit opinion. For the third consecutive year, the opinion came with zero significant deficiencies. This demonstrates to the House community and the public the CAO's commitment to stewardship of taxpayer dollars, and that House financial operations are compliant with all government accounting standards and applicable laws and regulations.

**Accounting** processed 58,897 payments to vendors via electronic funds transfer, which represented 84 percent of the transaction volume and 94 percent of the dollar amount of payments made to vendors during the period. Disbursing funds electronically instead of by check continues to be the best way to pay vendors and employees, because the funds are usually deposited directly to their bank accounts within two business days, eliminating the risk of late, lost, or stolen checks.

Accounting added 3,821 new vendors and updated information on another 4,297 existing vendors. By adding vendors within our target metric of less than two days, payments are processed more efficiently in accordance with Finance quality assurance standards.

Jul - Dec 2021



58,897

Payments to vendors  
processed via electronic  
funds transfer

## OFFICE OF BUDGET, PLANNING AND ANALYSIS

The **Office of Budget, Planning, and Analysis** completed the FY2023 budget formulation for the CAO, kicked off House-wide budget formulation, and provided FY2021 actuals to the Office of Management and Budget's MAX system, for inclusion in the FY2023 President's Budget. The Office of Budget, Planning, and Analysis developed and rolled out new formulation scenarios to be used by House accounts for FY2023 formulation, streamlining the submission timeline for creating alternate requests dependent on the enactment of a FY2022 Budget.

The Office of Budget, Planning, and Analysis completed all FY2021 year-end requirements, such as budget definitions, funds update, open/close funds, deobligated purchase orders, and surplus and transfer of canceled funds. In preparation for the new fiscal year, the Office of Budget, Planning, and Analysis prepared for and executed two Continuing Resolutions (CRs), working with accounts to identify anomalies,

allocate funding, and load prorated CR budgets, enabling the continuity of operational requirements.

## FINANCIAL COUNSELING

Between July and December, **Financial Counseling** continued processing vouchers in less than four days on average. During this period, Financial Counseling processed 59,759 vouchers, representing more than 162,000 transactions.

Financial Counseling also partnered with Enterprise Applications to roll out the pilot program for the new travel and expense tool called My Expenses. During the latter half of 2021, 50 House offices enrolled in the pilot program. Financial Counseling conducted regular outreach to gather feedback from

# 59,759

**Vouchers processed representing  
more than 162,000 transactions**

July – Dec 2021

the participating offices, coordinating with Enterprise Applications to ease pain points and improve the application before wider rollout in 2022.

## PAYROLL AND BENEFITS

In August 2021, the maximum annual salary permitted for Congressional staff was increased from \$173,900 to \$199,300. The **Office of Payroll and Benefits** processed the Speakers' Pay Order with the August 2021 monthly regular payroll. Officer staff had a new House

Schedule approved by the Committee on House Administration, to be effective October 1, 2021, to adjust the rates of pay for staff that are subject to the House Employees Position Classification Act. The Payroll Authorization Form on HouseNet and in the Budget and Planning Tool were updated to incorporate the new maximum rate of pay to allow an annual salary of up to \$199,300.

The 2021 Federal Benefits Open Season began on November 8 and ran through December 13. To ensure the nearly 10,000 House employees have ample opportunity to navigate through the multiple options and make best decisions, the Office of Payroll and Benefits hosted two virtual Health Benefits Fairs and facilitated DC Health Link help sessions for district office staff.



Federal Benefits Open Season ran from November 8 through December 13.

The two virtual Health Benefit Fairs improved the equity of Open Season offerings available to Washington, D.C. and district office staff.

In partnership with the House Center for Well-Being, the Office of Payroll and Benefits continued to provide House staff with a comprehensive tool to review and compare health care options within the Federal Employees Health Benefits Program. This resource was helpful for staff in choosing the best plans to match their health care and financial needs.

The CARES Act, passed in March 2020, had implications for the House Student Loan Repayment Program. As a result of a change in the Internal Revenue Code, certain student loan payments made by the House on an employee's behalf to a lender between April 1 and December 31, 2020, were non-taxable up to \$5,250. The IRS confirmed that staff participating and receiving Student Loan Repayment Program payments towards a Federal Parent Plus loan are ineligible for the tax-exempt provisions up to \$5,250. System changes were applied to the payroll system quickly to ensure participants in the Student Loan Repayment Program could see the tax savings with the April 2020 student loan cycle. The change in the Internal Revenue Code was extended until December 31, 2025 by the Consolidated Appropriations Act of 2021 (P.L. 116-260).

## FINANCE QUALITY ASSURANCE

The **Office of Finance Quality Assurance** completed 20 quality reviews of Office of Finance key work products, including the Annual Financial Statements, reporting results to business unit leadership for corrective action and continuous process improvement. The team also collected and provided monthly statistics to Finance leadership on staffing levels, document reviews, and training compliance by sub-unit, contributing to 100 percent compliance with mandatory House and CAO training requirements.

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**100 percent compliance  
with mandatory House and  
CAO training requirements**

# Customer Experience Center

The Customer Experience Center connects the CAO's technical, administrative, and operational experts with their House customers in order to simplify access to CAO services and improve customer experience.

## CAPITOL SERVICE CENTER

The **Capitol Service Center** maximized its daily physical presence when the House was in session to facilitate Capitol and Committee office events, moves, and renovations, including the Canon Caucus Room renovation and the standing up of the Select Committee to Investigate the January 6 Attack on the Capitol. Capitol Service Center staff supported the set-up of the Select Committee's hearings and press conferences throughout the second half of 2021 and facilitated the set-up of approximately 372 Speaker and Minority Leader events. In collaboration with Logistics and Support, the Capitol Service



Center also developed policies and procedures to improve communications and provide timely support for service requests related to Capitol office suite furnishings.

## CONGRESSIONAL STAFF ACADEMY

In July, the **Congressional Staff Academy** launched the CAO Coach Program. The new program is staffed by four experienced House staffers – two District Directors and two Chiefs of Staff – who train staff to do their jobs in a way that is relevant, efficient, and dynamic. The Coaches have “walked the walk” as staff and are acutely aware of what is required to succeed at the House.

Since the program's launch in July, the Coaches have hosted highly attended programs featuring their colleagues as panelists, hosted staff networking events, helped to facilitate retreats, recorded podcasts, and provided customized trainings at the request of Member offices. The Coaches also conduct one-on-one sessions with staff. Between July and December 2021, the coaches had 484 confidential sessions with individual staffers on topics ranging from managing office budgets and staff to approaching difficult casework to how to introduce a bill. Additionally, a new Coach website was launched to host resources primarily for Chiefs of Staff and District Directors, including their recorded webinars and podcast series.

The Congressional Staff Academy continued to provide professional development training for staff in Member, Committee, and Leadership offices. Through the Staff Academy's Adjunct Faculty Program, a total of 38 subject matter experts within the House community have helped strengthen the Staff Academy's curriculum, improved the standardization of training for House-specific job roles, and aided in talent retention by providing training for career advancement within the House.

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Jul - Dec 2021

**484**

**One-on-one Coach consultations**

**25**

**Webinars conducted**

**2,241**

**Webinar videos watched**

**18,484**

**Coach resources shared**

Staff Academy courses continue to be developed to improve leadership and management skills, identify best practices for building the skillset of each individual staffer, and provide valuable tools for new managers. In the first half of 2021, the Staff Academy launched its eight-session *Leadership Series* for House staff in management-level positions. The Staff Academy also wrapped up its *Management Series*, which empowers House staff currently in management-level positions and those aspiring to take on managerial responsibilities.

The Staff Academy continued to expand its partnerships with other CAO business units and House support offices to provide training specific to the needs of House staff. The Staff Academy developed a cloud security curriculum for House Information Resources; a staff orientation module for the House Child Care Center; webinars and a micro-learning series for the Office of Finance's new My Expenses tool; personally identifiable information training for Human Resources' Office of Privacy; training for the Office of the Whistleblower Ombuds; and a micro-learning series for the Office of Legislative Counsel.

The Staff Academy continued leveraging its LinkedIn Learning enterprise subscription and expanding its initiatives on tailoring content offered to staff. Approximately 947 new learning accounts were created between July and December, with staff completing a total of 680 courses during that period. For the entire calendar year, a total of 2,323 users completed 1,852 courses - or 2,803 hours of training.

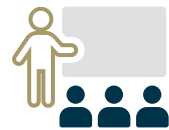
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Jul - Dec 2021



**1,053,851**

**Staff Academy website views**



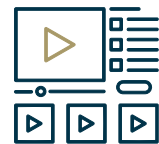
**400**

**Writing Workshop attendees**



**947**

**New LinkedIn Learning accounts**



**680**

**LinkedIn Learning courses viewed**



The Staff Academy continued to expand its professional development offerings and workshop opportunities, particularly those focused on building communication and writing skills. In September, the Staff Academy hosted its fourth annual Writing Workshop event. Attended by over 400 House employees, the event included reprisals of popular writing workshops and two new sessions: *Memo Writing* and *Bringing Your Member's Speech to Life*. By the end of December, the Staff Academy achieved a 47 percent growth in attendance for its core curriculum offerings, not including required trainings.

The Workplace Rights and Responsibilities Education Program for 2021 concluded at the end of December. The program team trained approximately 14,834 House personnel via live virtual instructor-led webinars.

## CUSTOMER ADVOCATES

During the last six months of 2021, the **Customer Advocates** continued to provide vital administrative, technical, and operational support to Member offices, Committees, and House Leadership offices, logging 2,890 customer interactions and hosting a total of 677 meetings.

The Customer Advocates continued to engage their offices, conducting meetings both virtually and in person to provide an overview of CAO services and resources and gather invaluable customer feedback. In July, the Advocates visited each Member and Committee office in D.C. to hand out the new Campus Guide packet. The guide included a welcome letter from the CAO, campus maps, TV channel stickers, a CAO services and discounts guide, meeting space information, and more. The Customer Advocates

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Jul - Dec 2021



504

Committee events supported



677

Advocate meetings conducted



416

Campus Guide packets shared

were able to distribute Campus Guide packets to a total of 416 offices.

During the final quarter of 2021, the Advocates kicked off an outreach initiative to meet with 80 percent of Member offices, Committees, and House Leadership before the end of 2021. By the end of December, the Advocates had met approximately 80 percent of all offices. During these meetings, the Advocates briefed offices on available CAO services, including new cloud services, the House Human Resources Hub, the CAO Coach Program, House Creative Services' products and offerings, and end-of-year purchasing information.

In July, the Advocates collaborated with the Sergeant at Arms to hold a virtual regional conference for district office staff. The conference included a first-of-its-kind Virtual CAO Services Fair in which representatives from every major business unit of the CAO had an opportunity to connect with district office staff. Approximately 51 district offices were represented at the conference.

The Customer Advocates also continued their efforts to support Committee activities, which remain largely remote or hybrid due to the ongoing COVID-19 pandemic. Between July and December, the Advocates supported 504 committee events, including 358 hearings and 87 markups. Of that total, 190 were conducted virtually, 296 were conducted with a hybrid approach, and 18 events were held in person.

## CUSTOMER EXPERIENCE MANAGEMENT

During the second half of 2021, the **Customer Experience Management team** kicked off a major initiative to identify a customer relationship management system to be used by all CAO staff. The new system will leverage and consolidate customer data and communications from existing, yet disparate sources, fill in service and customer data gaps, facilitate workflows, increase access to customer insights, and improve survey and feedback collection capabilities. The new tool will also support and enable future service improvement efforts and provide leaders and service owners with more information. The Customer Experience Management team partnered with service providers and key stakeholders to launch the project, and in December, completed the needs assessment phase.

Customer Experience Management also continued to expand and communicate its Customer Service Standards via several operational activities and initiatives. In addition to overseeing the customer-facing MyServiceRequests platform, managing the survey escalations process, and collecting survey feedback, a new digital home was created for resources such as standards, policies,

and videos. Another central initiative included revising and refreshing the CAO's Customer Experience Standards, which were approved by and communicated to business unit leaders in October.

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July - Dec 2021



35,967

Customer feedback surveys deployed



6,218

Customer feedback survey responses



68

Customer feedback continuous improvement opportunities identified

Another new governance and improvement program is underway to drive service enhancements directly based on customer feedback. Customer Experience Management partnered with the Business Transformation Office and Customer Advocates to mature and evolve current customer feedback collection mechanisms into a new Service Improvement Opportunities Register and Tracking Program. Approximately 68 improvement opportunities have been identified from survey feedback between September and December for inclusion in the new program.

## CUSTOMER SERVICES

Between July and December 2021, **First Call** continued to leverage its hybrid telework posture to serve as a centralized resource for staff inquiries and logistical support. First Call coordinated with CAO business units to provide support for hybrid Committee activities, the conversion of event rooms to permanent Subcommittee office spaces, and the set-up of the Office of Attending Physician's vaccination site to ensure safe workplace environments. First Call also served as a critical resource to Members and staff by providing in-person notary and passport services.

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July - Dec 2021



**11,616**

Phone requests fielded



**545**

Email inquiries fielded



**127**

Notarial stamps provided



**974**

Passport applications processed

In October, First Call, in collaboration with Enterprise Applications, oversaw the rollout of the new Room Scheduler tool. Through a new single sign-on feature, House staff are now able to find and reserve CAO meeting and event rooms at anytime, anywhere, with a House-managed device connected to the House network. Through the tool, First Call can coordinate with the new in-House catering

service to improve customer event services and overall customer experience. In tandem with the Room Scheduler tool, a new Room Comparison Chart was also launched on HouseNet to help House staff search for rooms utilizing filters such as date, event type, room capacity, room features, and layouts. Staff can also view photos of each room and bookmark them for future reservations.

First Call also continued its efforts to streamline and modernize the Letters of Intent submission process. In coordination with Acquisitions Management, First Call created a new email intake process for Letters of Intent. Additionally, First Call created a confirmation process to accompany the electronic submission process in order to successfully satisfy the traditional time stamp requirement for Letters of Intent.

## MAILING SERVICES

**Mailing Services** continued to provide support in person and remotely, including mail list processing and postage accountability services to the House community. Offices that have remained in a telework posture have continued access to mailboxes in the Longworth House Office Building, as well as an option to forward mail to staff home addresses. By the end of December, Mailing Services processed more than 76 million records for Member offices, saving an estimated \$9 million in production and postage costs.

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July - Dec 2021

**76M**

Mailing records processed

**\$9M**

Estimated savings in production and postage costs



House Creative Services printing signage. Photo by Kristie Baxter.

## HOUSE CREATIVE SERVICES

Between July and December, **House Creative Services** developed and launched a new, easy-to-navigate website for House staff to access their design, photography, and print services. House Creative Services also expanded its service offerings to include livestreaming video services, retractable banner design and production, and wall mural design to support the renovation of spaces across the House campus, including the new CAO Coach Program office.

House Creative Services played an integral role in the launch of the new Room Scheduler tool, providing photographs of each campus meeting and event room alongside various furniture setups to help House staff visualize available spaces and determine if they meet their needs. House Creative Services also teamed up with the Office Supply Store to photograph new inventory available for purchase in person and online through the Office Supply Store and Office Equipment websites.

July - Dec 2021



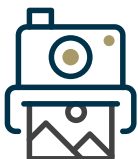
**855**

**Design work orders fulfilled**



**126**

**Multimedia projects and video shoots completed**



**504**

**Photography appointments conducted**

## SERVICE CONTRACT MANAGEMENT

**House Food Services** continued to adapt to the protocols and guidance set forth by the Centers for Disease Control and the Office of Attending Physician to ensure all House staff and essential workers had continued access to food services throughout the pandemic in order to support the operations of Congress.

In September, the team introduced a new coffee cart concept in the basement of the Cannon Rotunda. The cart is operated by the popular woman-owned local business RAKO and offers sustainably sourced coffee and tea, as well as croissants and pastries. RAKO joins a line-up of



RAKO opening celebration in September. Photo by Leah Herman.



Staff ordering from RAKO cart. Photo by Leah Herman.

popular food brands on campus that reflect the wide range and diverse tastes and needs of the House community.

House Food Services also conducted two food service summits with Leadership and Committee staff to determine the food needs and preferences of the House community. Based on feedback received during the summit, several service improvements have since been implemented, including the launch of the CAO's new in-House caterer. In October, the House Food Services team coordinated with the new in-House caterer to provide a bulk beverage ordering program, enabling staff to order cases of water and soda at wholesale prices, which can be picked up or delivered to their office for a small fee.

A full-service catering program was also implemented, allowing offices to enjoy outside branded food options at catered functions. The CAO's caterer orders food from the requesting office's choice of restaurant, ensures that food is safely handled, delivered, and served, and also provides event set up and clean up services for a fee.

The House Food Services team also coordinated with the House's food service vendor to expand ordering options through its mobile app to include additional food providers such as Subway, Steak 'n Shake, Jamba, and the Longworth and Ford cafeterias. The app is a convenient way for customers to order ahead and avoid long lunch lines.

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July - Dec 2021



**8,470**

**RAKO beverages sold**



**3,665**

**Mobile app orders**

By July, all House concessionaire and service contracts had re-opened with limited or no restrictions in place in order to provide continuous support of House operations during the COVID-19 pandemic. Each operation incorporated new sanitation and health procedures to ensure sustained business and safety for customers. In the latter half of 2021, the House Barber Shop underwent significant renovations to provide Members and staff with a more inviting and modern space for getting a haircut, trim, or shave. The renovated Barber Shop is slated to open in January 2022.

# House Recording Studio

The House Recording Studio provides a wide variety of video and audio services for House offices. These services are available for broadcast and distribution in an array of formats and delivery methods from basic radio and television, to the latest satellite and web technologies.

Throughout the last six months of 2021, the **House Recording Studio** proceeded with upgrading its audio and video systems to facilitate remote participation capabilities. Encoders, laptops, and other associated equipment were added to enable Member and witness participation in virtual and hybrid settings. The majority of Committee hearing rooms on campus have been configured with new equipment, including video codecs and video teleconferencing software. Recording Studio engineers reconfigured the mobile broadcast carts for hybrid usage, enabling additional hearing rooms to be utilized for hybrid hearings.

Designs for the major renovation of the Committee on Oversight and Reform and Committee on Foreign Affairs hearing rooms are also currently in progress. Additional equipment upgrades were completed for the House Judiciary Committee and House Budget Committee to enable full hybrid functionality. In October, the construction and installation of audio/video equipment in the Cannon Caucus Room was completed to facilitate several successful events, including hearings conducted by the Select Committee to Investigate the January 6 Attack on the U.S. Capitol.

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July - Dec 2021

- 456** Hybrid Committee hearings and markups supported
- 640** Virtual Committee hearings and markups supported
- 316** Hours of House Floor footage broadcasted and archived
- 348** Requests for in-studio services fulfilled
- 186** Audio-visual requests fulfilled
- 96** Meetings, roundtables, briefings, and forums supported

**22,680**

**Remote meetings supported**

July - Dec 2021



House Recording Studio recording CAO All-Staff Meeting in December. Photo by Ike Hayman.

The Rayburn Studio archive system was also upgraded during the last six months of 2021, thereby eliminating the need to retain archaic video tape footage. The new archive system creates a more efficient workflow for Recording Studio staff, allowing quicker delivery times for Member requests. New teleprompters were added to each studio to better assist Members in reading and editing studio scripts, and new streaming equipment was added to transmit video via cellular, Wi-Fi, and ethernet to the Rayburn studios. These equipment additions have enabled the Recording Studio to broadcast outside events, including field hearings, from nearly any location. Recording Studio engineers also updated their radio studio equipment to accommodate requests for Member office podcasts.

In November 2021, the House Recording Studio updated its policies to better support Member office needs and eliminated its service fees.

In the second half of 2021, the House Recording Studio supported the broadcasts, webcasts, and archiving of House Floor and Committee proceedings, with additional equipment and broadcast procedures to allow for remote Member participation and voting ability. The Recording Studio also assisted with audio-visual setups for special events across the House campus and conducted multiple in-studio recordings for Members. More than 1,110 Committee hearings and markups in either virtual, hybrid, or in-person participation formats were broadcasted, webcasted, and archived. Three of these events included field hearings in two different states.

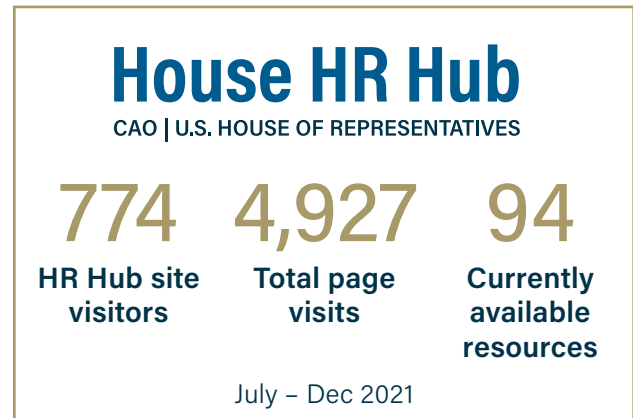
The Recording Studio continues to support virtual conferencing solution requests by assisting with issuance of licenses and technical advice.

# Human Resources

The CAO's Human Resources department provides an array of support services dedicated to the House community, including safety, personnel security and privacy, wellness, change management and diversity, counseling, workplace rights, and transition and career placement services.

In early August, the CAO officially launched the House Human Resources Hub (HR Hub) as a one-stop-shop for human resource best practices. This first-of-its-kind site was developed to address the human resource mandates outlined H. Res. 756, *Moving our Democracy and Congressional Operations Towards Modernization*. By the end of December 2021, the HR Hub contained over 90 resources, customizable tools, and other references for employees who are responsible for hiring, developing, and retaining Hill staff. Over time, the HR Hub will continue to evolve and grow as new services and offerings are designed and deployed to meet Member offices' human resources needs.

The CAO Career Compass, launched earlier this year, continued to facilitate employee engagement, growth, and professional development. The on-demand portal contains tools developed through the CAO Human Capital Project, including general, leadership,



and technical competencies; a dynamic career path representing growth opportunities across positions; learning and development resources; the CAO Mentoring Program; and additional resources, such as the individual development roadmap, employee and manager guides, and FAQs. More than 50 new dynamic and interactive career path updates were identified and implemented, further expanding the career path tool.

In September, the CAO launched its new *Leading the Way* cohort-based leadership development program. The inaugural class of 34 individuals from all CAO business units made up two leadership cohorts. During this six month interactive learning experience, participants embarked on a journey to discover and enhance CAO leadership competencies through facilitated learning, application, and reflective activities.



July - Dec 2021



50

Career path updates



34

Leading the Way program participants

To further engage CAO staff and enhance their understanding of the CAO's mission and awareness of its operations, **Human Resources** also launched a new, internal podcast, *Let's Talk CAO*. Listeners have an opportunity to learn more about their CAO colleagues and activities outside of their own business units. While the internal podcast has restricted access, it can be downloaded from general podcast sites.



Candace Cunningham and Dan Weiser, hosts of the *Let's Talk CAO* podcast.

## OFFICE OF EMPLOYEE ASSISTANCE

The **Office of Employee Assistance's** leadership and support during the ongoing COVID-19 pandemic and aftermath of the January 6 attack on the Capitol continued to prove invaluable to the House community. With a total of almost 4,700 interactions with employees, managers, and family members in the second half of 2021,

the Office of Employee Assistance far surpassed its historic utilization rate across its range of support services as the office helped address the traumatic stress employees faced related to the multitude of adverse events in 2021.

The Office of Employee Assistance also continued to provide an abundance of counseling sessions and consultations and trainings, as well as virtual and in-person retreats upon request. The team also created extensive resources on general and minority mental health awareness, substance abuse support, and workplace grief management.

Jul - Dec 2021

660

Total client cases

353

New client cases

2,900

Counseling sessions

12

Member office retreats

## HOUSE CENTER FOR WELL-BEING

In the beginning of July, the new **House Center for Well-Being** website was launched to help employees easily find and navigate well-being offerings, including Center for Well-Being resources from the annual Well-Being Fair, which was completed in June. The House Center for Well-Being conducted a variety of remote programs, including a five-part *Navigating the New Normal* seminar series to help employees cope with the ongoing reality of the COVID-19 pandemic, and the annual *Holiday Seminar Series* focused on improving well-being during the stressful holiday season. Over 30 webinars and briefings were offered through the House Center for Well-Being during the second half of 2021, with more than 670 staff in attendance.

In November, the House Center for Well-Being launched a House-wide complimentary premium subscription to a popular meditation and mindfulness app. Over 2,000 House staffers registered for this new service within two months of its launch. Most remarkably, half of these registrants signed up within the first 24 hours.

July - Dec 2021



33

Well-Being webinars and briefings hosted



574

Well-Being Challenge participates



129

Wellness Champions registered



135

Well coaching sessions

Registrations continued to rise for the pre-existing web-based applications offered by the House Center for Well-Being, which includes applications for both home and work needs. Over 830 new sign-ups were recorded between July and December, a 29 percent increase from the first half of 2021.

More than 570 staff participated in the Center for Well-Being's summer hydration challenge and its October well-being campaign. The Center for Well-Being also conducted more than 130 Well Coaching sessions, providing personalized guidance to employees in their journey to improved health and well-being.

The House Center for Well-Being also continued to promote its Wellness Champion Program, launched earlier in 2021. Nearly 130 House staffers are registered as office champions and volunteer their time to help foster a culture of well-being by raising awareness of available well-being resources and services.

## CAO SAFETY

CAO Safety continued to provide COVID-19 consultations aligned with the latest guidance from the Office of Attending Physician and in partnership with Office Design and Move Services. During the last six months of 2021, 10 consultations were provided to Committee and Member offices in Washington, D.C. and in the districts.

## FELLOWSHIP PROGRAMS

The Wounded Warrior Fellowship Program, administered by the CAO, provides 120 two-year paid fellowships for wounded and/or disabled veterans to work for the House of Representatives. At the end of 2021, approximately 71 Fellows were actively participating in the program, with 137 Members on the program waitlist.

89

Active Fellows

July - Dec 2021

The Gold Star Family Fellowship Program also operates under the auspices of the CAO. The Gold Star Family Fellowship Program provides 40 fellowships for Gold Star Family members to work for Congress. At the end of December, there were 18 Fellows active in the program and 148 Members on the Gold Star Fellow Program waitlist.

# CAO Diversity and Inclusion Program

**The CAO Diversity and Inclusion Program Office promotes diversity across the organization in collaboration and coordination with Human Resources and the House Office of Diversity and Inclusion.**

The **CAO Diversity and Inclusion Program Office** continued its crucial work managing three successful programs: the CAO Executive Potential Program, the Diversity Working Group, and the CAO Mentoring Program.

The Executive Potential Program was created in early 2021 to support the professional development of current and future CAO leaders. During the last six months of 2021, three individuals were selected to grow their leadership competencies through an executive-level project in which staff undergo a formal education program under a CAO business unit Chief. Intended as a one-year, annual program, participating CAO staff will become empowered leaders within their business unit and within the overall organization.

The Diversity Working Group is comprised of representatives from each CAO business unit that meet to conduct regular outreach with Member offices and acquire direct feedback

on key activities and special events focused on expanding awareness of diverse national observances, such as Black History Month, Women's History Month, Asian American Pacific Islander Heritage Month, LGBTQ+ Pride Month, National Disability Employment Awareness Month, and more. Additional observances include Public Service Recognition Week and celebratory events such as Veterans Day to recognize the contributions of CAO employees and those who served in the military.

The CAO's annual Mentoring Program provides internal training, coaching, and engaging professional developmental opportunities for CAO staff. Interested mentees are offered the opportunity to build a greater understanding of House functions and the CAO organization at large, foster lasting relationships, and identify practices that will better serve the House community. The 2021 cohort was comprised of 11 mentees and 11 mentors. The year's program included guest speakers such as the Chief of Procurement, Chief of Human Resources, Clerk of the House, the Committee on House Administration, and most notably, the first-ever female Chief Administrative Officer.

# Acquisitions

Acquisitions conducts comprehensive research and procurement bids to identify the best value for requested goods and services pertaining to office equipment and technology, training initiatives, and food services.

## CONTRACT MANAGEMENT

Over the past six months, the **Contract Management team** continued to process equipment purchases and secure contractor support services. The team processed 2,377 contracts and purchase orders valued at over \$89 million. Contracts acquired and purchases awarded to facilitate and improve House operations included recruitment of popular food vendors and service providers; official portraiture services; web design support and 508 Accessibility web compliance monitoring; software maintenance support, including spam, phishing, and malware protection; 24/7 in-site technology support; low maintenance, VoIP unified communications services; audio-video equipment services; cloud-based applications; and enterprise news subscriptions and media clipping services.

2,377

Contracts and purchase orders processed

July – Dec 2021

## HOUSE GIFT SHOP

Through the Capitol Visitor Center's website collection, which contains select **House Gift Shop** merchandise, the Gift Shop was able to continue providing direct access to online ordering and shipping of merchandise to customers across the nation throughout the COVID-19 pandemic. In December, the annual holiday sale was extended to two weeks to accommodate the demand for gifts from the People's House, generating increased sales for the Gift Shop.



2021 House Christmas ornament.

## OFFICE SUPPLY STORE

The **Office Supply Store** continued to serve as a critical resource for supporting and maintaining daily House office operations and providing Member offices in Washington, D.C. and the districts with additional allotments of personal protective equipment, hand sanitizer, and cleaning wipes.

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July - Dec 2021



1,042

Personal protective equipment  
allotments distributed

## SMALL PURCHASING GROUP

Between July and December 2021, the **Small Purchasing Group** conducted approximately 47 Member equipment briefings. With many offices still operating in a telework posture, the Small Purchasing Group successfully continued to acquire timely, essential office equipment items for Member offices, processing 1,421 purchase orders, thereby saving the House \$17,555 with its cost-comparison services.

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July - Dec 2021

1,421

purchase orders,  
thereby saving the House

**\$17,555**

with its cost-comparison services

# Child Care Center

**The House of Representatives Child Care Center provides full-day, year-round, quality childcare for children of the House Members and staff.**

The **House Child Care Center** has continued to execute its comprehensive plan of modified COVID-19 policy and procedural changes in accordance with the most up-to-date public health guidance, in order to provide exceptional quality care and developmentally appropriate learning experiences to nearly 150 children and their families across 14 infant, toddler, and preschool classrooms in the O'Neill Child Care facility. Over the last six months, the Child Care Center was able to reinstitute some of its in-person events, including institutional traditions such as the Child Care Center Halloween Parade and graduation ceremonies.



House Child Care Center teachers prepare activities for Halloween. Photo by Ike Hayman.

The Child Care Center worked closely with the Office of Attending Physician and followed recommendations from the Centers for Disease Control and the D.C. Guidance for Child Care Providers and Families to deliver childcare services to additional House families, enrolling 62 new children across all age groups. Additionally, five new employees were onboarded to meet the demand for increased quality care and effectively implement COVID-19-related policies and procedures, as well as opportunities for increased enrollment.

In September and November, the Child Care Center partnered with Human Resources and the Office of Employee Assistance to better support Child Care Center employees by conducting a work environment survey and instituting faculty in-service days to focus on workplace climate and culture, identify areas of growth, and discuss plans for improvement. The Child Care Center developed new materials, including career development trackers, for its staff onboarding program and partnered with House Creative Services to begin drafting online orientation training modules that will enable new employees to learn about the Child Care Center's mission, values, policies, and procedures. These new efforts will further advance the Child Care Center's ability to meet the needs of House families, in addition to providing a robust workplace environment for its staff.

# Employee Advocacy

**The Office of Employee Advocacy serves as the legal counsel for employees who need advice or legal representation regarding matters that arise under the laws and regulations applicable to the House under the Congressional Accountability Act of 1995, as amended by the 2018 Reform Act.**

In the last six months of 2021, the **Office of Employee Advocacy** continued to provide quality legal services to House employees in employment-related issues covered by the Congressional Accountability Act of 1995 (CAA) and its 2018 Reform Act. Employee Advocacy provided legal advice, representation, and consultation in accordance with its mission of promoting a productive Congressional workplace by upholding employee rights, minimizing distractions from personnel issues, and creating an environment free of harassment, discrimination, and retaliation. Employee Advocacy's services in the latter half of 2021 included substantial assistance to House employees to address workplace challenges related to the pandemic.

To further elevate the privacy and confidentiality consistently afforded to those who seek legal assistance, the Office of Employee Advocacy relocated to a newly constructed suite of offices in the Ford House Office Building in September. Employee Advocacy also optimized speed and confidentiality in client communications by

instituting specialized electronic and physical mail protocols granted by the Committee on House Administration in October.

From July to December 2021, Employee Advocacy assisted a high volume of House employees with workplace discrimination, harassment, retaliation, accommodation, leave, and safety concerns during the pandemic without delays or a sacrifice in the quality of legal advice or representation. Employee Advocacy provided counsel, advice, and representation on COVID-19-related matters, including vaccine requirements, the ability for employers to inquire about vaccines, vaccine reporting, and additional non-COVID-19-related workplace matters under the 14 laws made applicable to the House by the CAA. The issues included safety concerns under the Occupational Safety and Health Act; equitable compensation; harassment and hostile work environment; discrimination based on age, military status, race, color, religion, national origin, disability, and sex (including gender, sexual orientation, and sexual harassment); retaliation based on protected activity; violations of the family medical leave statutes; accommodation of health conditions; and ethics complaints that are covered by the CAA.

In November, Employee Advocacy extended its contracts with two outside private law firms that assist House employees under the same parameters as the Office of Employee Advocacy in conflict situations when protocols prevent Employee Advocacy from representing employees with opposing interests. The contracts have enabled Employee Advocacy to maximize the availability of no-cost, expert employment and labor law services to House employees in CAA matters, particularly in instances where multiple employees within a House office may have conflicting objectives.

The Office of Employee Advocacy worked with Member office staff on potential changes to enhance the protections and options available to House employees who have concerns under the CAA. Employee Advocacy answered questions, delivered feedback, and provided input on proposed CAA enhancements that will promote Member accountability, act as a greater incentive for House offices to make efforts to avoid and curb CAA violations, and increase employees' opportunities to advocate for their rights and a civil workplace.

Another partnership centered on the breadth of employee rights under the CAA was Employee Advocacy's contribution to Workplace Rights and Responsibilities training materials. Upon request by the educational program staff, Employee Advocacy provided guidance and feedback to assist program trainers in addressing questions they received regarding COVID-19 vaccine requirements and safety, pregnancy and nursing rights, reasonable accommodation standards, and the ability to take paid parental leave under the Federal Employees Paid Leave Act.

Employee Advocacy also collaborated with offices across the CAO and the House to propose solutions for maximum equity in leave compensation. Working closely with the Office of Finance, Payroll and Benefits, Human Resources, and CAO Counsel in the latter six months of 2021, Employee Advocacy calculated the impacts of existing laws, rules, and policies, and explored legal and policy changes that may achieve equity in leave compensation for employees who separate from the House in varying circumstances, including circumstances related to workplace concerns covered by the CAA.

At the request of the Committee on House Administration, Employee Advocacy participated in a staff briefing to discuss information and answer questions about the operations of the Office of Congressional Workplace Rights since the 2018 CAA Reform Act. This briefing, alongside a related staff briefing with the Office of House Employment Counsel, assisted Committee and Member office staff to prepare for hearings and analyze the Office of Congressional Workplace Rights' performance in upholding the goals of the CAA.

In October, Employee Advocacy participated in a workshop hosted by the Diversity Working Group to explain how Employee Advocacy can assist employees if they are concerned they are facing discrimination. Employee Advocacy's presentation detailed its services as distinguished from those provided by Human Resources and the Office of Congressional Workplace's Confidential Advisors. A similar presentation was provided to the Professional Development Chairs of the Women's Congressional Staff Association in November.



# Solutions Support and Continuity of Operations

## **BUSINESS CONTINUITY/DISASTER RECOVERY**

### **Business Continuity/Disaster Recovery**

continuously monitors and responds to events affecting district office operations, including hurricanes, tropical storms, tornados, and wildfires. Between July and December 2021, Business Continuity/Disaster Recovery provided direct support to five Member offices, tracked dozens of incidents, and conducted outreach to over 300 impacted district offices.

Business Continuity/Disaster Recovery completed the Business Process Analysis Project and prepared the final report for the CAO. The Business Process Analysis identified 82 primary functions, 30 essential functions, and over 275 information technology resources over the course of 280 interviews and presentations. Following the Business Process Analysis, Business Continuity/Disaster Recovery initiated a Business Impact Analysis, which reviews all CAO systems for interdependencies, recovery priorities, and gaps amongst functions, systems, and data centers, continuity capabilities, requirements, and other functional interdependencies. The team has since completed 23 data gathering meetings across the CAO.

Business Continuity/Disaster Recovery coordinates contingency activities to ensure the CAO can support the House with essential

services throughout all operating environments. Business Continuity/Disaster Recovery worked with the House and Legislative Branch partners to provide event monitoring support for the Lying in State Ceremony for late Senator Bob Dole. Business Continuity/Disaster Recovery also provided incident response management for the CAO during two incidents that threatened the House.

Business Continuity/Disaster Recovery coordinated with colleagues from the House Sergeant at Arms, the Office of the Clerk, the Architect of the Capitol, and the U.S. Capitol Police to conduct three continuity exercises, along with staff from House Information Resources, Logistics and Support, and the House Recording Studio. These exercises tested rapid setups of contingency and continuity capabilities, coordination between CAO and Legislative Branch organizations, and stress testing networks.

There are over 1,200 members of the press who are credentialed to cover Capitol Hill at any given time. Given the increased threat posture and visibility into House safety alerts, HouseAlert safety messages were extended to all credentialed members of the press in November. Business Continuity/Disaster Recovery, in coordination with the Sergeant at Arms, implemented several procedures to forward all life safety messages to credentialed press on Capitol grounds.

# Communications and Marketing

**Communications and Marketing** continued its work with key, customer-facing business units to overhaul CAO-branded newsletters and direct emails, as well as implement new marketing strategies, including direct email and position-specific newsletter campaigns, promotional and instructional videos, digital monitor signage, social media campaigns, infographics, and more.

The team was an instrumental collaborative partner in launching the new CAO Coach Program and initiating an ongoing campaign to market awareness of new Congressional Staff Academy courses and offerings. The Communications and Marketing team worked extensively with Human Resources to promote the new House Human Resources Hub, supported the rollout of the new House Center for Well-Being website, and helped promote awareness of Office of Employee Assistance services and resources. The team also collaborated with House Information Resources to create comprehensive email lists

of Congressional office roles to improve targeted outreach efforts and disseminate important information to appropriate staffer roles. Another major awareness initiative included the creation and distribution of Campus Amenities Maps to help House staff easily identify CAO services across the House campus.

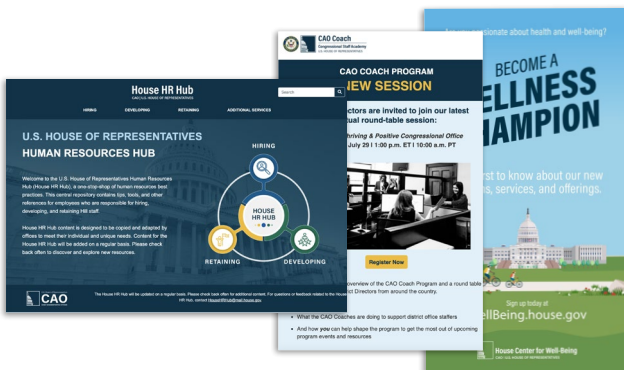
July - Dec 2021

1M+

HouseNet page views

During the second half of 2021, the **HouseNet team** continued to build upon previous efforts to improve HouseNet content accuracy, ease of use, and comprehensiveness. Between July and December, HouseNet received over one million page views. Approximately 91 percent of those page views were from returning users, indicating that HouseNet continues to be a relied upon source of information for the House community. The HouseNet team managed over 300 individual HouseNet requests during this time, translating to a total of 578 informational updates to HouseNet.

HouseNet users have the ability to provide real-time feedback and directly report if content on HouseNet is inaccurate, confusing, or incomplete. From July to December, the Communications and Marketing team made 48 updates, changes, or corrections to HouseNet content based on direct user feedback from this tool.



Website user interface, e-mail newsletter, and marketing materials created by Communications and Marketing.

# Business Transformation Office

The **Business Transformation Office** continued to strengthen its collaboration with CAO leadership and staff in support of building new capabilities and improving existing operations during the COVID-19 pandemic. The Business Transformation Office enhanced its enterprise project list, which captures pre-project initiation activities and active projects, including joint projects between the CAO and the Architect of the Capitol. The enterprise project list also designates each project's priority level within the CAO to include dashboard capabilities. Changes were made to the project review and engagement model for high-priority projects and will be a continuous process improvement endeavor that requires CAO Immediate Office oversight and support. Ongoing engagement with the Committee on House Administration on the project list has been operationalized to provide regular briefings on high-priority projects impacting the House community. The Business Transformation Office also launched an

enterprise tool for task and project management to improve operational efficiency.

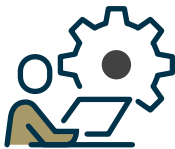
The Business Transformation Office continued to provide recommendations to CAO service owners and business units through its service collection workshop program and track those recommendations in the enterprise improvement log, known as the Continuous Improvement Register. Survey data and information from the Voice of the Customer reports have now been incorporated into the enterprise improvement register to support decision-making.

The Business Transformation Office also shifted its focus on transformational change. A formal after-action review process was launched to determine the root cause of issues identified by the Customer Experience Center and that are deemed highly important or have visibility within the CAO Immediate Office.

The Business Transformation Office also completed the analysis phase of phase one of the Architect of the Capitol Portfolio Process Design Project. As a result, recommendations have been made to the Architect of the Capitol on enhancing project-level data to share with the CAO Immediate Office. Standard operating procedures and process flows to track and manage joint projects between the CAO and the Architect of the Capitol were also developed and implemented.

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July - Dec 2021



18

Active high-priority, external projects



12

Completed high-priority CAO projects

# CAO Strategy Office

The **CAO Strategy Office** leads the CAO's strategy from formulation to execution. The Strategy Office works closely with all organizational units and leaders to ensure that all parts of the organization are working towards the common vision to become an essential resource for every Member of the People's House.

The CAO began its journey to become an essential resource to every Member of the People's House in 2017. With the current 2017-2022 CAO Strategic Plan set to end in February 2022, the CAO Strategy Office led an effort in the fourth quarter of 2021 to develop the 2022-2027 CAO Strategic Plan. The success of the 2017 plan led the CAO to retain many aspects this plan in its new strategy including the mission, vision, and values of the organization. For the 2022-2027 plan, the Strategy Office facilitated a two-day session with CAO leaders and key front-line staff to determine the best approach to further move the CAO towards achieving its vision. During this session, the Strategy Office presented this team with an assessment of the current strategic state of the CAO; a detailed report to assess how the macroeconomic, industry, competitive, and internal environments affecting the CAO must be considered in the new plan; presentations and panels with our stakeholders from Committee on House Administration and the Select Committee on Modernization; and facilitated sessions to

develop and gain consensus on all aspects of the new plan. The 2022-2027 Strategic Plan is currently set to roll out in spring 2022.

To further the CAO's Member Focused, Service Driven culture, the Strategy Office worked closely with the Human Resources Internal Communications team to develop an internal communications strategy to be rolled out in Spring 2022. This strategy focuses on nine communication tools and methods to bring awareness and understanding of the CAO's values to staff. This effort will continue to build a culture around the CAO's core values of teamwork, service, innovation, integrity, and respect defined in the Strategic Plan.

To ensure a more effective implementation of the 2022-2027 CAO Strategic Plan, the CAO Strategy Office has worked with the CAO over the latter half of 2021 to create and recommend a new governance and execution model that will help build consensus among strategy sponsors and collaboration between strategy leads. This new model addresses lessons learned from the execution of the 2017 strategy and shifts all administrative responsibilities to the Strategy Office for strategy execution. It also puts in place goal sponsor teams along each of the four CAO strategic goals that will work together to ensure all strategic objectives are managed and decided on by consensus.



# Budget and Staffing Charts

## FISCAL YEAR 2021 BUDGET TO ACTUAL REPORT (DATA AS OF 12/31/2021)

	Adjusted FY 2021 Budget	YTD Actuals	Available Balance	% of Budget Remaining
<b>Office of the Chief Administrative Officer</b>				
<b>Annual Funds</b>				
Personnel	\$77,170,758.55	\$77,126,965.00	\$43,793.55	0.06%
Non-Personnel	\$76,399,630.27	\$75,981,487.21	\$418,143.06	0.55%
<b>Total Annual Funds</b>	<b>\$153,570,388.82</b>	<b>\$153,108,452.21</b>	<b>\$461,936.61</b>	<b>0.30%</b>
<b>No Year Funds</b>				
<b>Total No Year Funds</b>	<b>\$27,790,471.19</b>	<b>\$17,660,065.59</b>	<b>\$10,130,405.60</b>	<b>36.45%</b>
<b>Multi-Year Funds</b>				
<b>Total Multi-Year Funds</b>	<b>\$6,985,593.00</b>	<b>\$1,668,763.17</b>	<b>\$5,316,829.83</b>	<b>76.11%</b>
<b>Total CAO Budget</b>	<b>\$188,346,453.01</b>	<b>\$172,437,280.97</b>	<b>\$15,909,172.04</b>	<b>8.45%</b>
<b>BC/DR</b>				
<b>Annual Funds</b>				
Personnel	\$1,682,150.00	\$1,682,149.31	\$0.69	0.00%
Non-Personal	\$10,669,000.00	\$10,399,091.02	\$269,908.98	2.53%
<b>Total Annual Funds</b>	<b>\$12,351,150.00</b>	<b>\$12,081,240.33</b>	<b>\$269,909.67</b>	<b>2.19%</b>
<b>No Year Funds</b>				
<b>Total No Year Funds</b>	<b>\$6,000,000.00</b>	<b>\$2,558,191.64</b>	<b>\$3,441,808.36</b>	<b>57.36%</b>
<b>Multi-Year Funds</b>				
<b>Total Multi-Year Fund</b>	<b>\$1,976,339.00</b>	<b>\$283,397.67</b>	<b>\$1,692,941.33</b>	<b>85.66%</b>
<b>Total BC/DR Budget</b>	<b>\$20,327,489.00</b>	<b>\$14,922,829.64</b>	<b>\$5,404,659.36</b>	<b>26.59%</b>

Notes:

1. FY21 Adjusted Budget includes funding provided under the Consolidated Appropriations Act, 2021 per P.L. 116-260, Emergency Security Supplemental Appropriations Act, 2021 per P.L. 117-31, and any IPACs received as of 12/31/21.
2. YTD Actuals includes expenses, encumbrances and pre-encumbrances as of 12/31/21.

## FISCAL YEAR 2022 BUDGET TO ACTUAL REPORT (DATA AS OF 12/31/2022)

	Adjusted FY 2022 Budget	YTD Actuals	Available Balance	% of Budget Remaining
<b>Office of the Chief Administrative Officer</b>				
<b>Annual Funds</b>				
Personnel	\$27,262,400.00	\$19,347,895.65	\$7,914,504.35	29.03%
Non-Personnel	\$31,275,239.34	\$8,436,908.73	\$22,838,330.61	73.02%
<b>Total Annual Funds</b>	<b>\$58,537,639.34</b>	<b>\$27,784,804.38</b>	<b>\$30,752,834.96</b>	<b>52.54%</b>
<b>No Year Funds</b>				
<b>Total No Year Funds</b>	<b>\$10,043,800.00</b>	<b>\$1,242,965.37</b>	<b>\$8,800,834.63</b>	<b>87.62%</b>
<b>Total CAO Budget</b>	<b>\$68,581,439.34</b>	<b>\$29,027,769.75</b>	<b>\$39,553,669.59</b>	<b>57.67%</b>
<b>BC/DR</b>				
<b>Annual Funds</b>				
Personnel	\$742,000.00	\$483,242.59	\$258,757.41	34.87%
Non-Personnel	\$4,089,840.00	\$719,186.86	\$3,370,653.14	82.42%
<b>Total Annual Funds</b>	<b>\$4,831,840.00</b>	<b>\$1,202,429.45</b>	<b>\$3,629,410.55</b>	<b>75.11%</b>
<b>No Year Funds</b>				
<b>Total No Year Funds</b>	<b>\$2,317,800.00</b>	<b>-</b>	<b>\$2,317,800.00</b>	<b>100.00%</b>
<b>Total BC/DR Budget</b>	<b>\$7,149,640.00</b>	<b>\$1,202,429.45</b>	<b>\$5,947,210.55</b>	<b>83.18%</b>

Notes:

1. FY22 Adjusted Budget includes funding provided under the Extending Government Funding and Delivering Emergency Assistance Act per P.L. 117-43, Further Extending Government Funding Act per P.L. 117-70, and any IPACs received as of 12/31/21.
2. YTD Actuals includes expenses, encumbrances and pre-encumbrances as of 12/31/21.

## CAO AND BC/DR STAFFING AS OF 12/31/21

	Current FTEs	Total Vacancies	Total FTEs
<b>CAO Positions</b>			
Acquisitions	29	1	30
CAO IO and Galleries	62	13	75
Customer Experience Center	44	9	53
Finance	88	10	98
HIR (not including BC/DR)	264	36	300
House Recording Studio	44	4	48
Human Resources	33	6	39
Office of Risk Management	3	4	7
Logistics and Support	119	13	132
<b>Total CAO Positions</b>	<b>686</b>	<b>96</b>	<b>782</b>
<b>BC/DR Positions</b>	<b>14</b>	<b>2</b>	<b>16</b>
<b>Total Positions</b>	<b>700</b>	<b>98</b>	<b>798</b>

Notes:

1. Personnel Data is as of December 31, 2021.







# CAO

Member Focused. Service Driven.



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