



CAO

Semiannual Report and Strategic Plan Update

July - December 2010



Submitted February 14, 2011

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U.S. Capitol, dusk, photo courtesy of House Graphics Studio.

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From the Chief Administrative Officer

The second half of 2010 saw momentous change for the U.S. House of Representatives and the Office of the Chief Administrative Officer (CAO).

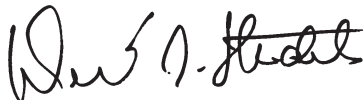
In the midst of a major Congressional transition year, we successfully handled logistics for the changeover while carrying out various major initiatives including the launch of a new financial system for the House.

Charged with running the House's administrative operations, the CAO serves Members of Congress and their staff. It is our goal to enable the House community to do its important work by providing services such as payroll and benefits, technology support, cyber security, and a variety of training. We administer food services contracts, process all procurement orders, refurbish and supply furnishings, and offer a range of other services from photography to graphics work.

The success of our operation is dependent on our close working relationship with other House organizations. We cooperate on a daily basis with the Clerk of the House, the Sergeant at Arms, and the Architect of the Capitol.

The CAO's more than 600 employees are focused on providing the best service possible to Members and staff so that they can efficiently and effectively do the business of the People's House.

Sincerely,



Dan Strodel

Executive Summary



The second half of 2010 was a time of new beginnings for the CAO.







On July 15, 2010 Dan Strodel was appointed Chief Administrative Officer, replacing Dan Beard. A veteran of more than two decades on the Hill, Strodel most recently worked with the Committee on House Administration.

Hundreds of CAO employees worked to make the transition to the 112th Congress as efficient and effective as possible. We held dozens of briefings and created an internal website to help departing, seated, and freshman Members navigate the sea of transition information they needed to know.

In addition to launching new projects, the CAO made many improvements and upgrades in areas of online staff training, procurement workshops, and Committee broadcast audiovisual initiatives.

The timeline on the following page shows some of the new initiatives we launched during the last six months of 2010. Many of these projects took months and even years to bring to fruition. All had the goal of providing Members the highest level of service.

Timeline

July	Dan Strodel sworn in as Chief Administrative Officer	
August	Completed work to increase District office bandwidth connectivity Installed new lighting in House Chamber	
September	Created antique and unique furniture inventory website Established Member-hosted encrypted data storage Hosted House Health and Wellness Fair Established cell phone service in CVC dead zones	
October	Launched new House financial system Finished Wi-Fi installation in all House cafeterias Completed House Compensation Survey Launched LiveChat customer support pilot	
November	Approved furniture refurbishment contracts Coordinated 112th Congress Orientation Began Transition office moves Installed permanent Wi-Fi in Member offices and throughout House campus	
December	Phased out old House financial reporting software Launched new video teleconference system	



Dan Strodel, Chief Administrative Officer

Dan Strodel

Most recently serving as a senior advisor to the Committee on House Administration (CHA), Dan Strodel's House experience includes positions with the Office of the Clerk, the Office of the Sergeant at Arms and the CAO. Strodel's more than 25 years on Capitol Hill also include work with the Office of the Sergeant at Arms of the U.S. Senate and the U.S. Capitol Police.

In his position with CHA, Strodel advised the Committee on management and oversight of the CAO as well as other House operations.

Incoming Speaker John Boehner nominated Strodel to serve during the 112th Congress. "Professionally, Dan Strodel has literally grown up in the House," Mr. Boehner said at the time. "Dan's steady leadership has made a real difference in his first months as CAO."

Strodel has a law degree from the Catholic University of America and a bachelor's degree from Hobart College.

Transition

During the Transition to the 112th Congress, almost every CAO department played a role in the massive logistical undertaking led by the Committee on House Administration.

As soon as Election Day results rolled in, CAO staff were busy finalizing lists of outgoing Members and setting up office choice lotteries for seated and freshmen Members. CAO move coordinators met with Members to discuss floor plans, furniture, carpet, drapes, paint, and wiring setups. Moves began in mid-November and kicked into high gear on December 1, the deadline for departing Members to vacate their offices, and continued

through January 3, 2011, the legally mandated deadline for Member offices to be operational. CAO staff worked on about 230 Member office moves – about 12 moves a day, six days a week for four weeks. During that time, we moved about 16,000 pieces of furniture, electronics, lighting, and other furnishings

To make the process easier for Members, we worked with the Committee on House Administration to launch a move website. The site, with customized pages for incoming, seated, and departing Members, allows users to easily access a wealth of move information and resources. We helped the Architect of the Capitol run seven room selection lotteries between November 8 and 19.



The CAO's transition work extends to shipping Members' official records. The transition to the 112th Congress produced an all-time high for records shipping. By the end of 2010, we had shipped at least 4,793 boxes full of records to more than 80 locations around the country. Another 3,000 boxes were awaiting shipment after January, 2011. We work closely with the AOC to wrap, palletize, store, and ship these records.

To ease the way for freshmen Members, we held orientation classes and built hundreds of Member websites. For all Member offices, we began reviewing more than 1,000 office lease agreements.

Counselors from Payroll and Benefits and the Office of Employee Assistance partnered to provide hands-on, timely, and practical information to nearly every departing Member office and most of the Committees planning to reorganize staff for the 112th Congress. Counselors helped Washington and District staff prepare for the transition by developing employment strategies and improving cover letters and resumes.

We moved hundreds of Member and Committee offices and disposed of tons of paper. We replaced hundreds of cardboard boxes with reusable moving crates, provided free shredding services, and ran three office supply reuse centers. The CAO's Green the Capitol staff

provided extensive sustainability information at Member briefings and through an internal website, My Green Office.

CAO office coordinators became move coordinators for the duration of Transition, ensuring that incoming, seated, and departing Members received maximum support.

Through our Services Fair, we provided new Members a one-stop shopping opportunity to select website designs, order supplies, stationery, and business cards, and learn about CAO support services such as Employee Assistance, the Wounded Warrior Program, Green the Capitol, and First Call's House Vacancy Announcement and Placement Service.

CAO Transition Statistics

- ◆ During one week, CAO First Call answered more than 3,000 calls – a new record for the office;
- ◆ During one day, CAO customer service and technical support representatives fielded more than 1,000 phone calls from Member offices;
- ◆ We shredded more than 74,140 pounds of paper from Member offices;
- ◆ Our office supply reuse centers resulted in reuse of more than 21,200 pounds of supplies and \$55,471 in savings.

Finance

New Financial System

After years of development, we launched a more streamlined, coordinated, and responsive financial system for the House. The October launch was timed to coincide with the start of a new fiscal year.

The new system, PeopleSoft, makes it easier and more efficient to administer office finances. House staff use PeopleSoft to create and process requisitions, purchase orders, vouchers, and other financial transactions. It also has many reports and contains information used by other reporting tools.

Currently, only CAO staff and some House offices are using PeopleSoft. During 2011, Member, Committee, Leadership, and other House offices will gain access to the tool.



Simultaneous to the PeopleSoft launch, we replaced Document Direct, the reporting vehicle formerly used by Members, Committees, and Leadership, with FinMart. This software allows offices to view, analyze, and print payroll certifications, as well as financial and inventory reports. It also allows offices to customize reports to the way each office does business. Because it is web-based, users can log in anywhere, anytime.

To make the transition to the new financial system as seamless as possible, we provided classroom and online tutoring and training, distributed manuals, and conducted face-to-face meetings with financial points of contact in Member, Leadership, and Committee offices. Valuable feedback from customers helped ease the transition. We provided FinMart training to several hundred House staff members before phasing out the previous reporting software in December.

New Financial System Benefits

- ◆ User-friendly reports with built-in data analysis tools;
- ◆ Accessible through HouseNet anytime and anywhere;
- ◆ Daily data updates, reflecting transactions or changes processed the previous business day;
- ◆ Ability to export data into Excel or PDF for transfer into your own office budget management tool.

Procurement Training

In the second half of 2010, in the midst of major House procurement projects, we trained 79 House employees in procurement procedures. These contracting officer representatives (COR) were then able to help their respective offices with arranging and managing procurement contracts.

COR training accommodates different learning styles and offers flexibility for staff with tight schedules. Classroom and online training are available.

The purpose of the training is to provide CORs with guidance on carrying out contract administration duties and handling the challenges and issues that arise during the life of a contract. COR training is required prior to assuming contract duties and annually thereafter until contract completion. Certain contracts will need an alternate contracting officer's representative (ACOR), and some purchase orders will need a Point of Contact (POC). It is our goal to train all ACORs and POCs as well as all CORs.

We also began offering more hands-on Statement of Work training that incorporates sustainability considerations.

COR Training

- ◆ We trained 79 House employees as contracting officer representatives from July through December 2010;

- ◆ There are now 132 procurement points of contact and 44 CORs.

Assets, Furnishings, and Logistics

Recording Studio

In August, we installed new technology that allows Members to more quickly and easily set up video teleconferences. In the past, this process required at least 24-hour notice, allowing House Information Resources to clear a path through the House network firewall. With the recent upgrade, Members, District offices, and Committees can now establish immediate internet protocol connections after a one-time registration of the video teleconference system.



House Recording Studio, Rob Brackens

Lighting

High above the House Chamber, we installed 24 new light-emitting diode (LED) lights. The energy-efficient lights now illuminate various spots on the House Floor, including the Speaker's rostrum, the well, and the six Leadership microphone positions. These improvements will enhance television cameras' view. The LEDs replace a conventional lighting system that would occasionally fade. It had been in place since the 1970s.

The new, American-made lights use 78 percent less energy and last about 20,000 hours, or 25 times longer, than the previous conventional light system. The LEDs also generate less heat and cast a crisper, more flattering light. All of

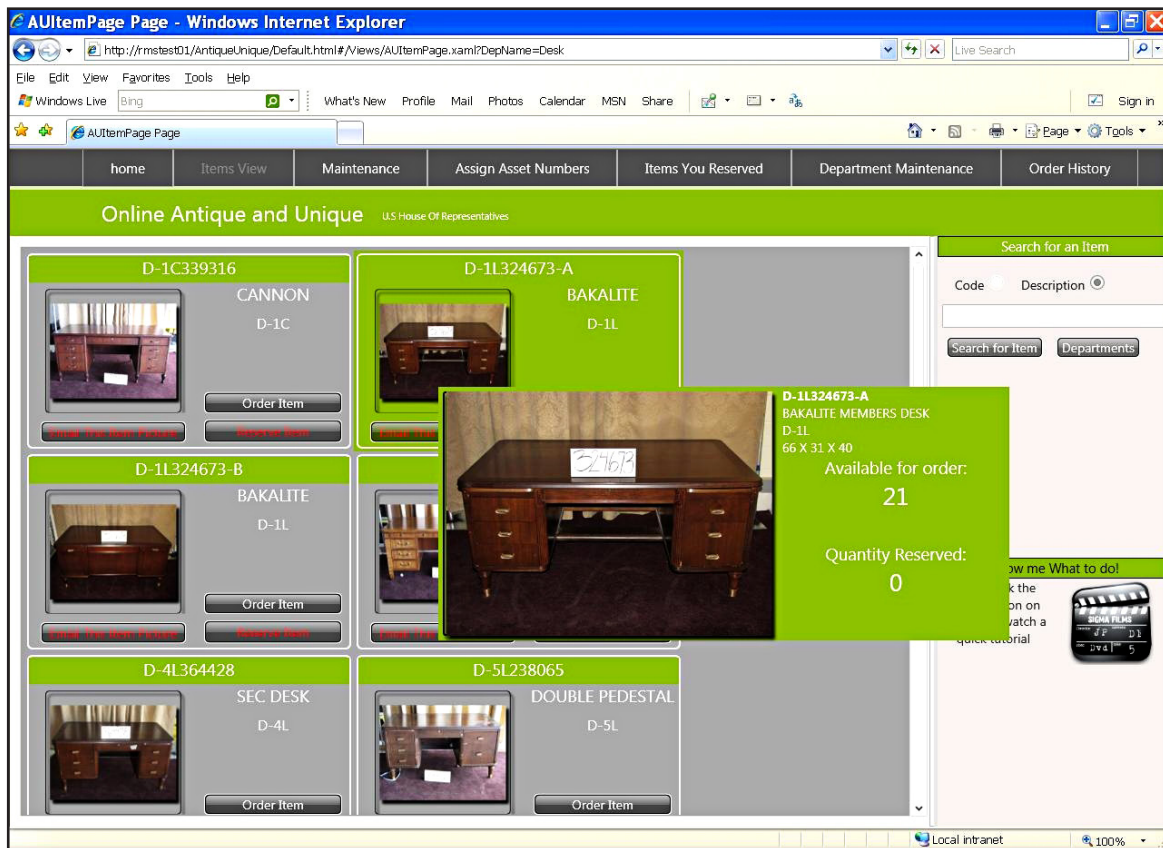
their components will be recycled at the end of their lifecycle.

We also acquired new lighting for Committee photographs. In the past, flashes were used and sometimes produced uneven lighting.

The photographs are taken during each Congress and are often displayed on Committee room walls.

Inventory Control

In September, we launched an internal website for the House's hundreds of antique and unique furniture pieces. Now office coordinators can go online to search photos and descriptions of available antique furniture and then reserve it for Member, Committee, and Leadership offices.



Some 500 of the House's most historically significant and/or unique pieces are stored in a Virginia warehouse. Prior to the website launch, these pieces were not catalogued in great detail and were often cumbersome to track down.

Furniture Refurbishment Contracts

We use refurbishment contracts to restore and touch up core furniture and to meet requests for furniture delivery. Between July and December, we refurbished 450 pieces of furniture. In November, we obtained approval for contracts that immediately assisted with staff furniture needs.

Helping Make History

Rep. Jim Langevin made history when he ascended to the Speaker's rostrum on July 26, the 20th anniversary of the Americans with Disabilities Act. Mr. Langevin became the first quadriplegic to serve as Speaker Pro Tem. CAO staff helped make it possible.

CAO craftsmen spent days laying carpet precisely enough to line up exactly with a newly installed lift's dimensions, building specially designed gavels and modifying the rostrum with a low-profile tabletop lectern and more space for Langevin's wheelchair.

Wounded Warrior Program



The Wounded Warrior Program provides fellowships for disabled veterans. The two-year fellowships, usually in Members' District offices,

often lead to full-time employment with the Member.

Since July 2010, we have placed seven fellows. During that period, we also found new placements for six program fellows in jeopardy of losing their jobs due to the mid-term elections.

Since the inception of the program in 2008, we have placed 45 fellows in Member offices and one fellow in the Office of the Sergeant at Arms. Three new fellows will arrive in January 2011, while 14 have moved on to other opportunities with the federal government, veterans' advocacy groups, and law enforcement.

We continue to accomplish the Wounded Warrior Program's purpose of providing employment and transition opportunities to wounded and disabled veterans who have served our country honorably. The program's success is evidenced by the fact that several Members are on a waiting list to employ fellows.

Office of Employee Assistance

In addition to meeting the administrative needs of Members and staff, we strive to meet their personal needs.

The Office of Employee Assistance (OEA) provides free, confidential consultation to assist employees of the House, Congressional Budget Office, and U.S. Capitol Police with a wide range of personal, emotional, behavioral, and stress-related difficulties. We offer a variety of services and programs designed to address the needs of individual employees and their family members, as well as the concerns of the greater organization and its managers.



Health Fair

In September, we partnered with the Office of the Attending Physician to introduce House staff to OEA's services through the annual

House Health and Wellness Fair. More than 650 attendees stopped in to learn about fitness, nutrition, emotional wellbeing, and financial health. Health experts were on hand to provide free consultations and screenings of various factors including cholesterol, body fat, and prostate health.

Critical Needs

OEA counselors stand by to help in critical incident moments. We offer confidential, 24/7 services to help those facing personal crisis. During the second half of 2010, OEA counselors responded to several critical situations. We are ready to assist whenever and wherever needed.

Strategic Initiatives

Food Services

At the request of House Leadership, CAO vendor Restaurant Associates (RA) rolled out various health-and-savings-conscious programs in the second half of 2010. Among them: installation of a fruit vending machine in the Rayburn building and a healthy snacks and beverages machine in the Longworth building, Red Tag meals (\$3 sandwiches and side dishes and snacks for \$1 or \$2 each), Heroes on the Hill (\$4.95 sub sandwiches at Cannon café and Rayburn deli), nutrition labeling for many food items, Whole+Sum meals in the Longworth cafeteria (daily menus with meat, vegetarian and vegan options that include well-defined caloric and nutritional values for each plate or bowl served).

During the fall, the Ford cafeteria joined other House cafeterias in becoming Wi-Fi accessible.

At a Member's request, we opened the Rayburn building west terrace during lunch hours for a trial period during September and October. We cooperated with the U.S. Capitol Police and the Architect of the Capitol (AOC) on this project, setting up and breaking down 16 tables and almost 100 stacking chairs on the terrace every day.

Green the Capitol

The Green the Capitol initiative continues its sustainability efforts to help the House reduce energy consumption by 50 percent over ten years.

In the second half of 2010, we completed in-person consultations with all Member, Committee, Leadership, and support staff offices in Washington, DC as well as 180 District offices.

Mail

The CAO Special Projects group, with the assistance of Procurement and other departments, continues to develop an all-inclusive request for proposal for mail handling and package delivery to all House office buildings, the House side of the Capitol, and the Library of Congress.

House Compensation Survey

In October, a CAO contractor administered the Personal Office Staff Compensation,

Employment Practices and Employment Benefits Trends Study (aka the House Compensation Study). The study is required by a 2000 report by the Subcommittee of the Legislative Branch of the Committee on Appropriations. It is a web-based survey that summarizes compensation, employment, organizational structure, benefits, and other office practices of Member offices. In 2010, 133 offices (30.2 percent of total) provided responses. Study results were made available online to Members and staff.

Committee Broadcast Audiovisual Initiative Updates

We developed a long range audio/video (AV) management program to enhance Committee hearing room AV and broadcast capacity, provide equipment commonality, address greening issues where practicable, and adhere to the Americans with Disabilities Act (ADA).

This ongoing modernization process will provide significant convenience and functionality while providing enhanced transparency.

The CAO audio/video management program will:

- ◆ allow Committee and other House staff to monitor proceedings over the House Intranet and House Cable TV System;
- ◆ provide potential to broadcast hearings to the public over the Internet;
- ◆ allow for signal feeds to the broadcast media;
- ◆ accommodate large on-site audiences in overflow rooms;
- ◆ provide a permanent record of proceedings;
- ◆ provide professional broadcast support;
- ◆ provide a centralized broadcast location, allowing for simultaneous broadcast of multiple hearings.

In the second half of 2010, we received House Office Building Commission approval to proceed with the project, and contracted out for the procurement and subsequent AV installation. We expect to complete this work in March 2011.

House Information Resources

Training

Staff with oversight of a Member's Representational Allowance (MRA) or responsibility for legislative research may have a difficult time finding related courses at a

university. Instead, staffers can get these vital skills at the House Learning Center. We offer dozens of specially tailored courses and classes each month. Topics range from finance and technology to legislative research and constituent correspondence.

While classroom training remains our core teaching method, online training is becoming increasingly popular. Through SkillPort, our online, interactive training module, staff can access more than 1,000 courses anywhere and anytime.

Partnerships with other organizations, including the Congressional Research Service and the Congressional Management Foundation, allow the CAO to offer online and classroom training for Member office staff assistants on the Hill and in District offices.

Training Statistics

- ◆ Classroom training:
 - 1369 attendees
- ◆ Online training:
 - HouseConnect: over 30 courses
 - SkillSoft: over 6,000 courses

Advanced Business Solutions

Improved functionality and financial savings were achieved by upgrading the Members and staff payroll system. The upgrade, which involved migrating the system to a UNIX

technology platform, allows the House to save more than \$65,000 annually in maintenance and administration costs.

Developing Award-Winning Websites

The Congressional Management Foundation awarded 19 websites designed and developed by the CAO. The list included one platinum, six gold, eight silver, and four bronze awards. The website of the Committee on Science and Technology (designed and developed by the CAO) received the platinum award and was cited by CMF as the best Committee site in both the House and Senate.

New Hosting Architecture for Public House Websites

We developed a new secure public-website hosting architecture and strategy to improve security and offer Members better web service choices. The architecture incorporates both virtualization technologies and open-source web development tools that will make it easier for Members to work with the web designer of their choice at a lower overall cost.

Wireless Expansion

In September, we established cell phone coverage in areas of the Capitol Visitors Center (CVC) that had previously been dead zones. Since then, several hundred people a day have taken advantage of the expanded coverage. Staff and the public benefit from this improvement which covers more than 50 rooms on the middle and

upper floors of the CVC. We began planning this project in early 2010 and initiated coverage in September.

We continue to expand Wi-Fi access on the House campus. Access is divided into *HousePublic* for guests and *HouseAccess* for staff. We deployed the multiple-year competitive award for hardware and services in August 2010. We began installation of permanent brackets and data cables in Member offices in November. Installation work is ongoing. Also ongoing is the installation of permanent Wireless Access Points, which we began in December. We plan to complete all installations by June 2011

We continue to install wireless access in Leadership and Committee work spaces. This effort will continue through 2011.

Our goal of campus-wide coverage will bring connectivity to areas such as hallways, corridors, and other common places. We expect to begin this second phase in early 2012, after we have completed work on other “hot spots.”

Digital Data Storage Security

During the last six months of 2010, we established Member-Hosted Encrypted Storage. This service provides individual Member and Committee offices a hosted file server which encrypts and stores data within a centralized and secure environment. This

environment is managed and backed up with business continuity and disaster recovery (BC/DR) practices.

The virtual information House Hosting Service (HHS) is based on a standard directory structure, with one folder for encrypted data and one for unencrypted data. HHS advantages include regular maintenance on the host server and each individual virtual server, file-level backup and restoration, 100 GB of file storage per office server, and 24/7 support. We can fulfill standard HHS support requests within one business day, and urgent requests within four hours.

District Office Connectivity

In August, we completed work to dramatically increase data connection bandwidth from each Member's main District office to their Washington office.

This service, called Multi-Protocol Label Switching (MPLS), doubles the data bandwidth for all 441 Member offices. It also gives the data transport system the capability to adapt to faster applications in the future such as web streaming, e-learning, and video teleconferencing.

Technology Support LiveChat

In addition to providing technical support over the phone, the Technology Support Center will soon offer LiveChat House-wide. This real-time, online customer support software enables

us to provide more options to those seeking assistance. LiveChat allows us to provide enhanced help while responding to the expectations of increasingly tech-savvy customers.

A LiveChat pilot was conducted within the CAO. The service is scheduled to roll out House wide in February 2011. In the future, LiveChat could have applications in other departments, allowing customers to find answers quickly and efficiently.

LiveChat Advantages

- ◆ quick online technology help;
- ◆ increased customer support productivity.

The technology support service desk is now trained and equipped to support multi-platforms, Windows and Mac systems

Remote Service Desk

We aim to resolve problems the first time customers contact us. Towards this end, we started using Bomgar in June. This software allows us to take control of a user's computer in order to solve a problem. This saves time by allowing technology support representatives to do hands-on work and provide more timely solutions, usually eliminating the need for a follow up visit.

Successful Migration to Exchange 2007 and Extended Mailbox Support

We successfully trained 441 Member, Committee, and Leadership offices in how to use Exchange 2007 and email mailboxes with extended storage. Between June 2010 and January 2011, we moved all email mailboxes (approximately 24,000) to the new system and continued work to further expand storage. We continue to provide training through the House Learning Center.

Business Continuity/ Disaster Relief

Ensuring the work of the House of Representatives continues uninterrupted is the vital mission of Business Continuity/Disaster Relief (BC/DR). We lead analysis and planning efforts across the CAO to develop policy, contingency planning, and disaster recovery plans. On a daily basis, we monitor hazardous events, conduct outreach to District offices, and coordinate with business units throughout the CAO to provide a wide range of equipment and resources including telework kits (laptops and printers), and satellite phones.

Conclusion

The 112th Congress includes the largest freshman class in history. CAO staff strive to meet the administrative needs of these new Members. Similarly, we continue to upgrade and improve tools and services to best serve all Members and staff.

Our goal is to help Members and staff efficiently and effectively represent their constituents in the People's House.



U.S. Capitol, dusk, photo courtesy of House Graphics Studio.

CAO Staffing Chart

FY 2011 CAO Staffing Chart (as of 12/31/10)

	Current FTEs	Vacancies	Total FTEs
CAO Immediate Office and Galleries	42	3	45
House Recording Studio	48	18	66
Operations Immediate Office	10	1	11
Strategic Initiatives	19	3	22
House Information Resources	279	29	308
Administrative & Financial Services	83	19	102
Assets, Furnishings, & Logistics	188	6	194
Wounded Warrior Program	29	21	50
Total CAO	698	100	798

Comparison of Budget to Actual

FY 2010 Budget to Actual Report (as of 12/31/10)

CAO Group	Adjusted FY'10 Budget	YTD Actuals	Available Balance	% of Budget Remaining
Chief Administrative Officer				
Single-Year Funds				
Personnel	\$ 60,528,560	\$ 60,437,212	\$ 91,348	0.2%
Non-Personnel				
Total Operations	\$ 85,394,410	\$ 84,555,151	\$ 839,259	1.0%
Investments (PMO)	\$ -	\$ -	\$ -	0.0%
CAO-Wide Resources	\$ -	\$ -	\$ -	0.0%
Total Non-Personnel	\$ 85,394,410	\$ 84,555,151	\$ 839,259	1.0%
Total Single-Year Funds	\$ 145,922,970	\$ 144,992,363	\$ 930,607	0.6%
No-Year Funds				
Investments (PMO)	\$ 7,711,901	\$ 5,381,759	\$ 2,330,142	30.2%
Total No-Year Funds	\$ 7,711,901	\$ 5,381,759	\$ 2,330,142	30.2%
Total CAO Budget	\$153,634,871	\$150,374,122	\$ 3,260,749	2.1%
BCDR				
Single Year Funds	\$ 19,673,000	\$ 19,374,998	\$ 298,002	1.5%
No Year Funds	\$ 7,445,912	\$ 2,737,890	\$ 4,708,022	63.2%
Total BCDR Budget	\$ 27,118,912	\$ 22,112,888	\$ 5,006,024	18.5%

Comparison of Budget to Actual

FY 2011 Budget to Actual Report (as of 12/31/10)

CAO Group	Adjusted FY'11 Budget	YTD Actuals	Available Balance	% of Budget Remaining
Chief Administrative Officer				
Single-Year Funds				
Personnel	\$ 65,225,000	\$ 15,074,529	\$ 50,150,471	76.9%
Non-Personnel				
Total Operations	\$ 60,911,000	\$ 15,262,180	\$ 45,648,820	74.9%
Investments (PMO)	\$ 1,109,000	\$ -	\$ 1,109,000	0.0%
CAO-Wide Resources	\$ -	\$ -	\$ -	0.0%
Total Non-Personnel	\$ 62,020,000	\$ 15,262,180	\$ 46,757,820	75.4%
Total Single-Year Funds	\$127,245,000	\$ 30,336,709	\$ 96,908,291	76.2%
No-Year Funds				
Investments (PMO)	\$ 6,267,142	\$ 884,430	\$ 5,382,712	85.9%
Total No-Year Funds	\$ 6,267,142	\$ 884,430	\$ 5,382,712	85.9%
Total CAO Budget	\$133,512,142	\$ 31,221,139	\$102,291,003	76.6%
BCDR				
Single Year Funds	\$ 17,382,000	\$ 4,701,322	\$ 12,680,678	73.0%
No Year Funds	\$ 4,708,022	\$ -	\$ 4,708,022	100.0%
Total BCDR Budget	\$ 22,090,022	\$ 4,701,322	\$ 17,388,700	78.7%



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