

HOUSE OFFICER PRIORITIES FOR 2016 AND BEYOND

HEARING BEFORE THE COMMITTEE ON HOUSE ADMINISTRATION HOUSE OF REPRESENTATIVES ONE HUNDRED FOURTEENTH CONGRESS FIRST SESSION

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HOUSE OFFICER PRIORITIES FOR 2016 AND BEYOND

WEDNESDAY, JUNE 3, 2015

HOUSE OF REPRESENTATIVES,
COMMITTEE ON HOUSE ADMINISTRATION,
Washington, DC.

The Committee met, pursuant to call, at 1:01 p.m., in Room 1310, Longworth House Office Building, Hon. Candice S. Miller [chairman of the Committee] presiding.

Present: Representatives Miller, Harper, Nugent, Davis, Comstock, Walker, Brady, and Lofgren.

Staff Present: Sean Moran, Staff Director; John Clocker, Deputy Staff Director; Bob Sensenbrenner, Deputy General Counsel; Reynold Schweickhardt, Director of Technology Policy; John L. Dickhaus, Legislative Clerk; Erin McCracken, Communications Director; Katie Ryan, Professional Staff; Brad Walvort, Professional Staff; Kyle Anderson, Minority Staff Director; Matt Pinkus, Minority Senior Policy Advisor; Khalil Abboud, Minority Deputy Staff Director/Director of Legislative Operations; Mike Harrison, Minority Chief Counsel; and Eddie Flaherty, Minority Chief Clerk.

The CHAIRMAN. I now call to order the Committee on House Administration for today's hearings on the operations and priorities of the House officers. The hearing record will remain open for 5 legislative days so that members might submit any materials that they wish to be included.

When our Founding Fathers drafted our Constitution, the first institution of government that was created in Article I, Section 1, was the House of Representatives. Unlike the Senate, where Members can be appointed to vacancies, the Constitution requires that no Member shall serve in the House who has not been elected by the people, and each Member must stand for reelection every 2 years to make this body the closest to the people. That is why the House is known as the people's House.

The last clause of Article I, Section 1, gives the House the power to choose our Speaker and other officers of the House. We are meeting today to hear from the officers of the House that were elected at the beginning of the 114th Congress about current House operations and priorities that each of the officers set forth to accomplish during this Congress, as well as in the years to come. The House officers are partners with us as we work for the American people to implement their agenda to move this great Nation forward.

While our primary purpose as Members is to legislate and be the voice of our constituents, we also must, of course, be good stewards

of the institution. The House officers are integral to meeting the daily and long-term needs of the Congress' work and the physical makeup of the institution itself. Each officer is sworn to do their very best to support the vital duties of this great legislative body.

The House officers our Committee will hear from today are the Clerk of the House, Karen Haas; the House Sergeant at Arms, Paul Irving; and the Chief Administrative Officer, Ed Cassidy.

For more than 200 years, since the First United States Congress met, our House officers have been asked to take on all kinds of duties to better support and improve the overall function of our institution. In 1789, Congress' first order of business was the election of its first Speaker. And its second order of business was the election of the first Clerk of the House.

The Clerk of the House performs invaluable and essential duties that keep the legislative process in the House running smoothly. Her responsibilities include everything from processing introduced bills; to operating the electronic voting system; to transcribing floor and committee proceedings; and ultimately compiling and making available to the public all of the legislative proceedings and associated documents in both hardcopy and electronic formats as well.

The Clerk serves as our official record keeper and protector of the House's collection of art, archives, and history. This responsibility requires great coordination, cooperation, and consultation with individual committees and certainly Members as well of the Office of the Historian and National Archives. The office works very diligently to make the legislative and historical records accessible to the public, not only now but in formats that will last even as technology evolves.

Finally, the Clerk's Office is charged with carrying out the House's public disclosure responsibilities and does so through the operation and maintenance of the House's Financial Disclosure Filing System and the Lobbying Disclosure System. The Clerk's Office plays a vital role in the House's efforts to provide transparency in every action that we take and to ensure that both legislative and Member information is being accessible to the public. Docs.house.gov, which serves as an online one-stop shop for legislative information, is just one example of the efforts that the Clerk's Office undertakes.

Our Committee looks forward to hearing from the Clerk on her priorities and planned improvements for both House operations and public access to legislative information.

The position of Sergeant at Arms of the House was created 2 weeks after the Clerk's position in 1789. The Sergeant at Arms is the chief law enforcement and protocol officer in the House and is charged with securing and keeping order within the Chamber. Duties of the position include all manner of security issues ranging from overseeing the House floor; to ensuring that the proper identification is issued, both to Members and to staff; to coordinating with other law enforcement and security agencies to monitor potential threats to Members of Congress and the complex here in the Capitol.

The Sergeant at Arms manages state visits, including responsibilities related to security when the President or other dignitaries visit during joint sessions. The Sergeant at Arms develops protocols

and programs to keep Members, staff, and visitors safe in any potentially dangerous event, and ensures that the Congress can accomplish its legislative work in a safe environment and in full view of the American public.

Mr. Irving serves as a member of the U.S. Capitol Police Board, responsible for policy oversight over the U.S. Capitol Police. Just last week, this Committee, as you know, Paul, heard from the Chief of Police. We certainly look forward to your perspective as well on current procedures and future improvements to both our campus and district office security as well.

The Chief Administrative Officer position, often abbreviated as CAO, which is what we are going to refer to it here, was established in 1995 at the beginning of the 104th Congress. The CAO is responsible for providing administrative, financial, and technical support of the entire House. This office is also charged with managing the House's computer system and technology infrastructure; finances; human resources; procurement; budgeting; staff training; and is ultimately responsible with properly outfitting offices, both here in D.C. as well as in the districts, so that each can run at its maximum efficiency. And of particular note, the CAO manages the House finances, making sure that the House pays its bills on time and keeps good track of the funds and assets entrusted to us by the taxpayers.

Also, the CAO runs the House cybersecurity program. We are going to be interested to hear how the House must continue certainly to evolve our cyber posture to manage emerging threats.

Additionally, the CAO plays a major role in providing logistic support for the House offices by running the House supply store, managing our concessionaire contracts, and provisioning furniture as well. Because of that broad logistics role, the CAO is very engaged in the Cannon renovation. I am sure we will be hearing something about that as well and their coordinated efforts with the Architect of the Capitol's Office on that project.

The CAO also provides a number of unique services that are critical to House operations. The House Recording Studio, a business unit within the CAO, provides public access to the House floor and committee proceedings. The office supports the media galleries, ensuring open and accessible coverage of the House.

Finally, the CAO also supports the House's Wounded Warrior Program, which provides Members access to a remarkable group of veterans who are continuing their service to our country.

Again, each House officer is integral to furthering effective governance while protecting taxpayers' dollars and we are very, very interested in hearing from all of them because good policies provide for effective and accountable government. Together, the House continues to work on ways that we can all prioritize our resources and rein in costs; all while we uphold our commitment to increase the level of transparency, accountability, and public access to our operations for many years to come.

So I want to thank all of the witnesses for appearing here today.

I would now recognize our ranking member.

Mr. BRADY. Thank you, Madam Chairman.

I would like to join with my friend Chairman Miller in welcoming our witnesses today. As you know, the Committee on House Ad-

ministration has jurisdiction over the administration and operation of this institution. And your respective organizations, along with the House Superintendent, in many ways form the operational backbone of the House.

You have been entrusted with ensuring the safety and security of visitors, Members, and staff; maintaining integrity of our legislative system; and making sure that our bills are paid. And for that, we are most appreciative.

I would be remiss if I did not specifically mention the dedication and invaluable service of the people in your respective organizations. Their contributions often go unrecognized, but I am sure that you would agree that you could not succeed without them, nor could this House.

I look forward to hearing your testimony.

But I would like to make one note, Madam Chair, that I am looking at the Honorable Ed Cassidy sitting up there at the front of the desk, and for years, he was back in that corner. And I don't know who the hell he was watching, me or you, but he was watching somebody. But we got you right now. Now we are watching you, sir. Thank you.

The CHAIRMAN. I thank the gentleman.

Let me give a very quick, more formal introduction of our three testifiers.

We will start with the Clerk. Karen Haas was sworn in as the Clerk of the House of Representatives on January 5, 2011. This is her second occupancy of this position, having previously served as the House Clerk from 2005 to 2007. She has a very strong working knowledge of the House, as she served on Capitol Hill as a legislative staffer, a floor assistant to a former Speaker, and a staff director for a House committee.

Paul Irving was sworn in as the Sergeant at Arms of the U.S. House of Representatives on January 17, 2012, during the second session of the 112th Congress. He is the 36th person to hold this position since 1789. Previously, he served as an assistant director of the U.S. Secret Service from 2001 to 2008 and served as a special agent with the Secret Service for 25 years.

Ed Cassidy was elected to the post of CAO in January of 2014. Prior to serving as the CAO, Mr. Cassidy worked for 7 years as a senior leadership aide to Speaker Boehner, most recently as Director of House Operations. He has served more than three decades in Federal Government service, largely here in this House but also in the executive branch.

Again, we welcome you all and look forward to your testimony.

With that, the chair would recognize the Honorable Karen Haas.

**STATEMENTS OF THE HONORABLE KAREN L. HAAS, CLERK,
UNITED STATES HOUSE OF REPRESENTATIVES; THE HON-
ORABLE PAUL D. IRVING, SERGEANT AT ARMS, UNITED
STATES HOUSE OF REPRESENTATIVES; AND THE HONOR-
ABLE ED CASSIDY, CHIEF ADMINISTRATIVE OFFICER,
UNITED STATES HOUSE OF REPRESENTATIVES**

STATEMENT OF THE HONORABLE KAREN L. HAAS

Ms. HAAS. Chairman Miller, Ranking Member Brady, Members of the committee, thank you for the opportunity to testify before the committee today regarding the priorities of the Office of the Clerk for the upcoming year.

As you know, my staff and I routinely meet with your committee staff, and we appreciate the support and feedback that we receive. To a large extent, the core responsibilities of the Clerk's Office remain constant from year to year. Our office is charged with supporting the legislative operations of the House and its committees, preserving and protecting the heritage of the House, and providing numerous public disclosure services.

While our core responsibilities remain fairly constant, the manner in which we perform our work requires regular review to ensure that we are taking advantage of rapidly evolving technology that can improve the timeliness, accuracy, transparency, and public accessibility of our work product.

One of the Clerk's most important responsibilities is recording, tallying, and publicly disclosing our floor votes cast in the House of Representatives. During the coming year, we will implement the next phase in a multiyear process of updating the electronic voting system used by the House. Our next step is to update the voting stations throughout the Chamber. We will replace our voting boxes and related wiring and will upgrade Member voting cards to be compatible with improved technology. In addition, we will also make plans to enhance the disclosure of vote results that the Clerk's Office makes publicly available online.

We will also be working on a number of improvements to the Clerk's Web site in the coming year. We are focusing our redesign efforts on making information we provide on House floor activity more prominent and user-friendly for both internal users and the public that relies on our office to provide accurate, timely, and official information on the legislative activity of the House. We hope to deploy a fully redesigned site by the end of next year.

The Clerk's Office also provides numerous legislative support services for our House committees. In the coming year, we will continue to work with this committee on your project to streamline and standardize the process for producing committee hearing reports.

Management of official House records is also an important responsibility of our office. We will continue to work closely with the National Archives as they develop a plan to ensure that there is adequate and sufficient space to preserve House and Senate records in Washington in the medium and long term. Our goal is to ensure that congressional records continue to be archived in a manner that allows committees to access their records in a timely

manner and to make House records publicly available for research, pursuant to House rules.

We will continue to work closely with the House Historian as he writes a history of Asian and Pacific Islander Americans in Congress. This project was commissioned by the House and builds on the already published works on Black Americans in Congress, Women in Congress, and Hispanic Americans in Congress.

We are also in the process of redesigning and enhancing the “Biographical Directory of the U.S. Congress,” which provides historical information on every Member who has served. We have completed the requirements phase on the upgrade to the bioguide Web site, and we will move into the design and development phase when resources permit.

Finally, the Clerk’s Office is charged with administering a number of public disclosure requirements. Following passage of the STOCK Act in 2012, we undertook the design and development of the electronic filing system for all Financial Disclosure Statements and Periodic Transaction Reports. In May, we completed the second cycle in which the electronic filing system was available. We are pleased to deploy several improvements to the system, including the ability for filers to import information from previous electronic filings. In the upcoming year, we will provide technical assistance to the Committee on Ethics with its internal review system and continue to use feedback we receive from users to improve the system.

Lastly, it is important to note that we depend on the professionalism, skill, and dedication of our staff as we carry out the roles in supporting the legislative operation of the House. In the Clerk’s Office, we are fortunate to have many employees with decades of service, and their institutional knowledge is invaluable. We recognize the need to continue to provide professional development and cross-training opportunities.

Our staff is also well positioned to provide training to House employees concerning research and record management, among other topics. We look forward to continuing those efforts with the CAO through the House Learning Center.

Thank you for the opportunity to testify today.

[The statement of Ms. Haas follows:]



KAREN L. HAAS

CLERK OF THE U.S. HOUSE OF REPRESENTATIVES

Karen Lehman Haas, a native of Catonsville, MD, was sworn in as Clerk of the House of Representatives on January 5, 2011. She is the 34th individual to serve as Clerk and previously served during the 109th, 110th, 112th, and 113th Congresses.

This is Ms. Haas' second occupancy of this position—in 2005, Speaker J. Dennis Hastert appointed Ms. Haas as Clerk of the U.S. House of Representatives, and she served until he completed his term in 2007.

As Clerk, Ms. Haas plays a central role in the daily operations and legislative activities of the House.

Ms. Haas began her service on Capitol Hill in 1984, when she worked for then-Minority Leader Robert H. Michel. For nearly 11 years, she served as his Executive Legislative Assistant.

Following a brief leave to work in the private sector, Ms. Haas returned to Capitol Hill in June 1999 to serve as Floor Assistant to Speaker Hastert.

Following her first term as Clerk, she served as Minority Staff Director for the House Small Business Committee.

Ms. Haas attended public schools in Maryland and received a bachelor's degree from the University of Maryland, College Park, with a major in political science and a minor in economics. She resides in Maryland with her husband and two children.



OFFICE OF THE CLERK
UNITED STATES HOUSE OF REPRESENTATIVES

THE HONORABLE KAREN L. HAAS
CLERK OF THE HOUSE OF REPRESENTATIVES

**STATEMENT BEFORE THE COMMITTEE ON
HOUSE ADMINISTRATION ON THE PRIORITIES
OF THE OFFICE OF THE CLERK, FY2016**

JUNE 3, 2015

Chairman Miller and Ranking Member Brady, thank you for the opportunity to testify before the Committee on House Administration regarding the priorities of the Office of the Clerk for the upcoming year. As you know, my staff and I routinely meet with your committee staff, and we enjoy a very positive and collaborative relationship. I appreciate the support and feedback this Committee provides to the Clerk's Office as we seek to support the legislative operations of the House.

To a large extent, the core responsibilities of the Clerk's Office remain constant from year to year. Under the rules of the House of Representatives and various statutes, the Clerk of the House is charged with supporting the legislative operations of the House and its committees, preserving and protecting the heritage of the House, and providing numerous public disclosure services. While our core responsibilities remain fairly constant, the manner in which we perform our work requires regular review to ensure we are taking advantage of rapidly evolving technology that can improve the timeliness, accuracy, transparency, and public accessibility of our work product.

HOUSE FLOOR OPERATIONS

On the House Floor, the Clerk's Office supports each step of the legislative process. Our staff handles the introduction of all bills and resolutions, maintains the constitutionally mandated *Journal of the House of Representatives*, transcribes all House Floor debate for the *Congressional Record*, administers the Electronic Voting System (EVS), tallies all Floor votes, engrosses and enrolls measures that have passed in the House, and presents bills to the White House for signature by the President.

We also provide public access to the legislative proceedings of the House through a number of channels. The Clerk's Office developed and hosts the online *Bills to be Considered on the House Floor* portal at docs.house.gov. This portal provides access to the text of measures that are scheduled for Floor consideration in the House. We provide public access to live and archived video of all House Floor proceedings through HouseLive.gov. Finally, we work closely with our partners at the Library of Congress and the Government Publishing Office (GPO) to transmit large volumes of legislative data that both entities aggregate and make publicly available online. The Library of Congress makes much of the legislative data generated by the Clerk's Office available at Congress.gov. Likewise, GPO uses our transcripts and legislative content to produce the daily *Congressional Record*, which is also made publicly available online.



Upcoming Priorities

One of the Clerk's most important responsibilities is recording, tallying, and publicly disclosing all Floor votes cast in the House of Representatives. We plan to continue the multi-year process to update the EVS used by the House. In 2009, the Clerk's Office updated the summary display boards in the House Chamber. In 2010, we upgraded the main display boards. Our next step is to update the voting stations throughout the Chamber. We will replace all voting boxes and related wiring and will upgrade Member voting cards to be compatible with the improved technology. We will work carefully to ensure a seamless and smooth transition, taking advantage of various district work periods to complete the project. We hope to begin the intensive testing phase for the upgraded voting system during the August 2016 district work period.

In addition to upgrading the technology by which Members cast their votes on the House Floor, we are making plans to enhance the disclosure of vote results that the Clerk's Office makes publicly available online. For example, we plan to make vote results more easily searchable by party and state delegation.

We will also be working on a number of improvements to the Clerk's website over the coming year. We are focusing our redesign efforts on making the information we provide on House Floor activity far more prominent and user friendly for both our internal users and the public who rely on the Clerk's Office to provide accurate, timely, and official information about the legislative activity of the House. We hope to begin beta testing a new site in January 2016 and to deploy a fully redesigned site by the end of next year.

SUPPORT FOR HOUSE COMMITTEES

The Clerk's Office also provides legislative support services for House committees. We provide official reporters to cover all committee hearings, markups, depositions, investigative interviews, and briefings. Our House librarians provide legislative research and training for staff. The Clerk's Office also developed and hosts the *Committee Repository* at docs.house.gov, which provides a centralized point of public access to hearing and markup documents for all House committees. Our Legislative Resource Center aggregates committee legislative information and makes it available on the Clerk's website and through Congress.gov. Finally, our professional archivists assist committees with their responsibility under House rules to archive all noncurrent committee records, which remain available to committees to recall for use. We partner closely with the Center for Legislative Archives at the National Archives and Records Administration (NARA), where archived committee records are retained, preserved, and made publicly available to researchers pursuant to House rules.



Upcoming Priorities

As you know, this Committee has taken the lead in initiating a project to streamline and standardize the process for producing committee hearing reports. We are pleased to provide technical assistance to the Committee on its standardization project. When the project is completed, the Clerk's Office will update the online *Committee Repository* to include these hearing reports, further enhancing the availability of committee information to the public.

We will also continue to work closely with NARA to manage official House records. NARA is developing a plan to ensure that there is adequate and sufficient space to preserve House and Senate records in Washington in the medium and long term. Our goal is to ensure that congressional records continue to be archived in a manner that allows committees to quickly access their records and to make House records publicly available to researchers pursuant to House rules. I hope that we will have a medium- and long-term space management plan in place from NARA in the near future.

PRESERVING THE HERITAGE OF THE HOUSE

In addition to our responsibility to manage and archive the official records of the House and its committees, the Clerk's Office is charged with preserving the heritage of the House. Our professional curators provide staff support to the House Fine Arts Board, on which several members of this Committee serve. We work hard to ensure that the fine art and artifacts that have been accessioned into the House Collection are preserved for future generations. Working closely with the House Historian and his staff, we have made great strides in expanding public access to the House Collection by digitizing images of the historic paintings, statues, and artifacts and making them available with historical commentary through our History, Art & Archives website at history.house.gov.

Upcoming Priorities

Building upon the work the Historian's office has undertaken in researching and publishing the three Minorities in Congress volumes, *Black Americans in Congress*, *Women in Congress*, and *Hispanic Americans in Congress*, the House authorized the House Historian to write a history of Asian and Pacific Islander Americans in Congress. Our archival and curatorial staff are working closely with the House Historian and his staff on the research phase of this latest project, which will continue over the next two years. We are identifying documents, photographs, and other artifacts to be included in the final publication.

We would also like to make additional progress in redesigning and enhancing the *Biographical Directory of the United States Congress* website at bioguide.house.gov, which provides historical information on every Member who has served. This resource is one of the



most-used tools for historical research jointly provided by the House and Senate. BioGuide also assists the Clerk's Office by assigning a unique ID to each Member of Congress, which allows us to track Members for multiple purposes, including their Financial Disclosure filings. We have completed the requirements phase for an upgrade to the BioGuide website and will move into the design and development phases as time and resources permit in 2016.

PUBLIC DISCLOSURE SERVICES

By statute and the rules of the House of Representatives, the Clerk's Office is charged with administering a number of public disclosure requirements related to the integrity and transparency of the legislative process. We provide extensive assistance to the Ethics Committee by handling the intake and public disclosure of required filings, including Financial Disclosure Statements, Periodic Transaction Reports, and Gift Travel Disclosures. In coordination with the Secretary of the Senate, we administer the receipt and public disclosure of all lobbying disclosure filings. We assist the Franking Commission by making its records publicly accessible through the Legislative Resource Center. We also process and publicly disclose all official foreign travel reports for the House.

Upcoming Priorities

Following passage of the STOCK Act of 2012, the Clerk's Office undertook the design and development of an electronic filing system for all Financial Disclosure Statements and Periodic Transaction Reports filed by Members, Officers, congressional candidates, and employees of the House, Library of Congress, Capitol Police, Congressional Budget Office, Government Publishing Office, and Architect of the Capitol. In May 2015, we completed the second cycle in which the electronic filing system was available for annual Financial Disclosure Statements. We were pleased to deploy a number of improvements to the filing system this year. Filers are now able to import information from their previous annual Financial Disclosure Statement and Periodic Transaction Reports into their most recent annual filing. This enhancement should reduce filing errors and assist the Ethics Committee with its review responsibilities under the law. In 2016, we plan to continue to provide technical assistance to the Ethics Committee with its internal review system, and we will continue to use feedback we receive from users to improve the electronic filing system.

Earlier this year, we required all Lobbying Disclosure Act filers to make a transition to a web-based filing system. Older IBM forms that were electronically filed with the Clerk and the Secretary of the Senate were quickly becoming obsolete and necessitated this migration. Now that all filers are using our web-based system, we will work with the Secretary of the Senate, who shares responsibility for the lobbying disclosure system, to make further technical improvements to our filing and public disclosure system.



PROFESSIONAL DEVELOPMENT OPPORTUNITIES

Finally, I think it is important to note that we depend on the professionalism, skill, and dedication of our staff as they carry out their roles in supporting the legislative operations of the House and its committees. In the Clerk's Office, we are fortunate to have many employees with decades of service to the House. Their institutional knowledge and memory are invaluable. We recognize the need to prioritize professional development and cross-training for our staff in the coming year and will continue to look for ways to provide relevant and cost-effective opportunities.

We also recognize that the Clerk's Office is well positioned to provide training to other House employees. Our archivists, librarians, and historians conduct frequent training sessions and seminars in their areas of expertise for House employees through the Chief Administrative Office's House Learning Center. We are always looking for ways to assist the House community and to make our services well known and accessible. We will continue to make this a priority in the coming year.

Let me again thank the Committee for the opportunity to testify today regarding the priorities of the Clerk's Office. Much of our work is done behind the scenes, but our work product is critical to the legislative operations of the House. We take pride in our work and the role we play in serving this great institution. Again, I appreciate the support and guidance the Committee provides to us in fulfilling our mission, and I look forward to continuing our work together.



The CHAIRMAN. Thank you so very much.
The chair now recognizes Paul Irving. We are going to ask you to keep to 5 minutes since we are in a vote series here.

STATEMENT OF THE HONORABLE PAUL D. IRVING

Mr. IRVING. I will. Thank you, Madam Chair.

Good afternoon, Chairman Miller, Mr. Brady, and members of the Committee. I deeply appreciate the opportunity to appear to before you today to discuss the Sergeant at Arms' priorities for 2016 and beyond. I look forward to continuing to work closely with you and other members of the Committee throughout the 114th Congress.

As the Committee is aware, as the chief law enforcement officer of the House, I am responsible for directing all security matters which relate to the House of Representatives. Together with the Senate Sergeant at Arms and the Architect of the Capitol, I serve as a member of the U.S. Capitol Police Board, which oversees the Capitol Police as well as establishes policies and guidelines which safeguard the Capitol complex and its occupants.

I also work very closely with the other officers of the House, Karen Haas and Ed Cassidy.

In the security arena, I devote considerable time to a host of ongoing priorities to ensure the safety of Members, their staff, and visitors to the House of Representatives. These priorities include threat and intelligence monitoring and analysis by reviewing all threats and intelligence directed to Members of the House of Representatives in Washington, in their district offices, or wherever they may be. I monitor events on the Capitol complex, such as demonstration activity, committee hearings, head of state visits, and major events taking place on the complex.

Congressional delegations, or codels, are also monitored to ensure that the military and the Department of State provide adequate security in country. I monitor and review all security plans for Member-sponsored events off the Capitol complex, where Members and leadership may gather. And, of course, we ensure the security posture is maintained daily during each and every activity in the House of Representatives.

Although I have submitted a more comprehensive testimony for the record with regard to our major ongoing initiatives for fiscal year 2016, I would like to mention a few of them briefly. One of our top priorities is airspace security. We are working closely with the Department of Defense, Department of Transportation, and Department of Homeland Security to ensure we have the most efficient and robust early detection, identification, and warning systems.

With regard to garage security, we are working toward 100-percent screening of all those who enter our House office buildings. We are also working on an initiative to safeguard our Chamber Galleries to ensure that all searches are conducted to prevent any potential disruption to those Galleries.

Another important project that will utilize no additional manpower is the relocation of our appointments desks to ensure that all those entering the Capitol are vetted.

Working in conjunction with the Capitol Police Board and members of the Capitol Police, our camera security initiative will ensure that all coverage of the exterior of the Capitol is taken care of by the end of this fiscal year.

To enhance district office security, we are in the process of offering mail hoods to district offices so that district staff can open mail safely and securely in the confines of their own offices, and we are working toward enhancing literature and tools available through our Law Enforcement Coordinator Program. To further improve our response to emergencies on the Capitol complex, we are continuing to promote the importance of our office Emergency Coordinator Program and encourage every Member office to partake in that program.

Aside from long-term initiatives, some of the areas that we are focusing on this year have been the State of the Union Address, several Gold Medal ceremonies, eight visits by heads of state, four joint meetings of Congress in the House Chamber, and the recent Memorial Day concert.

There are a number of major events this year for which planning is underway. Primarily, the Speaker has extended an invitation to the Pope to address a joint meeting of Congress on September 24. This is the first such address delivered by a pontiff to Congress.

In my role as a member of the Capitol Police Board, I spend considerable time attending to duties associated with oversight of the U.S. Capitol Police. This includes the protection, security, intelligence and threat assessment, counterterrorism, and emergency response and preparedness functions of the Capitol Police. This includes life-safety assessment and recovery relating to the continuity of Congress and the protection of individuals in the Capitol complex.

I want to assure the Committee that I work very closely with the members of the Capitol Police Board, the Chief of Police, and his staff. And, of course, I report to you, leadership, and this committee on these critical issues so vital to the safety and security of all those Members, staff, and visitors to the House of Representatives.

In closing, I would like to thank the Committee for the opportunity to appear before you to discuss some of my priorities for the current year, fiscal year 2016, and beyond. As always, I want to assure you of my deep commitment and that of everyone in my office of providing the finest possible service to the House of Representatives, while maintaining a safe and security environment for all.

As noted, I have submitted my full testimony for the record. I will continue to keep the committee informed of my activities, and I will be happy to answer any questions you may have.

[The statement of Mr. Irving follows:]



PAUL D. IRVING
SERGEANT AT ARMS
UNITED STATES HOUSE OF REPRESENTATIVES

The Honorable Paul D. Irving was sworn in as Sergeant at Arms of the U.S. House of Representatives on January 17, 2012, during the 2nd session of the 112th Congress. He is the thirty-sixth person to hold this post since the House of Representatives first met in New York City in 1789. Prior to this, Mr. Irving was an Assistant Director of the U.S. Secret Service from 2001 to 2008, serving as a Special Agent with the Secret Service for 25 years.

As an elected officer of the House of Representatives, the Sergeant at Arms is the chief law enforcement and protocol officer of the House of Representatives, and is responsible for maintaining order on the House side of the United States Capitol complex. The Sergeant at Arms reviews and implements all issues relating to the safety and security of Members of Congress and the Capitol complex. Duties include emergency management and continuity of government operations for the House, the issuance, administration and verification of House staff security clearances and proper handling of classified materials, as well as overseeing the House floor and galleries, the House Appointments Desk, the House garages and parking lots, and administering all staff identification badges. Mr. Irving serves as a member of the U.S. Capitol Police Board, responsible for policy oversight over the Capitol Police Force, and is the chairman of this Board in alternating years. He also serves as a member of the Congressional Accessibility Services Board.

Paul Irving was born August 21, 1957, in Tampa, Florida. He received a Bachelor of Science degree in Justice from American University in Washington, D.C. in 1979, and a Juris Doctorate from Whittier Law School in Los Angeles, California in 1981.

Mr. Irving began his law enforcement career in 1980 as a clerk for the Federal Bureau of Investigation in Los Angeles, California, and was appointed a Special Agent at the Secret Service's Los Angeles Field Office in 1983. After assignments in the forgery, counterfeit and protective intelligence squads, he was transferred to Washington, D.C., where he served as the head legal instructor for constitutional law, statutory authority and criminal procedure at the Secret Service Training Academy. He was then assigned to the Presidential Protective Division at the White House during the administrations of George H.W. Bush and William Jefferson Clinton, where he rose to a supervisory position.

Subsequent to his White House duty, Mr. Irving served as Deputy Assistant Director for Congressional Affairs, Assistant Director for Government and Public Affairs, Assistant Director for Homeland Security, and Assistant Director for Administration. During his tenure as Assistant Director for Government and Public Affairs in 2002, Mr. Irving was detailed in a core leadership role to the Office of Management and Budget Transition Planning Office, which created the Department of Homeland Security, the largest government reorganization since the Department of Defense in 1947. As Assistant Director for Government and Public Affairs, he was responsible for all interaction between the Secret Service and Members of Congress, as well as all statutory authorization and budget appropriation requests to Congress. As Assistant Director for Administration, Mr. Irving was responsible for the Secret Service strategic plan, all financial and administrative functions of the \$1.6 billion Secret Service budget, 6,800 personnel and 130 field offices worldwide.

Mr. Irving is the recipient of numerous awards and commendations during his distinguished Secret Service career, among them the Senior Executive Service Presidential Rank Award for Meritorious Service, and the Presidential Rank Award for Distinguished Service in the Senior Executive Service. He has been a member of the California State Bar since 1982, the U.S. District Court for the Central District of California, the U.S. Court of Appeals for the Ninth Circuit, the District of Columbia Bar and the Supreme Court Bar.

**Statement of the Honorable Paul D. Irving
Sergeant at Arms
U.S. House of Representatives**

**Committee on House Administration
June 3, 2015**

Good morning Chairman Miller, Mr. Brady, and members of the committee. I deeply appreciate this opportunity to appear before you to discuss the Sergeant at Arms priorities for 2016 and beyond. Before beginning my testimony though, I would like to say what a truly unique honor and opportunity it is to serve this institution. I look forward to continuing to work closely with you and the other members of this committee throughout the 114th Congress.

As an overview, the Sergeant at Arms serves as the chief law enforcement officer and chief protocol officer for the House of Representatives. Some of my other duties include supervision of the House Floor and galleries, responsibility for the coordination of the House continuity program, the House Appointments Desk, the House garages and parking lots, as well as administration of all staff identification badges and security clearances. In addition, the Office of the Sergeant at Arms coordinates special events for the House of Representatives in conjunction with other House and Senate offices, the U.S. Capitol Police, and external entities.

As the chief law enforcement officer of the House, I am responsible for directing all security matters which relate to the House of Representatives. Together with the Senate Sergeant

at Arms, Frank Larkin, and the Architect of the Capitol, Stephen Ayers, I serve as a member of the U.S. Capitol Police Board which oversees and establishes policies and guidelines which safeguard the Capitol complex and all its occupants.

I also work very closely with the other Officers of the House – Karen Haas, the Clerk and Ed Cassidy, the Chief Administrative Officer. Whether dealing with routine chamber operations or emergency and continuity planning, it truly is a team effort among the staff in each of our offices.

In the security arena, I devote considerable time to the following on-going priorities to ensure the safety of Members, their staff, and visitors to the House of Representatives:

- Threat Analysis – Review and assess threats and direction-of-interest reports coming to attention of the Sergeant at Arms Office; as well as develop, in concert with U.S. Capitol Police, strategies to protect Members who receive threats or concerning-interest from subjects; as well as advise Members on immediate threats and the status of threats and mitigation efforts;
- Intelligence Monitoring and Analysis– Monitor intelligence information as it relates to the security of the House of Representatives and the Congress; and analyze intelligence information to formulate strategies to ensure the most robust protection, mitigation strategies, emergency response protocols, and contingency planning;

- Demonstrations – Monitor demonstrations that threaten to disrupt the orderly conduct of Congressional business; monitor response by the U.S. Capitol Police; as well as provide advice to affected Member offices and U.S. Capitol Police;
- Congressional Delegations (CODELs) – Monitor all foreign CODEL travel by members; facilitate State Department and military coverage, especially for leadership; maintain liaison with the military and State Department to ensure adequate coverage; facilitate Member briefings as necessary for notable or high profile CODELs. Monitor (to the degree possible) non-CODEL travel by Members;
- Head of State and VIP Visits – Ensure an increased and effective security posture is implemented and maintained as appropriate, as well as review all security plans for visiting dignitaries/heads of state/VIPs to the House of Representatives;
- Notable Special Events – Ensure the coordination of our Federal and State law enforcement entities with the U.S. Capitol Police for the effective implementation of security at large scale events on Capitol grounds (such as the State of the Union);
- Member of Congress Sponsored Events – Provide appropriate law enforcement related support and guidance to Member offices regarding the security of Member events on and off-campus; and,
- Committee Hearings – Monitor sensitive and/or potentially provocative Committee hearings to ensure that U.S. Capitol Police and Committee personnel understand options for security, and guidelines for restoring order if needed. We also ensure adequate security is in place prior to committee hearings.

Transition to a New Congress

All divisions of the Sergeant at Arms have been coordinating in a team effort for a smooth transition to the 114th Congress, including distribution of all Member pins, Spouse pins, and license plates. For instance, we have issued nearly 20,000 new 114th Congress identification badges to the entire House community, including permanent and temporary House staff, vendors and contractor badges, Architect of the Capitol staff and contractor badges, as well as all liaison badges.

We have issued nearly 7,000 parking permits for the 114th Congress throughout the Capitol complex, and have coordinated with the Committee on House Administration and the Architect of the Capitol regarding parking impacts from the Cannon Renewal Project.

In regard to security clearances, our office has 125 congressional staff who are currently awaiting their clearances and 126 staff pending periodic re-investigations.

Airspace Security

Airspace security is a top priority. I want to assure the committee that even before the recent incident on the West Front, the Capitol Police Board and the Capitol Police have been doing everything possible and are working very closely with our partners in Federal law enforcement, the Departments of Defense, Transportation, and Homeland Security, as well as the Federal Aviation Administration, to enhance airspace security around the Capitol within the challenging confines of the urban environment of the National Capitol Region. In particular:

- We are working with our partners to ensure the most efficient and robust early detection, identification, and warning systems are in place for the U.S. Capitol complex;
- We are taking steps to ensure there is consistent and constant interagency communication and that early warnings are communicated in real-time;
- We have improved our internal communications/alerts to Members and staff during each and every security incident;
- We are enhancing the countermeasures and neutralization technologies available to us, as well as the policies consistent with those countermeasures.

Garage Security Enhancement Project

The garage security enhancement project is designed to address existing vulnerabilities and will provide a greatly enhanced level of security in the House Office Buildings. This project, which is to occur in multiple phases, will move the entire Capitol complex far closer to 100% screening. The first phase is the installation of infrastructure and hardware to allow the garage entrances to be locked down in the event of an emergency.

In the second phase, the Office of the Sergeant at Arms is working in conjunction with the Architect of the Capitol and the U.S. Capitol Police to conduct a design and feasibility study for this continuing initiative. This phase is intended to ensure that all those entering the House Office Buildings will undergo a consistent level of screening to ensure the safety and security of

all those who work and visit our House office buildings. I would like to thank the Committee for its continued and support of the project.

Capitol Complex Screening

We are currently exploring the possibility of installing enhanced screening portals within House Sergeant at Arms-space in the Capitol Visitor Center to provide an additional layer of security to the galleries of the House of Representatives. The concept is for visitors to the House Galleries to be screened for powders, liquids and other non-metallic objects prior to entering the House galleries. Currently, these items are not detectable by more traditional screening methods and could be used to disrupt a session of Congress. These enhanced screening portals have been shown to be effective in detecting these non-traditional threats.

Capitol Appointments Desks

We are in the final stages of enhancing our Appointments Desk operations, through installation of additional locations in the Capitol Visitor Center. The purpose behind these desks will be to confirm that visitors seeking entrance into the Capitol have business in the Capitol. These desks will help to ensure that those individuals with official business in the Capitol are not proceeding unescorted and unaccounted for within the building.

Mail Hood Initiative

Previously, Members' offices have been targeted through use of the mail system with Anthrax and Ricin. Although all mail coming into Member offices in Washington, D.C., has been

screened for potential hazards, not all mail coming into district offices is screened, and therefore presents a potentially greater vulnerability. Knowing how to safely screen and open mail is crucial. The mail hood initiative closes an existing gap in House secure mail procedures and protocols. Properly using this device can reduce the risk of serious injury and, in extreme circumstances, death. The mail hood is designed to protect the operator from exposure to dangerous material that may be mailed to a District office. This is accomplished by containing the materials within the device and filtering particles through a HEPA filtration system.

My office has been working in conjunction with the CAO and we are in the process of purchasing mail hoods to deploy to Member district offices where mail does not undergo prior security screening. We will provide each office with an initial hood and Member offices can request additional hoods as needed which will be delivered after the initial shipment of one mail hood per office. It is anticipated that the deliveries will begin within the next month and continue through the remainder of the year.

District Office Security and the Law Enforcement Coordinator (LEC) Program

Very few priorities are more important than the safety and security of the lawmakers and staff in their district offices. As the Sergeant at Arms, my preeminent focus – as a crucial extension of this office’s law enforcement and protocol responsibilities – is continuously helping to ensure the safety of our 435 Members, six delegates, and the staff who support your ability to govern and create public policy.

To this end, in partnership with U.S. Capitol Police, we continue to build a strong, effective outreach program with Member offices regarding District Office security. We offer guidance on best practices, providing information on how to obtain a thorough security review, and how to coordinate security surveys when requested. We will continue to provide this essential service to offices, while remaining mindful of the need to provide cost effective recommendations as well as solutions.

The Law Enforcement Coordinator Program (LEC) remains a significant focus for the Office of the Sergeant at Arms and is something that should be an integral part of every District Office Security plan. The LEC program assists Member offices plan and prepare for security threats in the district. The Law Enforcement Coordinator is the Member's district office liaison with law enforcement agencies and the U.S. Capitol Police. District offices are encouraged to assign a primary and an alternate LEC. LECs provide an essential link to the local law enforcement community, enabling effective liaison and personal rapport with local and state law enforcement.

In part, the LEC is responsible for: establishing and maintaining contact with any building security; monitoring the Member's schedule, particularly events occurring in the District; notifying local law enforcement of public events that the Member will be attending in the District; requesting local law enforcement support at the public events, regardless of size; notifying the Sergeant at Arms office if assistance is needed in coordinating with local law enforcement, sheriff or state police, in those cases where assistance is unavailable; providing copies of press announcements to local law enforcement; reporting all threatening or suspicious

communications to the local law enforcement and to the U.S. Capitol Police Threat Assessment Section; coordinating District office and/or residential security assessments and implementation of appropriate security measures; ensuring each district office has a security plan; maintaining contact information for the Member's spouse and ensure that the spouse knows who to contact if assistance is needed; and, notifying local law enforcement, if the Member has school-aged children, the name and address of the school.

The LEC program has demonstrated its benefit to the institution in a cost-effective manner and we will continue to focus our efforts on this critical initiative during the 114th Congress and beyond.

Emergency Management Program

In partnership with the Chief Administrative Officer, the Clerk of the House, the U.S. Capitol Police, the Architect of the Capitol, the Attending Physician, and peer organizations in the Senate, the Sergeant at Arms implements a comprehensive Emergency Management Program for the House of Representatives, ensuring the Continuity of Operations of the House and the safety of House Members, staff, employees, and visitors during emergencies. As part of a comprehensive emergency preparedness strategy, we are committed to enhancing the emergency management program for every Member, Committee, and support office. For example, we place continued emphasis on the implementation of the Office Emergency Coordinator (OEC) program, an initiative designed to facilitate emergency planning and information sharing for all House offices.

The Office Emergency Coordinator (OEC) program serves as the focal point to emergency planning and preparedness at the office-level. Each House office is asked by our office to designate staff to serve as either primary or alternate OECs. This duty is in addition to their regular office work. This individual is then responsible for office-level emergency planning and preparedness. There are more than 1,100 OECs representing all Member offices, committees and Officers.

The OEC program is designed to facilitate information sharing with House offices and to advise offices on how to prepare for emergency actions. We work with OECs to ensure that they have the information and the resources they need to perform emergency planning activities. We conduct periodic OEC training and schedule drills and exercises to practice these plans and improve – and to enhance – our ability to respond in any emergency.

Our office continues to oversee emergency planning, training, and exercises including notifications, evacuations, and shelter-in-place activities to ensure readiness to respond to any emergency affecting the U.S. House of Representatives. In conjunction with the U.S. Capitol Police, we recently began active shooter training for OECs and other interested staff. This training places an emphasis on what actions staff should take if confronted with such an emergency.

Upgrading Cameras throughout the Capitol Campus

We are currently working with House and Senate Leadership, the U.S. Capitol Police, the Senate Sergeant at Arms and the Architect of the Capitol to enhance cameras throughout the Capitol campus. These cameras, located around Capitol Square, will enhance the capabilities of the U.S. Capitol Police to monitor and secure the Capitol. These cameras are being designed to provide the most coverage as well as meet the architectural requirements of the Olmsted plan.

Sergeant at Arms Server and Database Infrastructure Upgrade/Replacement

The upgrade of our computer server infrastructure will provide modernization and complete replacement of file servers currently in use within the Sergeant at Arms organization. Our current physical servers are extremely old and in need of replacement. In fact, recently our ID operations were affected when the current server infrastructure malfunctioned. While the server was repaired and most of the data recovered, we want to ensure that our service level to the House community is always at the maximum.

In addition to our server upgrade, our parking security staff is currently examining a new data management program to streamline the parking database. We are in the process of analyzing other similar agencies such as the Senate, the Smithsonian and the Pentagon, and are visiting those sites to view the systems in place and determine which systems would meet House requirements.

Collaboration in the House-wide Strategic Plan

My office is excited to be working with the Committee and the Office of the Inspector General on the House Strategic Plan, as well as updating the Sergeant at Arms Strategic Plan. We are also working with the Clerk of the House and Chief Administrative Officer to ensure the strategic initiatives of the House adequately address the expectations of the Committee.

The O'Neill Building

The renovation of the Cannon Building has required staff to be relocated to the O'Neill Federal Office Building. The O'Neill Building is operated by the General Services Administration (GSA), and not by the House. Therefore, in conjunction with the CAO and the Clerk, my office has staff located in the O'Neill building to act as liaisons between the House community, GSA and the Federal Protective Service to make sure the concerns of the House staff are addressed in real time.

Protocol and Chamber Operations

Employees of the Protocol and Chamber Operations are responsible for House of Representatives Chamber operations, House Gallery access, official business visitor access to the U.S. Capitol and Office Buildings, and protocol and special event coordination. This includes:

- Coordination of logistics with Leadership offices and Committees for all Head of State and high level dignitary visits to the Capitol and House office buildings;
- Planning and coordination of all special events held in the Capitol, the House Chamber,

and in the House Office Buildings, including protocol assistance;

- Responsibility for access control and overseeing of decorum in the Chamber of the Hall of the House of Representatives. Chamber Security personnel manage Floor access when the House of Representatives is in session by regulating entry at all access points. Chamber Security personnel maintain decorum on the Floor and the Speaker's Lobby, as well as provide a message relay service for Members;
- Administration of all ticketed events to the House of Representatives and coordination of the distribution of all gallery passes to Member offices;
- Facilitation of access to the House Gallery for constituents, visitors, and guests of Members of Congress. Chamber Support personnel operate two prohibited items check areas where items are securely stored while guests visit the House Gallery. Chamber Support Services personnel manage the logistics and flow of visitors from the Capitol Visitors Center to and from the House Gallery.

Some of the areas of focus thus far this year have been: The Opening Session of the 114th Congress, the annual State of the Union Address by the President, several Gold Medal Ceremonies and Congressional Events, eight visits by heads of state so far since January 2015 year, four Joint Sessions of Congress in the House Chamber, the recent Memorial Day Concert, and support has also been provided to several off-site Member events.

There are a number of large events this year and next for which planning is currently underway, such as the invitation extended by the Speaker to the Pope to address a Joint Meeting

of Congress on September 24. This will be the first such address delivered by a pontiff before Congress.

In my role as a Member of the U.S. Capitol Police Board, I spend considerable time attending to duties associated with the oversight of the U.S. Capitol Police. As background, the U.S. Capitol Police Board is an independent, statutorily created, bicameral and non-partisan board of directors charged with directing and overseeing the U.S. Capitol Police – on behalf of the Congress. This includes the policing, protection, security, intelligence assessment, counterterrorism, and emergency response and preparedness functions of the U.S. Capitol Police, including life safety, the assessment and recovery relating to the continuity of Congress and the protection of individuals and the Capitol complex.

The Board develops recommendations and policies, promulgates regulations, and oversees, monitors, evaluates, and directs security protocols for the protection of the Capitol complex. In conjunction with the U.S. Capitol Police, the Capitol Police Board accomplishes this mission by: Providing strategic advice and direction to the U.S. Capitol Police management, overseeing management of risk by the U.S. Capitol Police and holding the U.S. Capitol Police management accountable for organizational results; overseeing the U.S. Capitol Police expenditure of appropriated funds, including approval of the U.S. Capitol Police budget and major procurement issues; providing oversight and decision making with regard to the installation and maintenance of physical security, including technologically advanced security systems for the Capitol complex; recommending and approving the protection of Congressional

leadership and Members of Congress by the U.S. Capitol Police as necessary, based on professional threat assessment – including intelligence input; overseeing compliance with regulations for the control of activities on the Capitol grounds, including the traffic regulations, demonstration activities and the maintenance of a content-neutral First Amendment demonstration permitting system; developing, promulgating, and maintaining administrative regulations and policies for the U.S. Capitol Police; overseeing a comprehensive and effective legal and ethical compliance system for the U.S. Capitol Police; overseeing the threat and intelligence monitoring component of the U.S. Capitol Police and enhancement of intelligence information sharing within the U.S. Capitol Police structure, to include the Board, as well as information sharing between the Board/U.S. Capitol Police and the intelligence community; oversight of the Congressional security paradigm - committed to a balance between open access and sound security mechanisms; and, oversight of the emergency communication and coordination among Congressional emergency preparedness and response assets and entities of the U.S. Capitol Police.

I want to assure the Committee that I work very closely with the other members of the U.S. Capitol Police Board, the Chief of Police and staff of the department on these vital Capitol Police Board functions to ensure the safety and security of all those Members, staff and visitors to the U.S. House of Representatives. I speak with the Chief on a daily basis on these oversight matters, in addition to the myriad of security and intelligence related issues that occur daily. Furthermore, I have regular discussions with the other members of the Chief's Executive Team

(the Assistant Chief, Deputy Chiefs, and the Chief Administrative Officer) on matters pertaining to the overall management of the Department.

In closing, I would like to thank the Committee for the opportunity to appear before you to discuss some of the Sergeant at Arms priorities for the current fiscal year, FY 16 and beyond. As always, I want to assure you of my deep commitment – and that of everyone in my office – of providing the finest possible service to the House of Representatives while maintaining a safe and secure environment for all.

I will continue to keep the Committee informed of my activities and will be happy to answer any questions you may have.

The CHAIRMAN. Thank you very much.
Mr. Cassidy.

STATEMENT OF THE HONORABLE ED CASSIDY

Mr. CASSIDY. Thank you, Chairman Miller, Ranking Member Brady, Congressman Harper, Ms. Lofgren.

It is a real privilege today to join the Committee for this discussion of the priorities that we face together in fiscal year 2016. It is a special privilege to be here representing the hundreds of dedicated men and women professionals who serve in the Office of the Chief Administrative Officer.

As the principal manager of House finances, information technology, physical property and equipment, and a wide range of other administrative and support services, the men and women in the Chief Administrative Office continually strive to carry out efficiently and effectively our wide range of responsibilities. And that imperative will grow even more compelling this year as the CAO launches costly but absolutely critical initiatives in cybersecurity, asset management, and a number of others that I would be happy to discuss with the committee.

In the interest of time, however, and recognizing that votes have been ordered over in the House Chamber, I will suspend at this point and look forward to discussing those issues in detail with the committee or in the questions and answers.

[The statement of Mr. Cassidy follows:]



The Honorable Ed Cassidy

Chief Administrative Officer Ed Cassidy oversees the varied operations of the Office of the Chief Administrative Officer (CAO). The CAO is a non-partisan, non-legislative office providing support services and business solutions to the community of 10,000 House Members, Officers and staff in more than 800 locations across the country. House Speaker John Boehner nominated and House Members elected Cassidy to the post in January 2014 at the start of the 2nd session of the 113th Congress.

Prior to his election, Cassidy served for seven years as a senior leadership aide to Speaker Boehner, most recently as Director of House Operations.

Cassidy has spent more than three decades in the legislative and executive branches of government. He served as chief of staff to several Members of Congress and held senior positions with the House Ethics Committee and House Rules Committee. In the administration of President George H.W. Bush, he served as Deputy Director of the U.S. Minerals Management Service and as the Interior Department's deputy chief of staff and Deputy Assistant Secretary for Policy, Management and Budget. He began his House career as a college intern in 1977.

Cassidy studied economics and government at Fairfield University in his home state of Connecticut and at Georgetown University. He holds a master's degree in public administration (MPA) from American University in Washington, DC. He and his wife, Laura, live in Alexandria, Virginia, and have three daughters.

Statement of
The Honorable Ed Cassidy
Chief Administrative Officer
United States House of Representatives
Before the
Committee on House Administration
June 3, 2015

Chairman Miller, Ranking Member Brady and members of the committee, I appreciate the opportunity to appear before you today on behalf of the entire team of outstanding men and women who serve the House in the office of the Chief Administrative Officer.

I look forward to our plans for tackling the many issues and challenges facing us in fiscal year 2016.

As the principal manager of House finances, information technology, physical property and a wide range of administrative and support services, the Chief Administrative Office continually strives to carry out its responsibilities as efficiently and effectually as possible.

That imperative will grow even more compelling this year as the CAO launches costly – but absolutely essential – initiatives in enterprise risk management, internal controls, cyber security, and inventory modernization, among others.

In order to free up funds needed to execute these high priority initiatives during an era of limited resources, we in the CAO have no choice but to work smarter and cheaper whenever and wherever we can do so without compromising essential levels of support to the House.

The Legislative Branch Appropriations bill for FY 2016 (H.R. 2250) recently passed by the House included \$115,010,000 which is \$1,910,000 or 1.6% above the Consolidated and Further Continuing Appropriations Act, 2015 per Public Law 113-235.

ANNUAL FINANCIAL AUDIT

Mr. Chairman, before highlighting briefly a number of ongoing and planned activities, I am pleased to report that the CAO recently received its 17th consecutive clean audit opinion on the House's financial accounts for the fiscal year ending September 30, 2014. We welcome the opportunity that annual, independent audits conducted by outside accounting firms offer for the House's financial managers to measure themselves against established standards and guidelines for financial reporting.

Each year we gain valuable insight from these audits and have incorporated numerous “lessons learned” into our procedures going forward. During the past year, for example, we have automated four key financial statements (replacing manual spreadsheets), and added enhanced reporting and analytical tools to PeopleSoft in order to address previous audit findings.

FINANCIAL MANAGEMENT

Inventory Reform

Late last spring, the CAO began the first top-to-bottom review of its inventory procedures in decades. First, a private contractor independently inventoried all CAO equipment assets. Then, fourteen different inventory processes used in various CAO units were evaluated and will be replaced by five standardized processes to be implemented uniformly across the CAO in 2015. Once functioning successfully within the CAO, the new processes will be made available to the rest of the House officers and institutional support entities in 2016 – and then eventually rolled out to all Member, Committee and Leadership offices for use in the 115th Congress.

Budget Planning and Execution

As the committee is aware, the CAO has purchased the Hyperion Budget and Planning suite of software to work in concert with the House’s primary financial application, PeopleSoft. Once implemented, Hyperion will offer the House community a faster, more efficient tool to plan office budgets with real-time numbers that can easily be adjusted to an office’s changing circumstances. It features web-based planning, budgeting and forecasting functionality that integrates planning processes, reduces cycle time, improves predictability and allows for scenario-based analyses.

The delivery of the Hyperion Budget and Planning module will be rolled out in phases, starting with the CAO’s Office of Budget Policy and Planning, and all House Fiscal Year offices. Phase 2 will be an expanded rollout which will enable Member, Committee and Leadership offices and other non-CAO offices to replace their existing Congressional Accounting and Personnel System (CAPS) budgeting functionality with a far superior online tool.

Procurement Processes

At the CAO’s request, the Inspector General is currently conducting a comprehensive review of our procurement policies, processes, practices and resources. The IG’s advisory is nearly complete and we will move quickly to implement any recommendations resulting from this timely review. We have also selected a new Chief Procurement Officer and planning is well underway for implementation of the House’s first cradle-to-grave automated contract management system to replace outdated manual processes. Each of these efforts will help ensure the Chief Administrative Office maximizes value received while minimizing transaction costs and facilitating fair and open competition among those seeking to do business with the House.

Official Expense Reimbursement

In 2014, the E-Voucher pilot program was opened up to all Member, Committee and Leadership offices, and several hundred are now participating. This program has helped the CAO reduce average processing time for expense reimbursements to an all-time best of less than three business days.

Payroll Processing

In an effort to strengthen financial management while also strengthening House security, the CAO recently began requiring House offices hiring new employees to submit Payroll Action Forms at least two business days prior to an employee's first day of work. In addition to reducing payroll errors, this change has also made it possible for the first time to hold off on processing requests for House ID's, phone numbers, parking permits, etc., until the issuing office confirms a new employee's payroll status with the Payroll and Benefits office.

INFORMATION TECHNOLOGY**Strengthened Management**

Late in 2014, the CAO established the new position of Deputy Chief Information Officer (DCIO) to serve as day-to-day chief operating officer of House Information Resources (HIR), and appointed to the post a proven IT senior executive with extensive private sector and governmental experience in enterprise architecture, change management, applications development and end-user service delivery.

Risk Management

The CAO has directed the development of a National Institute of Standards and Technology (NIST)-based approach to enterprise risk management that will be used to assess and authorize (A&A) major technology-based systems and processes going forward. Standing up this capability will require a significant culture change within our organization while also consuming considerable time, effort, energy and financial resources across the CAO. But a commitment to rigorous risk management is absolutely essential to ensuring that our critical systems are chosen, designed and operated with the controls necessary to protect the confidentiality, integrity, and availability of House systems and data. Moreover, this high priority effort will enable the CAO to close numerous outstanding findings of the Inspector General, the House's outside auditors and the CAO's Office of Internal Controls.

Cyber Security

We are constantly evaluating cyber security threats and risks to the House network as both the quantity and sophistication of intrusion attempts and spyware detected by the CAO's Information Systems Security Office continue to grow.

The CAO's House Information Security program (INFOSEC) provides two types of services: back office and customer facing. Back office services include firewall protection, intrusion detection, malware threat mitigation, web filters, patch management, technology review and evaluation, compliance and audits, and incident management. Customer facing services include security and awareness training; SecurID services; foreign travel mobile device scanning; and defining, publishing and communicating policies and standards.

Information Security systems address an ever changing threat environment and therefore must be updated constantly to ensure continued secure operations of the House network. Additional funds are requested for on-going Information Security support for the coordination of required certification and accreditation (C&A) activities related to applications and general support systems, system security plan updates, increasing cyber security demands, and forensics requirements.

Because we recognize that effective cyber defense depends to a large degree on end-users knowing what they can/must do to help - and then doing those things consistently - in collaboration with the Committee on House Administration we have taken several steps recently to increase the overall security posture of the House:

- A new password policy has been put in place to further strengthen our network authentication process by requiring stronger passwords that must be changed more frequently.
- We have expanded the CAO's security awareness program and will now require all new staff to complete mandatory training within 60 days of hire to supplement the annual refresher training required of all staff once per calendar year.
- We have extended the reach of our secure configuration management program with the goal of ensuring that all systems connected to the House network operate in a manner consistent with security best practices.
- We have also hired a full-time cyber communications professional to make our cyber training materials and programs even more effective.

Perhaps most important, I am pleased to report that the CAO has recently recruited to our cyber security team a number of senior, seasoned executive branch officials. One left his post as Chief Information Security Officer for a key federal financial agency. Another served previously as director of the Defense Department's Computer Emergency Response Team (DOD-CERT) before going on to lead USCERT for the rest of the federal government.

These and other top recruits have further bolstered the capabilities of INFOSEC's highly qualified team of cyber professionals. For, the best programs, policies and practices – even when combined with cutting edge technology – cannot possibly safeguard House systems and data unless we can continue to recruit and retain proven professionals to deploy those costly assets and guide future investments in this critically important area.

Data Storage

In 2014 the CAO awarded multi-million dollar competitively-bid contracts to replace the primary servers used to store most House data and applications. The new servers will be House equipment, located in House facilities.

Concurrently, at the request of the Committee on Appropriations – and with the next round of data storage replacements in mind – we also issued a Request for Proposal seeking industry bids to provide large-scale, off-site data center capacity for a potential legislative branch consolidated data center. We are confident that eliminating the need to sporadically invest enormous sums expanding/modernizing individual agency data centers could create a more predictable and sustainable appropriations trajectory while enabling participating agencies to pay only for the capacity they need at any given time.

An independent study commissioned by the CAO 2013 determined that data centers supporting Legislative Branch entities such as the House, Library of Congress, Government Printing Office, Government Accountability Office, Architect of the Capitol, and the Congressional Budget Office were at significant risk due to aged and inadequately maintained critical infrastructure. The study also estimated the cost of improving and maintaining legislative branch agency facilities at current industry standards to be more than two billion dollars over a 20 year period. That study and a subsequent Request for Information (RFI) estimated that leasing data center facilities could potentially save taxpayers in excess of one billion dollars over the same 20 year period.

As the committee is aware, government agencies as well as private enterprises are rapidly moving applications and data from traditional facilities to cloud services in an effort to reduce the costs of meeting ever-increasing capacity requirements. Accordingly, as we work to develop the future data center models and recommendations you have requested, the CAO is actively considering the potential role that cloud-based storage solutions could play while considering carefully the particular legal and technical challenges associated with maintaining so much House data.

LOGISTICS

Cannon Renewal/O'Neill Occupancy

In preparation for a top-to-bottom renovation of Cannon over the next decade, the CAO has now moved more than 200 committee and institutional support staff from offices in the Cannon, Longworth and Rayburn buildings into the Thomas P. O'Neill, Jr. Federal Building. Another four

hundred or more staffers will follow later this year and next, as their former office spaces are converted to three room suites to be occupied by Members displaced during each phase of the Cannon renewal.

Transition/NMO

As 2014 drew to a close, many CAO units were tasked with supporting the recent transition from the 113th Congress to the 114th, and ensuring that newly arrived freshman Members got up and running as quickly and smoothly as possible. For example, Payroll and Benefits on-boarded nearly one thousand new staff members, Logistics moved 189 Member offices in just a few weeks, while the CAO's Office of Administrative Counsel reviewed and approved more than 900 district office leases.

Hearing Room Upgrades

All Members appreciate that much of the most important work of the House is done by its committees. With strong support from this committee as well as the Committee on Appropriations, the CAO and the House Superintendent (AOC) worked together in 2014 to step up the replacement of obsolete and malfunctioning audio/visual equipment in committee hearing rooms and heavily-used larger meeting spaces in the House office buildings. Those projects frequently include related work to abate asbestos and/or ensure compliance with the Americans with Disabilities Act. With the committee's continued support, we anticipate completing several more much-needed hearing room upgrades in FY 16.

INTERNAL CAO MANAGEMENT

Privacy Program

In 2014, the CAO established a new Director of Privacy position and named a veteran House attorney to the post. We now have a senior-level official focused exclusively on ensuring that appropriate safeguards are developed and function effectively across the wide range of CAO programs and systems that handle personally identifiable information (PII) of Members, staff, constituents and vendors.

In addition, we have worked with industry leading providers to ensure that credit monitoring and identity theft protection can be provided timely to Members and staff in the event their PII is compromised in a breach of House systems.

Leave Management

With the assistance of HIR, our Human Resources team recently developed and rolled out the CAO's first automated leave management (request/approval/tracking) system. The new system replaces the paper files, manual spreadsheets and thousands of e-mails previously required to manage annual leave, sick leave and overtime for more than 600 employees in dozens of CAO offices and work units. By making it easier to track leave requests and access personal leave balances quickly and accurately, it's not surprising the automated system has been well received by managers and employees alike.

CLOSING REMARKS

Madame Chairman and Ranking Member Brady, thank you again for the opportunity to testify today. Please be assured that our entire CAO team remains committed to providing House Members and staff the tools and resources they need to work efficiently, effectively and securely.

I look forward to working with the Committee and would be pleased to answer any questions you may have.

The CHAIRMAN. Thank you very much.

I really appreciate that.

Before we adjourn here—and we will reconvene right after votes—let me just say that the purpose of this hearing was to provide for our due diligence with oversight, but really, in the most part the driving impetus for me was to be able to demonstrate how efficiently and effectively this House is being run and what a great team of House officers the Speaker has appointed for this Congress.

In the Clerk's Office, the transparency and the different things that you have done there are just remarkable I think.

Certainly, Mr. Irving, to be able to look at the challenges that our Nation is facing here on this campus and to be so safe and secure is, again, just a mark of yourself and your entire time.

Mr. Cassidy, of course, we just came through a clean audit. I know there are other things that the media wants to write about here sometimes, but that is a wonderful, wonderful achievement that that has happened with your team and working together with everyone.

So I look forward to really helping to amplify what I think is an extremely positive team of House officers and the remarkable work that is happening here.

At this time, I would recess the hearing. The Committee will reconvene right after the vote series.

[Recess.]

The CHAIRMAN. Okay. We will reconvene the Committee on House Administration and continue the hearing on the House officers. A quorum is present, so we can proceed.

Clerk Haas, I think I will start right in with you.

Ms. HAAS. Okay.

The CHAIRMAN. I appreciated very much and was interested in your testimony about the electronic voting system, which obviously we all have a huge interest in. Maybe you could just flesh out for us a bit about the system and some of the challenges that you are facing. I know that we had a little bit of a chat about how some of the technology is new, and some of it is old. What are some of the various problems that you are looking at there and what do you think you need to do and how we can be of assistance with that? Obviously, we can't have any incidents there.

Ms. HAAS. I appreciate that. We have been in a multiyear process of updating the electronic voting system. In 2009 and 2010, the summary boards and the main display boards were upgraded.

What we have discovered is, you know, one of the last pieces on the floor to be upgraded are the voting stations themselves as well as the wiring. So we are undertaking a project to update both the wiring and the voting stations. We have started that process. We expect to be able to begin testing in August of next year.

As part of that, we will also be upgrading the cards, the voting cards that Members use, the technology. And the current cards are quite old. So it is an opportunity for us to look at new technologies and other potential ways that we can use those cards.

So we are beginning the process now. As I mentioned, we expect to be able to test in August of next year and then would deploy at the end of the Congress or the beginning of the new Congress. But

that will be in coordination with this committee and with leadership.

The CHAIRMAN. You know, I guess, just as Members, we have all gotten used to wherever the voting stations are at. So I don't know if you have any plans to move those. Every time we have a series of 2-minute votes, I sometimes think it would be good to have a voting station in the middle of some of those rows, but I don't know if that is even possible.

Ms. HAAS. So, currently, under our current situation, it is not possible. We are maxed out. We have 46 stations throughout the Chamber. With this new upgrade, we will be able to have that option if leadership decides they would like additional stations. That is something that has been coordinated over the years with leadership on both sides of the aisle. So we are open to providing additional stations if that is what the decision is.

The CHAIRMAN. Okay. Very good.

To the Sergeant at Arms, I would like to ask you a little bit about a hearing we had a couple of weeks ago with Chief Dine. One of the things that all the Members were interested in was the gyrocopter incident. I guess I would just ask you, do you have any lessons learned that you have been participating in since that time of how we can better protect the campus here?

One of the things, I am not sure if I am advocating for this, but I did ask the Chief about it, and here I think I am putting my Homeland Security hat on, but if you look along the southern border and the way that we have been able to utilize, actually, in some cases surplus DOD goods that have been particularly effective at border security with the eye in the sky. As I say, I don't think I am advocating for some of the blimps or other equipment, the dirigibles that you can see, but some of the UAVs that they have available now, the VADERS, et cetera, are incredibly effective. I am not sure, again, whether that is something that could be utilized here, but perhaps. What is your thought on equipment like that?

Mr. IRVING. Thank you, Madam Chairman.

Yes, as a matter of fact, even before the gyro incident, which obviously generated a fair amount of attention here, we were looking at the airspace security. It was a pretty aggressive initiative to improve some of the gaps that we have. We will have to get into more of a classified session to get into some of that. But that was a priority for us. We work very closely with the Department of Defense, Department of Transportation, and Homeland Security with some continuing efforts in that endeavor. There will be a couple more things coming online, again, which I will allude to in a classified briefing.

I want the Committee to be aware of the fact that the Capitol Police Board and the Capitol Police are looking at this and working very closely with Defense and the other executive branch agencies on this issue.

You raise an excellent point in terms of the southwest border. There are systems in place down there that we are very well aware of. It is a different pattern here in a congested urban environment versus something that is a little less congested. So there are more challenges to airspace security in this national capital region. Hav-

ing said that, we have some countermeasures in place, and we will have some additional ones in the not too distant future.

I want to assure you that the couple of themes, here, from the perspective of airspace security, which is the early identification and warning, we are working aggressively on that. In terms of the Capitol Police's ability to conduct certain countermeasures, their weapons and use-of-force policy, that is a separate issue which we have also addressed. Again, we can get into that in more detail in a classified session.

We also have not only the low and slow aircraft but also the drone issue. That is another facet of this that we are also working on. We also have some classified systems in place that we can chat about further.

I want to assure the committee that the Capitol Police Board, Capitol Police were aggressively working this with our partners in military and other executive branch agencies.

The CHAIRMAN. You know, since you mention the Capitol Police Board, let me just ask a question. If you don't want to answer it, you don't have to. Maybe I am just making a comment here, but I am looking at the construct of the Capitol Police Board, which has been in place for 150 years; and maybe it made sense then. I am not sure that it does right now. So you have yourself, then your Senate counterpart, and then the Architect of the Capitol on the police board.

I just think from a management wiring diagram, if you will, organizational chart, I am not sure that serves us as well as perhaps it should. So I am almost throwing this out to the other members of the Committee to contemplate that. I don't know if you have any comment about that, or since you sit on the police board you would rather not say. I totally understand, but I personally have a little bit of consternation about whether or not it is the best system.

Mr. IRVING. I certainly feel free to comment on it if you like, Madam Chair. I speak to Kim Dine on a daily basis on issues relating to House-wide interests, security and protocol interests. The Senate Sergeant at Arms does the same relative to the Senate. But the Senate Sergeant at Arms and I deal with Kim Dine, again, on a daily basis relative to security for the entire complex. And I think it is a good dynamic, the relationship that I have with the Senate Sergeant at Arms to deal with security campuswide. As you know, we have the Pope coming, joint visits, State of the Union, inaugurations, events that require campuswide security protocols. We have a lot of initiatives that are ongoing now that are campuswide, so I work very, very closely with the Senate Sergeant at Arms. But I also filter many, many, many comments, requests, concerns from Members, House Members, to the Chief so that his phone is not ringing from every Member. He will come to me. I will speak to them about it. I will express those concerns to the Chief.

I really want to assure the committee that the Capitol Police Board does exert robust oversight on the Chief. We are with him each and every day. I know that there has been a number of things in the media lately that cause concern. But we have talked to the Chief before a lot of these issues became public and certainly afterwards. And aside from, obviously, both Sergeants at Arms, the Architect of the Capitol is a critical component because a lot of the

security initiatives that we want to put in place deal with the infrastructure of the Capitol and the office buildings. And the Architect has, obviously, jurisdiction over that. I would say it is a pretty good construct, but again, I am on the Board.

The CHAIRMAN. Okay. I appreciate that.

The chair recognizes our ranking member.

Mr. BRADY. Thank you, Madam Chairman.

The luxury you have of asking a question behind you is that I don't have to ask any because great minds think alike. You would ask the questions that I would ask, and you already answered them.

But I want to say thank you to the Clerk and to the Sergeant at Arms and to the Chief Administrative Officer because I know you have a tough job dealing with our egos, 435 of us, you know. I appreciate the job that you do. I appreciate the courtesy you show us on the floor every time we are there, which we are always there every day.

Sergeant at Arms, thank you for being informative. You know, we don't get that much from the Chief. We have expressed that. But you always keep us informed of what is going on every second, every minute. And we do appreciate that. And I know that will continue. We thank you for that.

And to the Chief Administrative Officer, thank you, you have been a friend for a lot of years. Thanks for what you do. And, again, dealing with all the egos that you have to deal with.

The only question I would have is we are your oversight committee, so if there is anything you need us to do to make your job a little easier because when your job becomes easier, nobody comes and complains to us and causes us any problems. So is there anything you think that we need to do, whether it be right here now or anywhere on the floor? I see you always on the floor. You know where my office is. You just come to us, and whatever we can make it easier for you because I know it is tough enough, again, dealing with us, dealing with the egos that you have to deal with. So thank you, again, for all of you being here.

Mr. IRVING. Thank you. We appreciate very much your support.

The CHAIRMAN. Mr. Harper.

Mr. HARPER. Thank you, Madam Chair.

And thanks to each of you for the great work that you do. Unlike many entities that we might provide some oversight on, we have firsthand knowledge of what you do. And we appreciate the hard work. And what you do is not really—it is certainly not partisan. It is really not bipartisan. It is nonpartisan. And you make this place function very well. So we thank you for that. But we all want to do the very best we can, whatever that role is.

And, you know, as a person who occupies an office in Cannon, we would obviously wish that we weren't going through that process.

Mr. Cassidy, that is an incredible undertaking, past due, as you know, but coming along very nicely, a long process. But you have so much to deal with, each of you. And it is just one of the buildings that you have responsibility for.

And but I want to say to, first, you, Mr. Cassidy, congratulations on the audit. That is not an easy accomplishment. Can you share

a little bit of background on that for us on how that worked and your comments on that?

Mr. CASSIDY. Certainly, Mr. Harper. And thank you very much for those kind words.

As was mentioned by the chairman in her opening remarks, the House recently received its 17th consecutive clean audit. These audits occur every year. They are conducted by an outside private auditing firm, a CPA firm. That firm is contracted for not by us but by the Inspector General of the House. And it is essentially a review of the House's financial managers. I don't know that it is unprecedented across the government, but certainly nowhere else in the legislative branch and nowhere in the executive branch of which I am aware—not even the Senate gets independent outside audits of its financial statements. But the House does.

It is a very worthwhile exercise. It raises the confidence, we hope, of Members and the citizens you represent that the funds entrusted to the United States House of Representatives are spent effectively and efficiently and appropriately.

And this audit, if you will, as any of you who have been in business know how daunting it can be to be audited by anybody. I had hundreds of auditors working for me in the executive branch, and I got a nonstop stream of calls from CEOs and other corporate officials complaining about the enthusiasm of our auditors.

Our folks are on the other side of that. You know, our financial managers under the Chief Financial Officer of the House, Traci Beaubian, who is with me here today, they are on the receiving end of this annual financial audit. The audit is a report card, if you will. And Traci and her team welcome the opportunity to test themselves against the highest generally accepted accounting principles. And they welcome the fact that each and every year, those auditors, no surprise to any of you who have been audited, they find areas that can be improved.

And as the chairman of this committee likes to say, the biggest room in any house is the room for improvement. Our financial staff, our accountants, our financial managers relish the opportunity not only to be tested against those standards but to have outside independent eyes point out areas where we can improve. And each and every year, our processes do improve as a direct result of that audit.

I would be happy to talk later about some examples of that, the most current of which would be our Asset Management Reform Project that is underway right now.

But I appreciate the kind words. Our folks live and breathe that about 9 months out of every year. And it is always a huge sigh of relief when we get that report. And this year's report was more encouraging than any in recent memory. So thank you.

Mr. HARPER. Congratulations. And to the team, congratulations.

Mr. Irving, thank you for your hard work, your dedication. And it is a lot, and a great responsibility that you have to look at the safety of our Capitol complex and things that are there. But I would like to talk for just a moment, I only have just a little bit of time left, about the security needs in our district offices. I think there are over 800 district offices across the country and in the Territories. And so those are things that, you know, we all have con-

cerns about. And I know I have discussed those with you in the past. I know the mail hoods have been discussed in the district offices. Can you just share a little bit about what you see is the things that we can do to improve our security in the district offices?

Mr. IRVING. Thank you very much, Congressman.

I appreciate your kind words again. The district offices are certainly a challenge because as you indicate, there are over 800, actually over 900. We need to maintain relationships with each and every one of them. We can't be everywhere. So we have a robust program, the Law Enforcement Coordinator Program, whereby we ask staff in each district office to appoint someone to work with my office, to work liaison with local law enforcement.

Any time a Member is going to make an appearance or do something in their district that could raise a certain profile, we like to ensure local law enforcement is apprised of that. District office security is critical. Resident security is critical. So we would like Law Enforcement Coordinators to contact our office. And we provide them guidance on a daily basis. We give them checklists, we give them tools that they may need to ensure that those district offices and the Members are as safe as possible.

Mr. HARPER. And I know for us and for you, threat assessment is always an ongoing situation because—

Mr. IRVING. Yes.

Mr. HARPER. Some are legitimate, some are not. And I know that is a difficult thing. But I want to say thank you for the job your office does. It works very well I know with our office for sure and others that I hear.

And my time is up, so I yield back.

Mr. IRVING. Thank you very much. I really appreciate it.

The CHAIRMAN. Mr. Nugent.

Mr. NUGENT. Thank you, Madam Chair.

And I appreciate you all, your service to this country and to the House of Representatives in particular. You all have unique and different responsibilities.

But I really want to talk to our Sergeant at Arms. I appreciate you coming up in our meeting yesterday. It was very enlightening in regard to the discussion as it relates to the Capitol Police. And you know my background in law enforcement. And I want to make sure that the Capitol Police Board has the authority and has the ability to do what they need to do, but more importantly, I want to make sure that the Chief of Police is accountable to you all and through oversight of this committee to make sure that we get the best of the best. You know, I think that and what I worry about in my conversations with some of the officers is that they feel underappreciated. You know, they are not security guards; they are Capitol Police. And it is a huge responsibility to keep this campus and all the Members safe. And I know we are on the same page when it comes to that.

But all I can do is encourage the Capitol Police Board to make sure that they hold the Chief of Police accountable because we talked about a numerous number of issues yesterday, everything from, you know, training, experience, the things that are important to the rank and file because, you know, they want to do a great job. Most of our police officers across this country and, more impor-

tantly, right here in the Capitol, really want to do a good job. And they want to be proud of the job that they do. They want to be proud of the agency they serve with and those that serve with them.

So we need to do everything, and I think the chairman is on the right track by holding the meeting that we had with the Chief last week or the week before, I guess. It all runs together, Madam Chair. But it is really important to us because we are the community. The Members are the community that they are sworn to protect. Obviously, the citizens that come to the Capitol, but we are the constituency, and we want to make sure that we have a voice in that.

And I think, by you coming and sitting down and talking with Members, and I know you have done that in the past, you have other meetings we have had, but you need to have all the information at your fingertips. And I know that you have all had issues from time to time. And I have no doubt that you are going to rectify that, at least by our conversation yesterday. And if you want to add anything as it relates to the Capitol Police.

But I just want to just reiterate that, you know, I have the utmost respect for those that wear the uniform in law enforcement to protect us no matter where you are in this great country. And you talk about the district offices. It is so important that they have a good liaison with their local law enforcement agency because you are up here, and I am down in Florida. And the local law enforcement agency has the primary responsibility at that point to make sure that things go right. And they need help from time to time. But go right ahead.

Mr. IRVING. Thank you. Again, Congressman, I appreciate all of your time and attention to this. The committee has been so supportive. And going back to the chair's comments and Mr. Brady's comments, this committee has always been so responsive and supportive. Usually, before we make an attempt to implement a security measure which has a tendency of affecting the business processes of the institution, I come to you first because there is a fair chance your phone will ring if we have done something to change a certain business process which has a tendency of coming down on convenience or lack thereof.

Having said that, your door has always been open. I appreciate all the time that you and have I spent together talking over these issues. Because of your background, you know all of these issues. And I appreciate your support of the Capitol Police Board and the Capitol Police.

I do want to assure you that the Capitol Police Board is conducting robust oversight of the Chief and of the Capitol Police. They do a fantastic job each and every day. They have a tough job. We hear some things every now and then in the press. But, frankly, there are thousands of contacts with the public, with Members each and every day, and they do a fantastic job. And my hat's off to the men and women of the Capitol Police, but more importantly, I thank you for your leadership, your oversight, and your support.

And we will certainly continue to keep you posted as we work all the issues that we addressed yesterday, certainly things that have

been out there. But, again, I want to thank you for all of your support.

Mr. NUGENT. I appreciate that.

And, Madam Chair, I am out of time, but I would hope that we have a followup meeting with the Capitol Police, with yourself, or with the Chief to see where they are in regards to the things that we have talked about. And I know that the Sergeant at Arms has talked about where are we at in regards to, are those things getting fixed to our satisfaction? And I know Mr. Brady feels the same way. I am not going to put words in his mouth. But we want to know. And I think that is a fair thing for us to do. And I appreciate your indulgence. Thank you.

The CHAIRMAN. Thank you very much. Mr. Davis.

Mr. DAVIS. Thank you, Madam Chairman.

And I would like to associate myself with many of the comments that my colleague Mr. Nugent mentioned about our concerns. We had a great meeting with Mr. Irving just yesterday and talked about many of these issues.

Thank you for your service. Thanks for what you are doing to address some of these issues.

Thank you all for being a part of this great institution.

I come from a different perspective. I spent 16 years as a district office staffer, so I have a vested interest in district office issues. And I know many of the issues that each of you address relate to district offices. And there are some differences between district offices and what we see here in D.C. And sometimes I think that the district offices and what they have access to may be taken for granted because of the access that we have on this campus to many different issues, that security being one of them.

So I am glad, Mr. Irving, that there has been a focus on district office security issues. And I look forward to working with you with my perspective if there are any issues that you think I can be helpful on in the future too.

One issue, I will start with you, Mr. Irving, and this actually, unfortunately, relates back here. It is something you mentioned in your testimony about the Garage Security Enhancement Project. Would the completion of that project require any different procedures for Members and staff in your opinion?

Mr. IRVING. There will be some changes. And I am working very carefully with the committee and leadership on that. We will be restricting, or the goal ultimately is to restrict the number of access points so that everyone can undergo security screening. So that will certainly require, you know, assistance from the committee and leadership to get us to that point.

There will be some conveniences that will be dispensed with. But I will say that we will do everything we can to ensure that Members have access to the doors that they require. We will probably be undergoing either a prox card or a biometric type of entrance system so that Members can utilize more doors. As you know, Members do not undergo magnetometer screening whereas staff and visitors do. It will probably be a very similar protocol. But the goal is for everyone to have that 100 percent screening.

Mr. DAVIS. Thank you. You and I would agree that project is critical.

Mr. IRVING. Yes. And I appreciate so much the committee's support on that project and mail hoods. And I could go on and on on a lot of the initiatives that I have enumerated in my testimony. This committee has been so supportive. So thank you.

And I know that we will have to work through some of the details of that initiative because of the access point closures and routings and what have you. But we will do our best to make sure that the business process of the institution is not affected.

Mr. DAVIS. Thank you. Thanks very much, Paul.

Mr. Cassidy, back to my district office issues. Obviously, you know, you and I have talked about many different district office issues. And I am happy to be someone that can offer a different perspective on many of the issues. And I know that one issue that we have worked on has been district office connectivity. I can tell you firsthand the connectivity issues at a district office are vastly different than what we can experience here on this campus.

We have been very active as a committee and been concerned with these connections. And I know there has been an initiative that you have been working on and CAO has been working on. Can you kind of give us an update on how that is going? Anything the committee can do to be of assistance?

Mr. CASSIDY. Certainly, Congressman. The Committee has already been very helpful on this project.

The issue, in a nutshell, for those who aren't familiar with it, is, how do we connect the computer systems in 800 or 900 district offices with the House network back here? For many years now, we have done that by providing between Washington and a Member's principal district office a high speed data link called an MPLS circuit. And then, from the district, the main district office to any other district offices that a Member may have, they are responsible for providing that connection. But the House connects the primary office back to here.

The challenge around that is that in the years since that technical approach was adopted, the demand for data to move back and forth through this pipeline, if you will, has exploded as a result of video and social media and all of the things with which the committee is familiar. With that in mind, what we have been looking at is an alternative to the MPLS circuits we use today, which have a maximum flow-through rate of 3 megabytes, if you will. We have been looking at something called VPN, which is an Internet connectivity.

Mr. DAVIS. Which some offices use now.

Mr. CASSIDY. Which many offices, most offices in fact, use to connect their primary office to any satellite offices, and a small number use to connect their D.C. offices to here. That is a good news/bad news story. The good news in the first instance is that it is a lot less expensive to use VPN than it is to use MPLS. And, secondly, the VPN technology has a much higher ceiling, if you will, on the amount and the speed with which data can move back and forth.

But it also has a lower floor. So with the classic traditional MPLS model we have been using, you get 3 megabytes; you don't any get any more than that, and you don't get any less.

With VPN, you get a much higher ceiling, but 3 isn't guaranteed. And depending on the time of day, depending on the makeup of the network in your district, the number of customers, the demand and such, you may find slower speeds.

What we have done in the last several months, with the strong support of this committee, is to begin connecting up Members' primary district offices. We are up over 70 now. The majority of those are freshmen, but they are not all freshmen. Several members of this committee participated in a pilot project around this. And we now have a fairly robust plan, which we will share with the committee shortly, to take that number up around 400. As it happens, there are a handful of Members in certain parts of the country—the islands are a good example of that, but there are actually some rural areas in this country—where the current MPLS approach actually is the best. So we are not going to mandate a move to VPN, but we are going to facilitate a move to VPN, and we are going to do it as quickly as we can possibly get it done.

We learned a lot in the pilot. And the staff of this committee was an integral part of that process. We hope to put those lessons learned to use. We may find out—we actually have an RFP that was on the street recently, just closed, seeking proposals to provide this service—we may find out we have got some hybrid approaches that employ both of those technologies in particular places, and so you get the best of both.

But we are going to work very closely with this committee going forward, as we have up to this date, and try to make this transition as expeditious as we can. But it is probably another year or two before we get this thing rolled out to all of the offices that want it. But we are moving—in fact, we are ahead of schedule right now on that rollout.

Mr. DAVIS. Thank you.

My time has expired.

The CHAIRMAN. Mrs. Comstock.

Mrs. COMSTOCK. Madam Chairman, I don't have any questions.

The CHAIRMAN. Okay.

Mr. Walker.

Mr. WALKER. Thank you, Madam Chairman.

First of all, let me say thank you guys for being here. Even Sergeant at Arms Mr. Irving coming by yesterday and taking time to visit with us, I appreciate that. It meant a lot to us.

I want to go back and talk about the partnering agencies from the Capitol Hill Police's perspective. Talk to me about the confidence in our response with the other agencies that we have taken in the aftermath of some of the drone stuff, some of the gyrocopter stuff. Can you give me a little briefing and get me caught up to speed as far as how you feel like you guys are doing there?

Mr. IRVING. Thank you, Congressman. We engaged our local, Federal, State partners in law enforcement on all of these issues. On the gyro issue in particular that you addressed, there are a number of working groups, airspace security working groups specifically, dealing with a number of Department of Homeland Security agencies as well as military and Department of Transportation, FAA, Secret Service. MPD is involved, and Metro Transit. You have got the Park Police, Pentagon Force Protection Agency. So

there are a lot of local national capital region law enforcement partners that are engaged with the Capitol Police. The Chief enjoys a very good relationship with all of those other chiefs.

And the Capitol Police Board, obviously, is attuned to all of those meetings and monitors those meetings. So I will tell that you there is considerable respect amongst all of the law enforcement for each other, not only in the law enforcement, domestic law enforcement perspective, policing perspective, but also in the intelligence perspective, intelligence-sharing perspective.

Mr. WALKER. And I love to hear the relational side is good and even working.

Let me talk specifically about the technical aspect. And I believe I have got the date, if my memory serves me correctly, is January 2014, there was a completely new system put in for communications. We talked a little bit about the interoperability of it. You can talk about specifically the gyrocopter that day, but my larger concern is, is that functional? Do we do tests or drills on that? Are we sure that we have got an opportunity or really the potential to communicate across the board going to a frequency, whatever it is? Is there a plan in place that if there is, God forbid, a situation that we are able to utilize that to the max?

Mr. IRVING. Thank you, Congressman.

On the communication front, the new radio modernization program has been working well, and is a tremendous success. There is interoperability. As we have discussed, interoperability is a combination of pre-event planning not only, you know, before something happens, but also, you know, merging that pre-event planning with the technology.

From a technological perspective, the new radio modernization program can accomplish that. There is interoperability amongst all of the law enforcement entities in the national capital region. Training is always an issue in terms of time and expense. Capitol Police is working toward training with other law enforcement partners, though not as much as we would like.

We can tell you, though, there is command level, there is communication almost daily between the command center, Capitol Police command center, Metro PD command centers, and the other multi-agency coordinating centers in the national capital region.

Mr. WALKER. So if something was to happen this afternoon, there would be a frequency or something that everybody is instructed to go to. The Capitol Hill Police is talking to agencies across the board. I mean, do we feel comfortable that that particular plan is in place?

Mr. IRVING. Yes, Congressman, very confident that, at the command center level, absolutely.

Mr. WALKER. Okay.

Before my time expires, I want to bring Mr. Cassidy in this as well. A lot of times we are talking about the very physical threats. I want to touch on cybersecurity for just a moment there. Both of you guys can address this. It is a high priority for this committee, obviously, as it is for others. And I just want to talk about what are we taking proactive steps in regards to cybersecurity, and how do we see that possibly affecting us from this particular committee's perspective?

Mr. CASSIDY. Congressman, as you know, and as all the members of the committee know, we don't lack for high priorities in the IT area here in the House. We have a number of them. But there is no higher priority for us than cybersecurity. This is a target-rich environment. You have got 10,000 or 11,000 Members and staff deployed in 800 or 900 locations around the country. We have lots of devices, lots of programs, lots of systems, lots of flexibility that supports a pretty decentralized working style, if you will, here in the House.

The danger is that, on any given day, at any given minute, any one of those people is likely clicking on something they shouldn't click on. And so that is a big challenge. And so what we have done to try to mitigate that, in addition to a number of technical approaches around secure configuration management and the like—

Mr. WALKER. When you say they are clicking on something they shouldn't be, obviously, we have a certain responsibility, Members and our staff. Can you be a little more specific when you say that that may put us a little more at risk?

Mr. CASSIDY. Certainly. For example, sir, phishing campaigns, which are known to all us, are campaigns in which someone pretending to be someone that you know sends you an email that looks just like you would expect an email to look like from that individual or that organization and asks you or offers to show you something, asks you to click on a link. If you click on that link, you have immediately put the House at risk.

And so we have technological approaches to deal with that, but we also are working much harder in the last year or two on the education side. As you recall, we stiffened our password policies recently. We require longer passwords. You have to change them more frequently. You can't keep flipping back and forth between the last two or three passwords you have used, which I have done most of my adult life. We now require you to come up with truly new passwords.

We produce a publication called "Connected and Secured" that goes out every single month. It goes out every single month trying to give people in the House suggestions around safe social media practices, email practices, and the like.

Mr. WALKER. I appreciate your work on that.

Thank you, panel.

Madam Chairman.

The CHAIRMAN. Thank the gentleman very much.

Are there any other questions from any of the members?

Well, I just want to, again, thank all of the House officers for their participation today, their statements, and the answering of questions. Obviously, you have a very engaged Committee here with what is happening with the House officers. I looked at this as an opportunity to really make sure that the folks understood what this Speaker has done in appointing these individuals and how he really is such an institutionalist and believes in this institution and how we are all so committed in our common goals to make sure that this House runs effectively, efficiently, transparently, and safely in every way.

As we look at all of the different challenges that the House faces, we look to all of you. Obviously, this Committee wants to ensure

that you have the resources that you need and that we can help you in any way that we can to share our common goal.

It looks like Mr. Cassidy would like it say one other thing as well. I certainly recognize you to say something.

Mr. CASSIDY. Thank you, Madam Chairman.

I just want to take a moment if I could, a moment of privilege, if you will. Mention was made earlier about the work done by all of our staffs. But not enough has been said about the work done by your staffs. In particular, I want to point out, as everyone up there knows, but maybe not everyone in the room knows, our positions are thoroughly nonpartisan; our organizations are thoroughly nonpartisan. We serve the House equally. We work with this Committee equally.

There isn't anybody in this room today who has worked harder or cared more or done more to facilitate our efforts in the CAO, and I hope I speak for my colleagues, than Kyle Anderson, the minority staff director of this committee. He has recently announced his intention to move on. And I just wanted to say personally how much I appreciate Kyle's contributions, his advice, his counsel, and the effort he has undertaken to help us do our jobs because, at the end of the of the day, our jobs are really about helping all of you do your jobs. And Kyle has been a terrific partner.

The CHAIRMAN. I appreciate you saying that. Kyle is going to be missed. He is great. He really is. He is wonderful to work with.

Mr. BRADY. Now we need to get the double doors open so he can get his head out.

The CHAIRMAN. All right. Well, we thank you all very, very much for your appearance today.

I thank the Committee members as well for appearing.

And, with this, the hearing will be adjourned.

[Whereupon, at 3:26 p.m., the Committee was adjourned.]

Committee on House Administration

**Questions for the Record of the
Hearing of June 3, 2015**

Chairman Candice S. Miller

1. The Rules package for this Congress directs House Administration, the Clerk, and others to continue to broaden availability of legislative documents in machine-readable formats:

The Committee on House Administration, the Clerk, and other officers and officials of the House shall continue efforts to broaden the availability of legislative documents in machine readable formats in the One Hundred Fourteenth Congress in furtherance of the institutional priority of improving public availability and use of legislative information produced by the House and its committees.

How are you approaching this issue for the House and its committees? How can the Committee provide assistance?

Response:

We appreciate the lead this Committee has taken in promoting the availability of legislative documents in machine readable formats. The Clerk's Office has worked closely with the Committee in its effort to streamline and standardize the process for producing committee hearing reports. We are also in the planning process to update the Committee Repository to make these documents available online at docs.house.gov.

Additionally, the Bulk Data Task Force has directed the members of the Legislative Branch XML Working Group to develop a project proposal to expand the availability of legislative documents in machine readable format. The Working Group is made up of representatives from the Library of Congress, the Government Publishing Office, the Secretary of the Senate's Office and the Clerk's Office. The Working Group is currently examining opportunities to make Statutes at Large and Public Laws available in machine readable format.

2. What benefits and improvements will come with the new Lobbying Disclosure Electronic Filing system? What is the status of current redesign efforts?

Response:

Following passage of the Honest Leadership and Open Government Act, the House and Senate developed a common electronic filing system for registrations and reports required by the Lobbying Disclosure Act (LDA). As a result, the House and Senate deployed IBM forms that could be electronically filed online. In recent years, however, our version of those IBM forms became increasingly obsolete and difficult to maintain. As a result, the House took the lead in developing a web-based LDA filing system. After extensive beta testing, the House and Senate required all

LDA filers to transition to the web-based filing system by the April 2015 quarterly filing deadline, thereby completely phasing out the IBM forms. We expect to save both time and resources now that we are supporting just one filing system.

As more users gain experience with the web-based filing system, we will stay attentive to the feedback we receive from the filing community and those who use our public disclosure database. We will continue to work with our Senate partners to make additional improvements as needed to our web-based filing system.

3. Last year, for the first time, you required lobbyists to file online exclusively, no longer providing a paper option. Has moving to that paperless process been able to save the House time and money? How successful has this transition been?

Response:

Following passage of the Honest Leadership and Open Government Act, the House and Senate required Lobbying Disclosure Act filers to electronically file their registrations, quarterly activity reports, and semi-annual contribution reports. This transition to electronic filing has been successful in reducing the amount of staff time previously required to process paper filings. Mandatory electronic filing has also allowed us to make registrations and reports publicly available much more quickly and in a format that is searchable, sortable, and downloadable.

Earlier this year, the House and Senate required all LDA filers to transition to our web-based filing system, which replaced IBM forms that were previously available to the filing community. We began strongly encouraging the filing community to migrate to the web-based system last summer in order to ensure a smooth transition. I am happy to report that the transition went smoothly and all registrants are now using the web-based filing system.

4. What are the current upgrades planned for the Financial Disclosure Filing System? What benefits and improvements will come with the changes?

Response:

Following passage of the Stop Trading on Congressional Knowledge (STOCK) Act, the Clerk's Office worked with the Ethics Committee to develop an electronic filing system for all Financial Disclosure Reports filed with the House. That system launched last year. This year we upgraded the filing system to add an import tool that allows filers to import data from previous electronic filings. For example, financial transactions that are electronically reported throughout the year on Periodic Transaction Reports can now be imported into an annual Financial Disclosure Statement. This new import tool should improve the accuracy and consistency of disclosure information reported on multiple forms. We will continue to work with the Ethics Committee and take into account user feedback in order to make further improvements to the filing system for next year. In the coming year we expect to provide technical support to the Ethics Committee on its internal review and tracking system.

5. Currently, 70% of filers for financial disclosure use the electronic system. What efforts have you taken to promote entirely electronic filing? Do you think we will ever get to 100% and be able to retire the paper process?

Response:

We are very pleased with the high percentage of filers using the electronic filing system for Financial Disclosure Reports. Now that the deadline has passed for 2015 (CY 2014) annual financial disclosure statements, I am pleased to report that approximately 85% of filers used the electronic filing system. The Ethics Committee has supported us by strongly encouraging filers to use the electronic system in all of their communications and training sessions for filers. We need to continue to educate users about the electronic filing system and provide them with the technical support they need to successfully use it. Ultimately any decision to completely eliminate the option to file on paper forms rests with the Ethics Committee.

6. What are the Bulk Data Task Force's goals for FY16?

Response:

The Bulk Data Task Force continues to focus on improving the accessibility and transparency of legislative documents across the legislative branch. Representatives from the House, Senate, Library of Congress, and Government Publishing Office routinely meet to coordinate our efforts. Over the next six months, Task Force participants have announced plans to release additional improvements to congress.gov, begin the design phase of the Clerk web redesign project, make the rules of the House of Representatives for the 114th Congress available in XML, improve and standardize House committee hearing reports, and continue work on the Amendment Impact Program and stage 2 of the House Modernization project. Task Force participants will also monitor the implementation of the Data Act to determine how bill text in XML could be updated to include the appropriate budget and treasury codes and increase education for internal users as well as outside groups on how to use the data the legislative branch provides publicly.

7. The Clerk has been instrumental in the docs.house.gov initiative that makes the House more transparent. What are the planned additions and improvements for FY16 to docs.house.gov?

Response:

We appreciate the Committee's strong support for the docs.house.gov initiative, which provides a centralized portal for House and Committee documents that is easily assessable online to the public and the House community. For FY16, we plan to continue our collaboration with this Committee on its House committee transcript project. Once that project is complete, we will be prepared to integrate these newly standardized committee documents into the Committee Repository at docs.house.gov. We are also investigating the possibility of developing an Application Program Interface (API) that could be used internally and by the public to access docs.house.gov data.

8. Can you describe your involvement in the Cannon renewal? How much is the Cannon renewal impacting your operations or the services you provide? From your vantage point, how would you describe project progress so far?

Response:

Before the Cannon renewal began, there were 70 employees of the Clerk and the House Historian working in the Cannon building. This includes employees who work in the Historian's office, the Legislative Resource Center, the Immediate Office of the Clerk, the Office of Art and Archives, the Communications Office and the Office of Official Reporters. The Legislative Resource Center, then located in B106, is responsible for distributing official documents of the House and serves as our primary customer service location for Members, staff, and the public for access to public filing and disclosure.

Beginning in early 2014, we started working with representatives of the Architect of the Capitol (AOC) and House Chief Administrative Officer (CAO) to plan the relocation of our Cannon staff to accommodate "Phase 0" construction work that started in 2015. Staff in the Immediate Office, Communications, Art and Archives and Historian offices moved to new space in the O'Neill Building, while LRC and Official Reporter staff moved to new space in 135 Cannon. In addition to the movement of Clerk staff to new space, we also relocated over 45,000 volumes from the House Library space in the Cannon basement to new space outside of Cannon.

Our staff worked extensively to adapt business processes to minimize the impact of these moves to our customers. We developed and executed a comprehensive communications plan to ensure that our customers and service partners were not negatively impacted by the office relocation.

With the extensive assistance of the AOC, the CAO and the Sergeant at Arms, all the moves out of our Cannon basement spaces took place in the Fall of 2014. Feedback we have received since the moves confirms that our joint efforts to minimize the impact on customers have been successful.

9. Each of the Officers maintains systems that store identity data about Members and staff. For example:

- The payroll system is managed by the CAO.
- The ID badge system is managed by the Sergeant at Arms.
- The House phone book is managed by the Clerk.

The Officers over the years have built inter-operability between these data silos. For example, the CAO and the Sergeant at Arms work very closely to ensure that payroll data and ID badge data remains in sync. However, there remain many inefficient manual processes and work-arounds between these systems. Do you believe the House requires more integration between these disparate systems to reduce the cost and complexity of essential House administrative processes?

Response:

I agree there are areas in which the three House Officers must successfully collaborate and share information between our organizations in order to carry out our responsibilities to the House. With respect to the House phone book, the CAO's payroll office has been very helpful in providing us with office data in an electronic format that we can import into our House phone book application. We are always open to new ideas and opportunities to reduce costs and improve efficiency.

Ranking Member Robert A. Brady

10. The clerical process for adding Members' names to legislation as co-sponsors admits errors potentially resulting in Members appearing to support, or having supported, legislation that they in fact oppose. Such errors can cause great confusion for Members, their staffs, and especially the public, and at present there is no complete remedy. What are you doing to review this problem and to identify ways to eliminate it?

Response:

The Clerk's Office has been reviewing the process by which Members add the names of their colleagues as cosponsors of bills and resolutions that they have introduced. Currently the primary sponsor of a bill or resolution uses a standard cosponsor sheet on which he or she writes the names of colleagues who have agreed to be added as cosponsors. The primary sponsor must sign the sheet listing the names of cosponsors to be added to the bill or resolution, thus certifying that the primary sponsor has received permission to add additional names. If a Member inadvertently adds the name of a colleague as a cosponsor, the Member (or the Member erroneously added as a cosponsor) may seek unanimous consent on the House Floor to have the named removed as a cosponsor. We are working with the Parliamentarian's Office to update the standard cosponsor sheet to require additional information from the primary sponsor of a bill or resolution in order to reduce the opportunity for inadvertent clerical errors.

11. What is your current timeframe for completing improvements to the electronic voting system?

Response:

The Clerk's Office is undertaking a multi-year process for updating the Electronic Voting System (EVS) used in the House Chamber. In 2009, we updated the EVS summary display boards in the House Chamber. We then updated the main display boards in the Chamber in 2010. We are now in the planning process to replace all voting stations and related wiring in the Chamber. We currently plan to install and extensively test new voting stations during the 2016 August district work period.

12. Please discuss your strategy for transferring the vast institutional memory of veteran Clerk employees to their junior colleagues, so critical functions such as engrossment and enrollment of legislation will be sustained seamlessly.

Response:

Given the specialized nature of much of the work carried out by the Clerk's Office, we understand the importance of preserving and internally disseminating information on the critical functions performed by our employees in support of the legislative operations of the House. Our strategy to do so is twofold. First, we thoroughly document our work processes by creating detailed manuals that explain how and why various tasks are performed. Second, we strongly emphasize cross-training our employees throughout our various divisions so that invaluable institutional knowledge can be widely disseminated. We have multiple backups trained for each critical position within our organization.

Committee on House Administration
Sergeant at Arms Response to
Questions for the Record of the Hearing of June 3, 2015

- 1. One of the most critical responsibilities for the Sergeant at Arms is maintaining the safety and security of the Capitol Complex. What additional training or communication programs are needed for Members, staff, and visitors to prepare for emergencies?**

The House Sergeant at Arms (SAA) maintains a strong outreach and training program that focuses on emergency preparedness and response. The SAA ensures that offices have the plans and training necessary to take appropriate action when directed by the U.S. Capitol Police. We train staff on a host of emergency preparedness process, such as the use of the escape hood, the responsibilities of the Office Emergency Coordinator and the response to active shooter threats. These classes compliment the regular outreach programs we conduct, including office visits, targeted emails, and annual events focusing on emergency preparedness. We are continually evaluating outreach, training, and communications programs to improve campus-wide preparedness.

- 2. How would you describe the state of emergency readiness in the House? What type of exercises does the SAA do to train and prepare for emergencies? Are these comprehensive simulations, with variables added or removed to add innovation into the exercises or are they scripted in advance with specific conditions and parameters?**

We assess the state of emergency readiness in the House as strong and we are constantly working to make it even better. The SAA coordinates an average of 8-12 major exercises per year that span the life safety and continuity continuum. The SAA also coordinates quarterly life safety drills for the Capitol, CVC, HOBs and other campus facilities on protective actions to include evacuation, shelter-in-place and internal relocation. These exercises involve a high degree of planning and coordination with partner agencies that are involved in emergency readiness to include House Leadership, the Office of the Clerk, the Office of the Chief Administrative Officer, the Architect of the Capitol, the United States Capitol Police and other Congressional support organizations. The HSAA also works with the Senate SAA to run joint exercises that test shared resources, capabilities and procedures. The House exercise program continues to evolve and mature to keep pace with our growing strengths and increasing state of readiness.

Contingency exercises test a range of capabilities such as transportation, relocation procedures and logistics, and the establishment of alternate sites to simulate relocation in the event of an emergency. Most exercises are functional exercises in which multiple capabilities are tested in a concerted fashion within a realistic setting. Some of these exercises involve new environments, situations or scenarios in which critical thinking and innovation is needed to perform critical functions within a specific period. Staff may receive very little information prior to the start of the exercise in order to encourage adaptability and flexibility based on the circumstances. Other exercises are scripted in order to simulate a specific scenario that is being tested and to ensure that the timing and coordination of events at multiple sites is accurate and realistic for those participating. Any exercise that requires a strong life safety component (e.g. utilizes emergency personnel, resources, assets or equipment) requires advance planning to ensure that these assets are available and that their use does not detrimentally affect real world life safety needs.

3. **There have been some recent security incidents on the campus that called into question how the USCP and SAA communicated to the Members, staff, and visitors during an emergency. Recently, there have been communication improvements. Please describe the steps you have taken to improve how you provide information during a significant event. Are there plans for continued improvement? Would any technological advances assist those plans?**

The SAA, in coordination with the CAO, has revamped the online emergency alert self-registration system (<https://alerts.house.gov>) so that the user experience for providing contact information for staff is greatly improved. In addition, these improvements have provided us with the opportunity to collect additional optional information – that can be used to contact personnel in an emergency. The response has been positive, and, in turn, has increased the accuracy of the data records in our alert notification system.

In addition, my front office has enhanced communications that are sent to stakeholders. I have assigned specific tasks to front office staff on what their respective responsibilities are to ensure the proper messaging is disseminated. This includes designating a specific staff member to be responsible for crafting the messaging, communicating with the USCP command center, joining the teleconference bridge line that the USCP establishes for an event, and overseeing that the activities of the SAA office and alerting stakeholders and SAA divisions of the emergency situation and any follow up action that needs to be taken. We periodically discuss communications and any revisions to the process.

4. **There is now a significant number of House and House support staff located in the O'Neill Building. Your testimony mentions that GSA operates the building. What types of difficulty does that pose from a security perspective? Are there any specific challenges you've noted or improvements that could be made in the coordination with GSA?**

Currently there are approximately 280 House and House support staff located in the O'Neill Federal Building. That number should grow to over 500 by mid-2016.

The USCP are responsible for the physical security (response to an alarm, access control etc.) of the House occupied floors as well as any emergency response to those floors. When an overall building response is required, personnel from the USCP Patrol and Mobile Response Division (PMRD) will respond as well as Federal Protective Service (FPS) officers. Both USCP and FPS have participated in joint table-top exercises and have had several actual responses to the building that have resulted in a well-coordinated team.

Because it is a GSA building, physical screening of staff and visitors for O'Neill is administered by the FPS contract guard force.

Though the physical screening performed by FPS is sound, the fact that USCP screening procedures and FPS screening procedures differ slightly has resulted in some issues. All issues, when reported by House staff, are researched and acted upon by the SAA representative located in the O'Neill Service Center on the 5th floor.

The SAA representative is also assigned the role of "Designated Official" (DO) for the O'Neill building. The DO is responsible for developing, implementing and maintaining an Operational Emergency Plan (OEP) as well as chairing the O'Neill Federal Security Council (FSC). The FSC is the body that reviews all security plans, procedures, and operations for the O'Neill Building. The FSC is comprised of GSA, FPS, Health and Human Services, USCP, AOC and SAA and meets on a monthly basis.

5. Please describe the current office emergency coordinator program? How effective do you believe it is in preparing DC offices for an emergency?

The Office Emergency Coordinator (OEC) program is the cornerstone of our emergency preparedness interaction with the House Community and we assess the OEC program as highly effective. The OEC program was created in 2002 to assist in the dissemination of emergency information, facilitate emergency preparedness training for staff and to ensure that offices have a singular point of contact for matters relating to emergency preparedness. There are currently 1,095 primary and alternate OECs representing all Member, Committee and support offices. By maintaining this point of contact with each office, the SAA can directly communicate emergency preparedness information, training and outreach, resulting in a more prepared community. Even with the high staff turnover and the frequency with which offices relocate, this continues to remain the most effective means of communicating the emergency preparedness message to House staff.

6. With the significant amount of staff turnover on Capitol Hill, how do you track the office points of contact for emergencies/law enforcement coordinators? How do you maintain the distribution lists? Is there anything the Committee can do to assist these efforts or promote the programs with Member offices?

The SAA division of Police Services and Law Enforcement establishes periodic contact with each of the Law Enforcement Coordinators (LECs) in Member District Offices to answer questions, provide pertinent security information, and address any security concerns raised by the LECs. Another objective of these periodic contacts is to ascertain the status of the LEC position within the particular Member district office. This year our office will begin providing on-line training courses for all LECs. LEC distribution lists are maintained through periodic phone contact with Member offices and also through email contact. LEC data is maintained by our office in a database specifically created for that purpose, identifying LECs, district office addresses, and other pertinent information. The Committee can assist in the efforts to promote the LEC Program by continuing to stress the importance of the approach plan to Members and District Directors, and by advising them of the important information regarding Member safety and security which is contained on the House Sergeant At Arms intranet website <http://saa.house.gov/members/information-for-lecs.shtml>.

Through regular outreach to offices, we are able to maintain 100% coverage in Office Emergency Coordinators. Additionally, the Office Emergency Coordinator database is linked to the House badge database. When a badge is returned and destroyed, the former employee is removed from the OEC database. We will then reestablish contact with the district office to identify a replacement. We would be happy to work with the committee to use its existing outreach efforts to supplement those used by SAA, effectively speaking with a louder voice on the importance of emergency preparedness.

7. **Your testimony mentions the use of mail hoods in district offices with the Committee. Do these devices significantly improve the safety of mail handling in an office? How would an office go about procuring and using one of these machines?**

Mail Safety Hoods (mail hoods) do provide an added level of protection from potentially harmful substances contained in mail delivered to district offices. Properly using this device can reduce the risk of serious injury and, in extreme circumstances, death. The mail hood is designed to protect the operator from exposure to dangerous material by containing the materials within the device and filtering particles through a HEPA filtration system.

To request a Mail Safety Hood, Member Offices should utilize the House intranet and access the House Sergeant At Arms website (<http://saa.house.gov/>), following the "Mail Safety Hoods Available" tab, or utilize the HouseNet web page, <https://housenet.house.gov/campus/security-and-emergency-preparedness/mail-safety-hoods/forms/mail-safety-hood-request-form> to order the mail hood.

At this time, each Member will receive at least one mail hood for a specific district office. The **primary** district location is recommended but this selection is at the discretion of each Member office.

Information about using the mail hood will be delivered with the device to the district office, and can also be obtained by viewing an instructional video accessible through this link: <http://onlinecao.house.gov/HouseNet-Multimedia/SAASafetyVideos/SafeMailHandling20150512.mp4>

Additional information regarding the mail hood, its procurement and use can also be obtained by calling 202-225-1000, and speaking with a representative in the SAA division of Police Services and Law Enforcement.

8. **Each of the Officers maintains systems that store identity data about Members and staff. For example:**

- The payroll system is managed by the CAO.
- The ID badge system is managed by the Sergeant at Arms
- The House phone book is managed by the Clerk.

The Offices over the years have built inter-operability between these data silos. For example, the CAO and the Sergeant at Arms work very closely to ensure that payroll data and ID badge data remain in sync. However, there remain many inefficient

manual processes and work-arounds between these systems. Do you believe the House requires more integration between these disparate systems to reduce the cost and complexity of essential House administrative processes?

We are currently reviewing the interoperability between the systems we maintain and those supported by the other House Officers. As you note, information sharing between the systems maintained by the Officers has improved over time. For example, my office and the CAO have recently made great progress in coordinating personnel contact information for use in the House emergency alert system. We will continue to look for ways to refine these procedures, and those in other systems, to improve efficiency and reduce costs.

- 9. On a range of potential weapons-related infractions, would you consider an officer leaving a weapon in a public restroom more or less serious than leaving a weapon unsecured in the trunk of a private automobile?**

An unsecured weapon regardless of the location is a very serious matter. All steps must be taken by the officer and the USCP to ensure that weapons are not left unattended or unsecured.

The pertinent USCP policy states "Employees must be held strictly accountable for the security of all weapons issued to them or under their control. At no time may any issued weapon be left unsecured or unattended."

The SAA remains committed to working with the USCP to ensure that the policies regarding weapons control and retention are adhered to and that employees are properly trained in weapons usage, management, and storage.

- 10. There was some discussion during the hearing of the value of the Capitol Police Board. In your opinion, does the Police Board as currently constituted focus on establishing policy and overseeing its execution, or does the Police Board indulge in micromanagement of the agency's day-to day operations as some have argued?**

The Capitol Police Board serves a valuable function to both the institution of Congress and to the Capitol Police. The Board is a statutorily created, bicameral, nonpartisan board charged, on behalf of Congress, with the direction and oversight of the United States Capitol Police in its policing, protection, security, counterterrorism, and emergency response and preparedness, including disaster assessment and recovery, relating to continuity of the Congress and protection of the individuals and the Capitol Complex.

Under the direction of the House and Senate Leadership and Congressional oversight committees, the Board develops, makes recommendations, initiates policies, promulgates regulations, and oversees, monitors, evaluates and directs a fully integrated and comprehensive Congressional security system relating to preservation of the core functions of the federal legislature. The Board accomplishes its mission by among other things:

- Directing the policing of the USCP, including the approval of staffing, administrative planning, and significant USCP policy decisions.
- Making determinations that protection by the USCP of Members of Congress, their families or Officers of the Congress is necessary, based on professional threat assessment, including intelligence input.
- Providing oversight with regard to security systems for the Capitol complex.
- Overseeing compliance with regulations for the control of activities on the Capitol grounds including demonstration activities and the maintenance of a content neutral First Amendment demonstration permit system.
- Overseeing the USCP budget.
- Developing, promulgating and maintaining administrative regulations and policies for the USCP regarding: a unified system of basic rates of pay; a unified leave system; a unified premium pay system; and USCP employee benefits programs such as educational assistance, merit pay, recruitment, relocation and retention.
- Providing strategic advice and direction to the USCP management, overseeing management of risk by USCP and holding USCP management accountable for organization results.

The House Sergeant at Arms, Senate Sergeant at Arms and the Architect of the Capitol are the proper group to form the Capitol Police Board and to provide oversight to the USCP. The integration of the law enforcement knowledge of both Sergeants At Arms (under the direction of the respective Leadership), along with the need to incorporate security into the infrastructure of the campus that is maintained by the Architect, is essential for a cohesive security posture. The make-up of the Board accomplishes this while taking into account the bi-cameral nature of the Legislative Branch.

The Board's focus is on establishing policy and overseeing its execution. The front line officers do a very good job of implementing the policies set forth by the Board. However, when the security interests of the House need to be asserted, I do not hesitate to inform the Chief that certain actions must be taken to protect the Members, staff and visitors to the Capitol complex.

- 11. This Committee is working with you and your fellow House officers to initiate a strategic planning process. Please be candid in replying to this question: Do you believe this strategic-planning process and its likely result will help or hinder your work in the Sergeant at Arms, in the short or long term? If you consider the effort worthwhile and potentially sustainable, what steps are you taking to maximize its value for future operations of your office?**

Strategic planning is indeed helpful to certain aspects of the operations of the Office of the Sergeant at Arms both in the short and long term. Along with the other House Officers, I have put together the portion of the strategic plan that aligns to security. I have made certain to include goals and projects that are specific and will provide a great deal of security to the Capitol grounds and to district offices. I am also in the process of updating and revising the specific strategic plan which will align to the plan we are working on with the Committee.

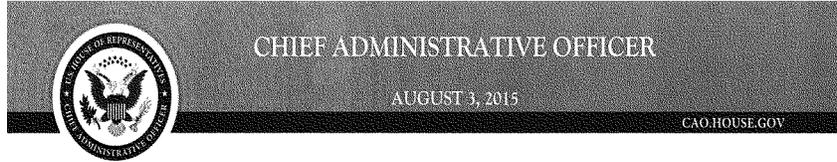
- 12. Your garage-security plan contemplates curtailing availability of certain elevators in the Rayburn Building. Are you taking necessary steps to study pedestrian traffic patterns in the building, including during high-interest public hearings or similar events, to ensure that Members, staff and visitors will have use of sufficient elevators and other facilities to conduct their business in the Rayburn?**

I am working very closely with the Architect of the Capitol to assess and study pedestrian traffic patterns and elevator usage as it relates to garage security. As with any plan that strengthens and enhances security, there is often a corresponding impact to the flow of individuals attempting to access an area where the security measures have been emplaced. Early statistical information has provided a glimpse of the current usage of garage elevators during peak and off-peak periods, and projections indicate that there will be some impact to the wait times as enhanced security measures are put in place. As always, I am committed to providing the most robust security measures necessary to protect the Members, staff, visitors, and structures within the Capitol Complex.

However, I am very mindful of the business processes of the institution, and the balance that is required between security and access. Therefore, a major aspect of this garage security initiative is the assessment and management of these security measures to ensure that the business of the Congress may be conducted with the least impact possible.

- 13. The press reported recently that the Chief of Police had submitted a formal resignation; however, he remains in his position. Were the press reports accurate? Did the Police Board persuade the Chief to withdraw his resignation, and if so why?**

On August 3, 2015, the Chief Dine announced his retirement effective January 2016. The Board thanks the Chief for his service to the United States Capitol Police and will work with the Chief to provide for an orderly transition.



Committee on House Administration
Questions for the Record of the
Hearing of June 3, 2015

Chairman Candice S. Miller

1. In regard to the Financial Statements Audit, the CAO has made significant progress improving internal controls over asset management, financial reporting and IT security. The Committee understands that compliance requirements evolve and will likely become more rigorous even as the House improves. Please describe your progress in improving internal controls in each of these areas.

The House was first audited for compliance with internal controls, based on criteria established by the Federal Managers' Financial Integrity Act of 1982 (FMFIA), and Office of Management and Budget (OMB) Circular A-123, Management's Responsibility for Internal Controls, beginning with the audit of the financial statements for the fiscal year ended September 30, 2009. Since this reporting date, the House has made significant improvements in all areas of internal control.

The first significant improvement related specifically to the financial statement audit came with the implementation of PeopleSoft, the House's accounting system of record, in October 2010. This new system gave the House more robust accounting capability by automating monthly financial reporting, tracking transaction approvals, and improving overall efficiency related to vendor maintenance, cash management, and daily financial operations in general.

Additional PeopleSoft capabilities have been brought on line each year with the most significant accomplishment occurring in FY2014 when the House's financial statements were fully automated. This improvement significantly reduces the risk of misstatement caused by manually keying in data to spreadsheets, as was the practice prior to PeopleSoft. Internal control improvements have also been made related to the general ledger classification of obligations (i.e. purchase orders). Automated queries have been developed to identify and correct any general ledger anomalies caused by inadvertent posting errors.

Beginning with the FY2015 financial statement audit, the Schedule of Spending (SOS), a schedule that is presented to the public as part of the House's annual audit report, was automated. The SOS documents 'how' and 'to who' \$1.2 billion of House funds are spent. Automating this report significantly reduces the risk of material misstatement caused by human error. Additional improvements have been made in the following areas: Accounting period management, where

daily automated logs were created to track the opening and closing of any accounting period by module, staff, and time; Vendor maintenance, where two staff are required to review each vendor action; Monthly trial balance analysis that identifies any abnormal activity that requires further investigation; and PeopleSoft sub modules are reconciled to the summary trial balance to provide system assurance. Finally, the House financial statements that are submitted for audit each year are reconciled at the line item level to all source documents, then thoroughly reviewed by the Director of Accounting and Accounting Managers; House Internal Control staff; and the Chief Financial Officer of the House before being reviewed with the CAO.

Additionally, in December 2014 the CAO undertook the effort to develop a House Information Resources (HIR) plan of action to address critical issues identified during the Financial Statement Audit, Office of the Inspector General Audits, and CAO Internal Controls findings. The issues ranged from significant deficiencies to material weaknesses.

HIR organized a cross business unit working group to analyze, organize, and develop detail corrective action plans based on risk and importance to the organization. The working group further analyzed the corrective action plans to determine the sequence in which they must be completed as well as any known dependencies. Those corrective action plans were organized into two broad categories, i.e. Risk Management Framework (RMF) and non-RMF. Each category has defined action plans with estimated completion dates as documented in the Accelus Internal Controls system. HIR management reviews the progress against the action plans monthly.

As of July 21, 2015, of the original 152 action plans 5 actions plans have been closed out, 11 are pending closure and the remaining are on target to be closed in accordance with their estimated due date. Due to the complexity and work required to fully satisfy the internal control and audit findings the schedule to complete the 152 corrective action plans to include the rollout of the RMF will be 2 ½ years. Those corrective action plans organized within the RMF grouping will be addressed as the RMF is executed in its entirety. The corrective action plans organized within the Non-RMF grouping will be addressed in tandem with the implementation of the RMF.

The RMF is a proactive approach ensuring security is included within the design and pre-production phase of an information system and then validated to assess that all the correct security controls are implemented and effective prior to going “live”. The RMF process typically involves the validation on over 400 security controls for a system.

In July 2015, HIR successfully completed the review and received CHA approval on HISPOL 15: Information System Security Policy for Information System Interconnections and Data Sharing Programs. This effort implements risk based control requirements to secure system interconnection for the transport of data and management controls to define the roles and responsibilities for the senders and receivers of data. This policy will lay the ground work for

developing Memorandums of Understanding (MOUs) and Information Security Agreements (ISAs) and close multiple compliance findings.

Within the area of asset management, the House created a new directorate in 2015 that will lead the inventory modernization effort. The function of the new directorate is to re-engineer and improve processes related to the asset management lifecycle, to ensure operational efficiency and effectiveness, to remediate audit issues related to asset management, and to standardize business processes while adhering to applicable laws, and regulations. The stand-up of the new directorate and overhaul of existing asset related processes will strengthen internal controls over asset management.

2. The House has always had a challenge with supporting district offices. We have well over 900 district offices in the continental United States, in Alaska and Hawaii, and also in places on the other side of the world such as American Samoa and the Northern Mariana Islands. The House Inspector General surveyed a number of district offices and provided you with a number of recommendations. Can you tell us about the work you are doing to improve this support?

The CAO has defined a number of initiatives to address the support concerns in the district offices and provide improved customer service.

The HIR Web Systems team is in the process of improving the internal House website, HouseNet, to better organize and present content which will directly benefit district office staff and related operations. These HouseNet improvements are scheduled for completion in September 2015.

The HIR Technology Support team recognizes the district offices' concerns and technical support challenges and is exploring options to improve service delivery, response times, and clarity regarding organizational responsibilities to include:

- a. Evaluating the potential for a National Service Provider (NSP) model that could deliver more efficient hardware break/fix and systems administration services to the district offices. The evaluation of the NSP model and recommendation is planned Q1/FY16.
- b. Establishing a single point of contact and accountability in an HIR Consolidated Contact Center where all support calls would be managed centrally and the tickets routed and tracked to resolution. This initiative is in progress and scheduled for implementation in Q2/FY16.

In addition, the HIR Network and Facilities team is taking steps to provide improved customer service by:

- a. Conducting site surveys of all main district offices. The information derived from the site surveys will provide technical staff with insight into the network services in use and

available at the office, the age of the telephone system (make, model, and firmware) and lastly the cable infrastructure supporting the office. Each of these items provides our staff with the ability to better troubleshoot and support the telecommunication needs of the office.

- b. Addressing multiple initiatives to fix issues with the network speeds at the district offices:
- Movement from an MPLS to VPN architecture. The transfer of nearly 80 district offices to VPN has been completed with some improvement in general services. The speed of the networks is still questionable and impacted by general Internet traffic; therefore, we continue to evaluate other solutions to enhance network speeds and improve response times.
 - Award contracts for improved network services with service level agreements for sustained connectivity and serviceability. The proposed contracts are in the last phase of approvals and should be available in Q1/FY16.
 - Deployment of West Coast Point of Presence (POP) to relieve the need for offices to traverse the country to the east coast to gain internet access; thereby improving overall network response times.
- c. Provide improved alternate solutions for voice services. Currently the House has a contract in place to provide Voice over Internet Protocol (VoIP) for offices. The service is currently being deployed in several offices and will be made available to all offices in Q1/FY16. Additionally, beginning in September 2015, the CAO will conduct an assessment and evaluation of a VoIP solution for the DC campus. The assessment will provide clear direction on the next steps for the deployment of a campus VoIP solution.

3. The CAO deployed E-Voucher to provide an electronic means to submit and process vouchers. However, because the current budget planning tool is not connected to E-Voucher many offices are reluctant to fully participate in the E-Voucher program, limiting the program's effectiveness. As you mention in your testimony, the new budget planning tool should solve this problem. When will this new tool be deployed to Member and committee offices?

The CAO is scheduled to roll out the new Hyperion Budget and Planning tool to Members and Committees at the beginning of the 115th Congress.

4. The CAO manages a number of call centers that provide front line support to Member offices. There is First Call, the Technology Call Center, the Web Solutions Hot line, Telecom, etc. Offices can also call their IT vendor for support, adding to the support complexity. The House Inspector General has recommended that the CAO evolve its support model - especially in the IT area - to a Single Point of Accountability, both as a best practice and also to reduce complexity. Does the CAO have a plan to improve and simplify support in the House?

In FirstCall we are developing and will implement a program that will increase internal training for Customer Service staff. This program will include both CAO and other House service entities and will focus on gaining a better understanding of all services they provide to the House community. This will improve accuracy of responses provided by First Call and accuracy of forwarding calls/questions correctly. FirstCall has already partnered with the Architect of the Capitol House Superintendent's Rayburn Service Center and conducts monthly meetings to assist with issues related to calls received in both service areas.

Additionally, we are developing a tiered survey approach to measure FirstCall's three largest services (Special Events, Passport Services and Mass Mailing Services) and for calls received in order to accurately measure our success or need for improvement. Also, FirstCall will be starting a focus group program to solicit feedback from Member and Committee office representatives about services offered and communications to offices.

Also, the CAO is currently working on a project to restructure and consolidate all HIR call centers to create a single point of contact and accountability. This means the customer will only need to call one number to receive support for all HIR technology related requests. The proposed project charter for this effort reads: ...In response to the Committee on House Administration (CHA) and Office of Inspector General the Chief Administrative Office (CAO), House Information Resources (HIR) team shall assess the current state of customer support "Call Center" activities throughout HIR and develop a cohesive "Service Desk" environment in which all technical customer support activities are channeled through a single point of presence. This initiative is currently scheduled for implementation in Q2/FY16.

5. CRS contacted a number of state legislatures and foreign parliaments to identify how laptops, desktops, smartphones, and tablets are purchased and supported. Almost all had a very centralized approach to managing these items. This centralized approach may not only save on purchase costs, but may also reduce maintenance costs and improve cyber security. Should the House consider evolving the technology support model along this more centralized approach?

HIR concurs with a more centralized administration and management approach. A centralized administration could improve the onboarding and off boarding process and mitigate security risks associated with decentralized active directory administration.

Centralized management could simplify customer requests and make support more efficient by establishing a consolidated contact center and standardized hardware equipment and software.

HIR currently has a consolidated approach for the acquisition and support of smartphones and associated accessories. This process includes centralized bill payment, service modifications and general management.

Additionally, a centralized approach to endpoint management provides some distinct security benefits such as:

- a. Creates a unified House approach to security and provides for one common security view of the entire House, rather than multiple views of offices that maintain their own endpoint devices. This centralized view ensures the security posture is assessed objectively against House security baselines. Further, centralization allows for the House to reliably measure the overall effectiveness of the House IT security program.
- b. Cost efficiencies and reduced operational tasks are realized because additions or changes to the overall security policies are implemented only once against the House enterprise instead of being implemented multiple times by individual offices.
- c. Ensures vulnerability management for all House endpoint devices are quickly resolved and patched. When vulnerability exists on one endpoint device, HIR can patch the entire enterprise in one sweep and have a high state of assurance that the vulnerability is mitigated. Centralized security permits the House to deploy security policies globally from a principal source and minimize any gaps that might occur by a deficient office that does not enforce a security policy at the local level.
- d. Enhanced security monitoring countering cyber intelligence threats and increased incident response capabilities. A unified approach to security monitoring and incident response ensures all devices are monitored and pre-positioned to contain and eradicate incidents upon immediate detection versus relying on individual offices to hold the same, high state of security monitoring of their devices (which is costly, duplicative, and resource intensive).

6. The CAO is a service delivery organization. Whether the CAO delivers a desk or a smart phone, the organization needs to focus on the fundamentals of providing excellent customer service. How does the CAO measure customer satisfaction? Are you satisfied that you are measuring customer satisfaction accurately? Do you integrate these measures into your operations? What business processes do you have in place to quickly identify and correct service issues?

Over the years there have been a number of metrics in place to measure customer satisfaction. It has been determined that some of these methods are not the most helpful in gauging customer

satisfaction. Going forward, the plan is to identify key performance indicators that will help define excellent customer service and then regularly report and monitor this data. Additionally, processes are being reviewed and improvements are being implemented. Some of the current measures are:

- Monitor Service level agreements (SLA) for differing services and through customer generated responses. If the SLA goes beyond the time for delivery, we determine how to restore that SLA through shifting personnel, overtime, hiring temporaries, etc.
- Conduct specific focus groups to elicit feedback related to the project goals and implementation.

As it relates to measuring customer satisfaction of CAO provided IT services to the House community, customer satisfaction is measured in a number of ways (i.e., satisfaction surveys, direct feedback, incident ticket closures and statistics). However, HIR recognizes this is clearly an area in which we can improve and has set improvements in customer services as a top priority for FY15/FY16.

With regard to identifying and correcting service issues, the CAO organization uses a number of different tools or business processes to assist in correcting service problems when they occur as well as minimizing the likelihood of them occurring again in the future. For example, House Information Resources routinely creates After Action Reports (AARs) to document specific service disruptions to include what happened, what was the root cause, and mitigation steps to prevent it from happening again. On a system by system basis, HIR staff meets routinely with internal business owners such as the Office of Finance as well as CHA to discuss operational and service issues affecting or potentially affecting customers to ensure CAO response is appropriate and timely. Also, there is a greater emphasis on the part of HIR management for subject matter experts to meet with Member, Committee, and Leadership offices to answer questions on hardware and software being deployed across the enterprise and new and impacting policies.

The planned initiative for the HIR call center consolidation will address methods of identifying and establishing customer satisfaction criteria and metrics for management reporting. Also, the CAO is planning a quality assurance process in which the HIR manager will be responsible for periodic customer follow-up on provided services.

In regards to IT security, the Chief Information Security Officer (CISO) and members of the Information Security Team attend the "Networkers Meeting" at least twice a month. This is a session where local systems administrators meet to discuss potential IT challenges or issues. The CISO expanded this outreach to directly ask for their feedback on security policies and procedures that impact their operations (such as on the Secured Configuration Management Program/(SCMP) or a HISPOL review). Further, the CISO reaches out on a monthly basis and meets with IT representation from various business units to include the Clerk's office, Inspector General, and more recently the Sergeant at Arms. This ensures a better understanding of their

business needs in regards to IT security services and allows members of the House community to have a more direct contact with the CISO for any customer service issues that need to be addressed or require resolution.

HIR currently has various activities underway to address customer satisfaction, including:

- Creation of a new, consolidated Vendor Management function within HIR to better and more consistently manage, oversee, and/or support IT vendor activities supporting the House community across a number of IT service areas to include CMS, web, and cloud services.
- Development of an IT vendor dashboard on HouseNet, available to the House community, which will provide vendor performance and customer satisfaction information related to certain IT service areas to better enable offices to make IT vendor selection decisions.

7. You became CAO in January of 2014 and have had some time to learn about your organization and make some tactical adjustments. The Committee understands you have been thinking hard about a broader reorganization of the CAO with a focus on improving and streamlining services. Can you give us an understanding as to when you will have a recommendation regarding a broader restructure? What feedback will you need from the Committee as you think about your organization structure and mission?

We expect to propose several organizational shifts later this year, most likely in FY16 (Q1).

The extensive input to this effort provided by the committee during 2015 has influenced considerably our thinking about how best to structure the CAO in order to deliver consistently excellent service to our House customers while also supporting initiatives important to the committee

8. Per the Committee's request, the House Inspector General audited the wireless telecommunications services provided to House offices by the CAO. Among other findings, the IG recommended that the CAO work with the telecom carriers to provide online account access to House offices. Does the CAO concur with this recommendation?

The CAO concurs and currently has a centralized approach for the acquisition and support of smartphones and associated accessories. This process includes centralized bill payment, service modifications and general management.

The CAO believes that maintaining the centralized process to acquire cellular devices and pay monthly statements has served the House well in the past. However, our organization looks forward to discussing with the Committee the pros and cons of a more decentralized approach.

9. Like any organization, from time to time the CAO experiences department head vacancies. How does the CAO ensure that departments that have management vacancies continue to operate effectively during the vacancy? Does the CAO have a formal policy or process to ensure effective management during a vacancy?

The CAO strives to promptly and efficiently progress through the recruiting process in the event of turnover in critical vacancies to include management level positions. We structure the recruiting process to ensure the CAO is communicating the necessary skillsets and competencies to interested candidates for vacant positions. The selection of qualified candidates is completed in coordination with appropriate business unit staff and management to assess both qualifications and fit for the organization.

Additionally, a staff member within the impacted business unit is often designated to serve in an acting capacity for critical positions while the recruitment process is being completed. The decision to designate a staff member to serve in the acting role is done through discussions with Human Resources, Business Unit, and CAO Leadership to ensure the designated staff has the proper skill level and appropriate experience to meet the needs and expectations of the vacant position.

For example, the CAO has been successful with this approach as seen recently following the retirement of our Chief Information Officer (CIO). The organization quickly assessed internal talent and appointed Catherine Szpindor as Deputy, Chief Information Officer to assist in the transition and maintain technical operations. Catherine Szpindor currently serves as the Acting, CIO while the recruitment process is completed.

10. Can you describe your involvement in the Cannon renewal? How much is the Cannon renewal impacting your operations or the services you provide? How would you describe progress so far?

The CAO Networking and Facilities team has been involved in the Cannon renovation from its inception. The team has been involved in various aspects of the project to include, but not limited to, new office wiring, design of telecomm closets, and main telecommunications rooms.

Additionally, the team participates in discussions with the AOC to ensure that no service disruptions take place to either the voice or data network as the building is renovated and to date has been no impact to services offered within the building. Progress and communications to this point have been excellent.

Furthermore, for this project the CAO Technology Support team provides services for the disconnect and reconnect of computer hardware equipment. For the CAO and large environment offices these services can be performed by the Technology Support Representative (TSR). Member offices are handled during the Congressional Transition by contracted vendor support.

The Logistics and Support group is involved with many aspects of the Cannon renewal project office moves. These include:

- Tracking CAO expenses related to Cannon renewal project office moves.
- Provide furniture assistance for items that need to be tagged for disposition, furniture assembly and disassembly as required, furniture touchup/repair, carpet and drape removal/installation and cleaning/maintenance.
- Schedule work tickets for Logistics to support the delivery, setup and removal of all furniture and equipment.
- Schedule work tickets for furnishing requests to support the project.
- Provide all delivery, setup and removal of furniture and equipment as requested.
- Provide transportation support for furniture and equipment moves building to building.
- Provide all additional front end furniture requirements.
- Process furniture returned to stock for re-issue, refurbishment and disposal.
- When the installation of the carpet and drapes begin in the Cannon Building, there will be more of an impact as personnel will be required to oversee the carpet installation, and perform drape installations during the transition at the end of each construction phase.

The impact has been felt, but managed through scheduling and temporary help as required. Progress has been manageable; all scheduled moves have been met.

11. Each of the Officers maintains systems that store identity data about Members and staff. For example:

- **The payroll system is managed by the CAO.**
- **The ID badge system is managed by the Sergeant at Arms.**
- **The House phone book is managed by the Clerk.**

The Officers over the years have built inter-operability between these data silos. For example, the CAO and the Sergeant at Arms work very closely to ensure that payroll data and ID badge data remains in sync. However, there remain many inefficient manual processes and work-arounds between these systems. Do you believe the House requires more integration between these disparate systems to reduce the cost and complexity of essential House administrative processes?

Within the CAO and across House Officer organizations, there are opportunities to better integrate systems which store or require similar information to operate effectively. For example, identity information regarding a House employee is currently entered into numerous systems manually rather than being entered once into a "system of record" as part of an employee's on-boarding process and then shared across other systems as needed. As a result, business processes are inherently inefficient and subject to data entry error. Improving and streamlining business processes and the supporting system architecture and infrastructure are being discussed with the CAO to be addressed during FY16.

Ranking Member Robert A. Brady

12. Since assuming the heavy responsibilities of the Chief Administrative Officer (CAO), you have remained responsible for aspects of your previous position related to the House Office Building Commission (HOBC). While the Committee is certain that the HOBC welcomes your continued assistance, why should the Committee not be concerned about distractions from the vital matters on which the House elected you to focus as CAO?

Reply pending.

13. Please identify your greatest professional accomplishment since taking office. Please describe the most important goal you hope to achieve before you leave office.

I'm unaware of any professional accomplishment, "Greatest" or otherwise, credited to me as CAO that would have been possible without the energy, effort, ingenuity and personal sacrifice of a wide array of dedicated professionals within the CAO and the ranks of our institutional partners.

14. As you know, your organization currently have several vacancies among your senior staff positions, including a vacancy in the critical position of deputy CAO. Please describe how your organization functions, or should function, in the event of your long-term absence.

In the event of my long term absence the organization would follow the steps set forth in 2 U.S.C. §5501

15. For better security, preservation of institutional memory and to facilitate continuity-of-government efforts, among others, would not the House be better served if some services now performed by contract personnel were performed by House employees with a direct stake in the success of this institution?

In general terms, there are a number of factors (below) that are considered when deciding whether or not to utilize full time employees or contractors in support of CAO operations.

Currently the organization utilizes decentralized and informal workforce planning activities conducted at the business unit and department level to determine whether full time employees or contractors should be used to support operations.

The factors are primarily focused on the gap analysis between the required workforce and the current available workforce (internally). The factors include, but are not limited to:

- The nature of the work (the CAO has a wide breadth of services with various operational demands).
- The duration of the work to be completed (short-term project, long term service delivery, etc.).

- The timeliness of the works completion (is this an immediate requirement or a future project/activity).
- The required skillset needed to accomplish the work (due to the breadth services across the business units the skills sets of the organization vary greatly).
- The business unit's available resources (both personnel and non-personnel resources).

Based on those factors, the business units make a recommendation for using full time employees, contractors/consultants or a hybrid of both options.

16. How many CAO employees are now represented by labor unions? When do current collective bargaining agreements expire? What plans have you made for timely negotiation of new bargaining agreements that will serve the interests of both the House and the workers represented?

The Office of the CAO has two, currently independent, collective bargaining units (CBU) in the House Recording Studio (45 of Members) and Office of Photography (8 of Members).

Both of the unions in the CAO are represented by the National Association of Broadcast Employees and Technicians – Communications Workers of America (NABET-CWA).

The House Recording Studio collective bargaining agreement between HRS and NABET-CWA expires April 1, 2017. The Office of Photography collective bargaining agreement between Photography and NABET-CWA expires March 30, 2017.

As stated in the collective bargaining agreement either party will provide written notice of its desire to enter into negotiations to modify the terms of the agreement 60 – 90 days prior to the date of expiration.

17. Does the CAO currently have a professional-development training program in place?

The CAO does utilize specific management training offered by the Office of House Employment Council which addresses management skills in relating to staff and creating hostile free work environments.

In addition, to the CAO the House Learning Center provides technical, and job skills training tailored to job-related activities performed in many CAO units.

18. Some argue the CAO does not keep House Information Resources (HIR) personnel current on developments in technology, and that as a result, HIR cannot serve the House and its Members as well it could in that fast-paced field. Do you agree?

For the services and systems HIR provides and supports on behalf of the House community, there are dollars set aside in the CAO budget each year to ensure staff can be trained on new technologies and upgrades to existing technologies. HIR management is responsible to ensure staff is trained on current and future versions of hardware and software they support.

In addition, HIR routinely selects new employees from industries with targeted skills and knowledge to augment existing staff. With this being said, it is not practical or sustainable for HIR staff to implement, support, and maintain every new type of software, mobile device, or capability on the market today, especially when there are already existing technologies available to the House community based on current staffing and funding levels.

The Information Security staff attends numerous conferences throughout the year in order to stay current with IT security technologies as well as IT security best practices. The Information Security team maintains active outreaches with the CISO Advisory Council for the Executive Branch, CISO Advisory Council for the Legislative Branch, Department of Homeland Security, National Institute of Standards and Technology (NIST) Federal Computer Security Forum, and NIST Federal Information Security Educator's Association. These active outreaches and conferences ensure the Information Security staff is able to plan, design, and implement IT security best practices and technologies in support of the House enterprise.

This year, Technology Support is currently ensuring that all staff has been trained in ITIL Foundations and if desired by the individual, more advanced ITIL classes. Technology Support Representatives have been provided with CompTia A+ technical certification training and along with Call Center staff, Help Desk Institute training.

19. You currently have several senior-level staff positions vacant. Do you plan to fill them and if so, how soon? Do you consider any of the currently-vacant positions unnecessary?

The CAO considers the recruitment of highly qualified senior leaders among its highest priorities. Over the last two months, the CAO has made appointments for the Chief Procurement Officer, Chief Logistics Officer, Deputy CIO and Director, Internal Controls.

The CAO has retained a top national search firm to identify qualified candidates for its two remaining senior management vacancies, the Chief Information Officer and the Chief Human Resources Officer. The search firm is assisting the organization in sourcing candidates and assessing desired skills, competencies, and attributes necessary for an individual to be successful in the role. The organization is currently in the assessment phase of the project and the interview and selection process is planned to be completion in September 2015.

20. Given the high staff turnover and several years of reductions in Member allowances, why did you advocate cutting the amount available to Members for the student-loan repayment program? Do you believe the program serves its intended purpose?

Committee on House Administration (CHA) Resolution 110-107, adopted July 30, 2008, amended the Implementation Regulations for the Student Loan Program. Paragraph (b)(3)(C)(i) of the regulation states the annual aggregate payment limit (budget limit) for a calendar year with respect to an employing office is 3.5% of the average Member's Representational Allowance (Member Offices) or an amount equal to 3.5% of the total amount made available for salaries and expenses for individual offices (Leadership, Committee, and Other Offices). CHA regulations require the CAO to adjust amounts subject to their approval.

I have no reason to believe the program does not serve its purpose.

21. How do you plan to address security and customer-service problems in HIR? Please address specifically your plans for improving operations of Technical Service Representatives (TSRs), vendor contract management, and addressing telecommunications billing.

The HIR organization is taking steps to improve customer service with organization changes coupled with new processes, tools, and improved accountability and commitment to customer service. Additionally, HIR continues to evaluate operational restructuring opportunities to ensure that like services are managed by the same directorate ensuring greater continuity in operations and support services.

In order to ensure our continued Information Security posture, HIR hired a new CISO on April 27, 2015 who comes to the House with a wide breadth of IT security and process expertise. He will continue meeting with various business units monthly, addressing any IT security customer service issues.

Also, HIR is currently working on a project to restructure and consolidate all HIR call centers to create a single point of contact and accountability. This means the customer will only need to call one number to receive support for all HIR technology related requests. In addition, we continue to develop self-service options in Remedy that will enable the customer to place and track their own service requests and an upcoming upgrade of the technology service desk software will allow for improved more efficient routing of email, fax, chat, and phone call requests. New changes are expected soon to the HouseNet Technology Support portal that will provide customers with a more user-friendly experience and access to self-service modules.

With regard to vendor contract management, the CAO has consolidated the Vendor Management function within HIR to better and more consistently manage, oversee, and/or support IT vendor activities supporting the House community across a number of IT service areas to include CMS, web, and cloud services. At this time, this new team is developing a vendor management improvement plan based on feedback from management and the House community.

The CAO currently has a centralized approach for the acquisition and support of smartphones and associated accessories. This process includes centralized bill payment, service modifications and general management. The CAO believes that maintaining the centralized process to acquire cellular devices and pay monthly statements has served the House well in the past. However, our organization looks forward to discussing with the Committee the pros and cons of a more decentralized approach.

22. What is the status of the House VOIP (voice over internet) pilot program?

Currently the CAO has a vendor (Avantel) contract to provide Voice over Internet Protocol (VoIP) for district offices. The service is currently being deployed in several offices and a House-wide rollout to all district offices will begin in Q1/FY16. Additionally, in September, 2015 the CAO will conduct an assessment and evaluation of a VoIP solution for the DC campus.

The assessment will detail the costs, architecture, and the recommended implementation roadmap for the deployment of a campus VoIP solution.

23. Please discuss your vision for improving services to Member district offices generally.

As a former district office staffer, this area is of particular interest to me.

The CAO has defined a number of initiatives to address the support concerns in the district offices and provide improved customer service.

The HIR Web Systems team is in the process of improving the internal House website, HouseNet, to better organize and present content which will directly benefit district office staff and related operations. These HouseNet improvements are scheduled for completion in September 2015.

The HIR Technology Support team recognizes the district offices' concerns and technical support challenges and is exploring options to improve service delivery, response times, and clarity regarding organizational responsibilities to include:

- a. Evaluating the potential for a National Service Provider (NSP) model that could deliver more efficient hardware break/fix and systems administration services to the district offices. The evaluation of the NSP model and recommendation is planned Q1/FY16.
- b. Establishing a single point of contact and accountability in an HIR Consolidated Contact Center where all support calls would be managed centrally and the tickets routed and tracked to resolution. This initiative is in progress and scheduled for implementation in Q2/FY16.

Additionally, the HIR Network and Facilities team is taking steps to provide improved customer service by:

- a. Conducting site surveys of all main district offices. The information derived from the site surveys will provide technical staff with insight into the network services in use and available at the office, the age of the telephone system (make, model, and firmware) and lastly the cable infrastructure supporting the office. Each of these items provides our staff with the ability to better troubleshoot and support the telecommunication needs of the office.
- b. Addressing multiple initiatives to address issues with the network speeds at the district offices:
 - Movement from an MPLS to VPN architecture. The transfer of nearly 80 district offices to VPN has been completed with some improvement in general services. The speed of the networks is still questionable and impacted by general Internet traffic; therefore, we continue to evaluate other solutions to enhance network speeds and improve response times.
 - Award contracts for improved network services with service level agreements for sustained connectivity and serviceability. The proposed contracts are in the last phase of approvals and should be available in Q1/FY16.

- Deployment of West Coast Point of Presence (POP) to relieve the need for offices to traverse the country to the east coast to gain internet access; thereby improving overall network response times.
- c. Provide improved alternate solutions for voice services. Currently the House has a contract in place to provide Voice over Internet Protocol (VoIP) for offices. The service is currently being deployed in several offices and will be made available to all offices in Q1/FY16. Additionally, beginning in September 2015, the CAO will conduct an assessment and evaluation of a VoIP solution for the DC campus. The assessment will provide clear direction on the next steps for the deployment of a campus VoIP solution.

The office of Finance, in addition to “live” training, briefings and consultations is reviewing options to increase and improve offerings in these areas with virtual and/or recorded sessions for topics such as payroll and benefits, financial management and financial systems. This may include capabilities such as webinars, Microsoft Lync and DVD recordings. This improvement will allow more district office staff as well as DC office staff increased opportunities and flexibility.

24. How could the CAO provide additional, valuable support to Members with respect to leasing district office space?

The CAO believes the “private” district office space process generally works well. CAO Administrative Counsel reviews each and every lease before it is signed and before rent is paid.

Many of the questions received by the Office of Finance for district office space are regarding the setup of new offices. We direct those calls to First Call, but perhaps greater detail or additional time could be spent on those items during New Member Orientation or additional information should be updated on HouseNet.

To provide support to Members with respect to leasing district office space, the HIR Networking and Facilities team is developing a more detailed “District Office Checklist” for offices wishing to relocate expand or expand their service area, and to assist newly elected members and their staff in office setup. The check list is scheduled to be completed this year.

We also provide offices, upon request, advice regarding negotiations with current or perspective landlords; although we are prohibited from negotiating directly on behalf of Members.

25. Are you generally satisfied with the level of support provided to Members in their district offices by the General Services Administration?

Office of Finance interaction with the General Services Administration (GSA) has been good. They are responsive to requests on billing issues and other matters. In general, we receive few complaints from Member offices regarding GSA services and at this time cannot ascertain their satisfaction with the level of support received from GSA. However, whenever a Member office brings to our attention a concern about GSA we are more than willing to reach out to the agency on the Member’s behalf.

Our Asset Management group works closely with GSA Congressional Service Representatives (CSR). Overall most interactions with the General Services Administration (GSA) are satisfactory. These CSR's assist with office setup, relocations and equipment/furniture removals. Some of the challenges are District office staff's general awareness of the CSR and what services they provide. As a part of our Asset Management modernization efforts, we will be carefully assessing the current processes to identify and implement ways to continuously improve GSA's support.

26. Do you have a view on whether the rents charged Members by the GSA for district office space are fairly determined?

The Office of Finance receives an annual email from GSA indicating that it provides fair pricing compared to comparable commercial properties. Below is an excerpt from this email:

•“Rent charges in federally-owned properties under the custody and control of GSA are primarily derived by a Fair Annual Rent (FAR) appraisal. These appraisals provide GSA with commercially equivalent rental rates that our customer agencies pay in the form of rent.”

27. Some have advocated transferring responsibility for the industrial services provided by the CAO to the Architect of the Capitol's Superintendent of House Office Buildings. Would you support or oppose such a transfer?

As the Committee is aware, there have been suggestions to do just the opposite, to ensure that the House receives the best possible services.

The CAO will be guided entirely in this matter by the direction it receives from the Committee on House Administration, the Committee on Appropriations and, as always, the Rules of the House.

28. How do you plan to improve management and control of House equipment and other assets?

Historically, there has been a decentralized approach to the management of House assets which has contributed to weaknesses in equipment management and inventory control. Efforts are underway to centralize and modernize asset management at the House. The project will focus on improving and strengthening processes, better aligning resources to meet the needs of the House, and leveraging technology wherever possible to streamline activities and create process efficiencies. The ultimate goal of this effort is to develop a comprehensive, integrated lifecycle asset management program incorporating best practices and remediating all audit and internal control findings. This program will initially be implemented for the CAO offices and then be implemented for the Officers and Support offices and eventually the Members, Committees and Leadership offices.

29. Kindly provide the Committee with a comprehensive list and description of employment benefits available to employees in Members’ personal offices (whether working in Washington, D.C. or a district office), leadership, committee employees, and to all other House employees. In addition, please list the benefits available to spouses and dependents of congressional staff that are in legal same-sex marriages, as well as a list of the substantive differences, if any, between the benefits available to House employees and those available to other federal civilian employees.

House Benefits Available To All House Staff:

The information below was compiled from various sources - House and Office of Personnel Management regulations and/or guidance and Congressional Research Service memorandum titled, *Brief Comparison of Selected Benefits for Executive Branch Civilian Employees and House Member Office Employees*.

All benefits include spouses and dependents of Congressional staff that are in legal same-sex marriages nationwide. There are no differences between legal same-sex House employees and those available to other federal civilian employees.

Benefit	House Members and Office Employees	Executive Branch Civilian Employees
Retirement – Civil Service Retirement System (CSRS) and Federal Employees Retirement System (FERS)	<p><i>Required employee contributions</i></p> <ul style="list-style-type: none"> • CSRS: 7.5% of pay • FERS: <ul style="list-style-type: none"> ○ For employees first hired before 2013: 1.3% of pay; ○ For employees first hired (or rehired with less than 5 years of FERS service) in 2013: 3.1% of pay; and ○ For employees first hired (or rehired with less than 5 years of FERS service) after 2013: 4.4% of pay <p><i>Minimum age and years of service requirements for immediate, unreduced annuity</i></p> <ul style="list-style-type: none"> • CSRS: <ul style="list-style-type: none"> ○ Any age with 25 years of service; ○ Age 50 with 20 years of service; or 	<p><i>Required employee contributions</i></p> <ul style="list-style-type: none"> • CSRS: 7% of pay • FERS: <ul style="list-style-type: none"> ○ For employees first hired before 2013: 0.8% of pay; ○ For employees first hired (or rehired with less than 5 years of FERS service) in 2013: 3.1% of pay; and ○ For employees first hired (or rehired with less than 5 years of FERS service) after 2013: 4.4% of pay <p><i>Minimum age and years of service requirements for immediate, unreduced annuity</i></p> <ul style="list-style-type: none"> • CSRS: <ul style="list-style-type: none"> ○ Age 55 with 30 years of service;

	<ul style="list-style-type: none"> o Age 62 with 5 years of service • FERS: <ul style="list-style-type: none"> o Any age with 25 years of service o Age 50 with 20 years of service; or o Age 62 with 5 years of service <p><i>Benefit accrual rate used to calculate retirement benefit</i></p> <ul style="list-style-type: none"> • CSRS: 2.5% per year • FERS: <ul style="list-style-type: none"> o For employees first hired before 2013: 1.7% per year for first 20 years of service; and 1.0% per year after 20 years of service; and o For employees first hired (or rehired with less than 5 years of FERS service) in 2013 or later: 1% per year, OR if at least 20 years of service and work until at least age 62, then 1.1% per year 	<ul style="list-style-type: none"> o Age 60 with 20 years of service; or o Age 62 with 5 years of service • FERS: <ul style="list-style-type: none"> o Age 55-57, depending on year of birth, with 30 years of service; o Age 60 with 20 years of service; or o Age 62 with 5 years of service <p><i>Benefit accrual rate used to calculate retirement benefit</i></p> <ul style="list-style-type: none"> • CSRS: 1.5% per year for first 5 years of service; 1.75% per year for years 6 to 10 of service; and 2.0% per year after 10 years of service • FERS: 1% per year, OR if at least 20 years of service and work until at least age 62, then 1.1% per year
<p>Retirement – Thrift Savings Plan (TSP)</p>	<p>CSRS:</p> <ul style="list-style-type: none"> • Employees may participate and make contributions subject to annual limits (in 2015: \$18,000 and an additional \$6,000 for employees age 50 and older), but receive no automatic agency contributions or agency matching contributions 	<p>CSRS:</p> <ul style="list-style-type: none"> • Employees may participate and make contributions subject to annual limits (in 2015: \$18,000 and an additional \$6,000 for employees age 50 and older), but receive no automatic agency contributions or agency matching contributions

	<p>FERS:</p> <ul style="list-style-type: none"> • Employees may participate and are subject to same annual contributions limits as CSRS employees • Employees receive automatic agency contribution (1% of pay) regardless of whether employee contributions are made; this automatic agency contribution is vested after 3 years of service • Employee contributions on the first 5% of pay are matched by agency contributions—with the first 3% of pay matched dollar for dollar and the next 2% of pay matched at 50 cents on the dollar • Automatic agency contribution (1% of pay) is vested after 2 years of service 	<p>FERS:</p> <ul style="list-style-type: none"> • Employees may participate and are subject to same annual contributions limits as CSRS employees • Employees receive automatic agency contribution (1% of pay) regardless of whether employee contributions are made; this automatic agency contribution is vested after 3 years of service • Employee contributions on the first 5% of pay are matched by agency contributions—with the first 3% of pay matched dollar for dollar and the next 2% of pay matched at 50 cents on the dollar
Health Insurance	<p>As of calendar year 2014, Members of Congress and certain designated congressional staff are no longer eligible to enroll in plans offered under FEHB as employees but may be eligible to enroll in retirement. Employees not eligible for FEHB but who purchase coverage through the Small Business Health Options Program (SHOP) exchange, known as the DC Health Link Small Business Market, are eligible for the federal government contribution.</p> <p>For all other congressional staff eligible for FEHB, there are no differences from the executive branch.</p>	<p>Program provides health insurance to federal employees, retirees, and their dependents. Participation is voluntary. New federal employees have 60 days from their start date to sign up or they can wait to enroll until the next enrollment period, known as open season, which usually runs from November to December. Part-time workers are eligible for coverage, but generally are required to pay a larger share of premiums. Certain temporary, seasonal, and intermittent workers who are identified as full-time employees are also eligible. Coverage options: 1) individual coverage, 2) family coverage,</p>

		<p>and 3) self plus one coverage (beginning in calendar year 2016). Premiums are shared between the federal government and the employee or retiree with the federal government contributing 72% of the weighted average premium of all plans but no more than 75% of any given plan's premium (with the exception of employees of the United States Postal Service, whose share of the premium is collectively bargained). Benefits and cost-sharing vary among FEHB health plans but all plans must cover basic services such as hospital and physician care and may require cost sharing in the form of deductibles, copayments or coinsurance.</p>
Life Insurance	<p>Permanent full or part-time employees are automatically enrolled in Basic Option life insurance unless it is waived by the employee in writing. FEGLI is available through payroll deduction. It does not build up any cash value or paid-up value. It consists of Basic life insurance coverage and three additional options of coverage. There are specific requirements governing the election of optional life insurance.</p>	No difference in benefit
Dental and Vision	<p>Permanent full or part-time employees are eligible to elect a dental or vision plan through FEDVIP with or without enrolling in an Office of Personnel Management (OPM) sponsored Federal Employees Health Benefits or DC Health</p>	No difference in benefit

	Link (DCHL) health plan. FEDVIP is a voluntary program, has a specific period for enrollment and participates in an annual open enrollment period.	
Flexible Spending Accounts	Permanent full or part-time employees are eligible to elect from up to two FSA Programs). A healthcare FSA allows an eligible employee to elect up to \$2500 (through payroll deduction) pre-tax funds to pay for a wide range of common out-of-pocket medical expenses. A dependent care FSA allows an eligible employee to elect up to \$5000 (through payroll deduction) pre-tax funds to pay for dependent care expenses (e.g. daycare, nanny). FSAFEDS is a voluntary program, has a specific period for enrollment and participates in an annual open enrollment period.	No difference in benefit
Long Term Care	Permanent full or part-time employees are eligible to enroll in LTC insurance. LTC insurance can cover such tasks as eating, dressing and bathing due to a chronic illness, injury, disability, or aging. Coverage and premiums are subject to underwriting guidelines and policies.	No difference in benefit
Transit Subsidy	Permanent full or part-time employees or paid interns in the Washington, DC metropolitan area and District offices are eligible for transit benefits. These benefits, for actual commuting	Amount up to the IRS maximum may vary by agency

	<p>costs to and from work have a monthly limit of up to \$130. Employees in Washington, DC cannot receive transit benefits and have a House-issued parking permit during the same period of time.</p>	
<p>Family Medical Leave Act</p>	<p>Under the Family and Medical Leave Act, most Federal employees are entitled to a total of up to 12 workweeks of unpaid leave during any 12-month period for the following purposes:</p> <ul style="list-style-type: none"> • the birth of a son or daughter of the employee and the care of such son or daughter; • the placement of a son or daughter with the employee for adoption or foster care; • the care of spouse, son, daughter, or parent of the employee who has a serious health condition; or • a serious health condition of the employee that makes the employee unable to perform the essential functions of his or her positions. • any qualifying exigency arising out of the fact that the spouse, or a son, daughter, or parent of the employee is on covered active duty (or has been notified of an impending call or order to covered active duty) in the Armed Forces. 	<p>No difference in benefit</p>

	Under certain conditions, an employee may use the 12 weeks of FMLA leave intermittently. FMLA leave is in addition to other paid time off available to an employee.	
Death Gratuity	Survivors of deceased House employees may receive gratuity payments, which are treated as gifts. The amount is equal to one month's salary for each year or part of year of the first six years' service of such employee plus one-half of one month's salary for each year or part of year of such service in excess of six years to and including the eighteenth year of such service.	Death gratuities are limited to specified categories of employees, such as those in certain occupations who die in the line-of-duty
Student Loan Repayment (SLRP)	The SLRP program provides House offices with an additional tool to recruit and retain staff. The program enables participating House offices to authorize repayment of qualifying student loans on behalf of eligible employees who agree in writing to remain in their employment for a period of one year. Repayments of up to \$10,000 each year and \$60,000 in the aggregate may be paid. Individual program participant funding levels are subject to change based on employing office aggregate funding limits. Subject to salary limits in Speaker's Pay Order.	An agency may repay federally insured student loans as a recruitment or retention incentive for candidates or current employees of the agency to attract or retain highly qualified employees. Repayments of up to \$10,000 each year and \$60,000 in the aggregate may be paid. A written service agreement of at least three years is required. An employee must maintain an acceptable level of performance and repay all benefits received if separated voluntarily or involuntarily for misconduct, performance, or suitability reasons.
Gym Memberships	Discounted memberships are offered at two off-site Washington, DC locations, Gold's Gym and Sport & Health. Staff can also take advantage of	Unknown

	the House Staff Fitness Center, located on campus in the Rayburn House Office Building (RHOB).	
Telework	At the discretion of the Employing Office	An agency must establish a policy under which eligible employees can telework and must incorporate telework into Continuity of Operations (COOP) plans. Eligible employees and their managers must complete telework training. A written agreement between the employee and manager is required after the training has been completed and before telework can occur. Specific requirements related to agency operations and employee performance apply.
Flexible Work Schedules	At the discretion of the Employing Office	An agency may implement an alternative work schedule (AWS) instead of a traditional fixed work schedule (e.g., 8 hours per day, 40 hours per week). There are two categories of AWS. A flexible work schedule includes designated hours (core hours) and days when an employee must be present for work and flexible hours when an employee may (within limits) choose the arrival and departure time. A compressed work schedule provides for an employee's basic work requirement to be scheduled for less than 10 workdays each pay period.
Inclement Weather Policy	At the discretion of the Employing Office	Policies established by OPM as detailed in <i>Washington, DC, Area Dismissal and Closure Procedures</i> , December 2014. Among the procedures are those

		for these circumstances: “open with option for unscheduled leave or unscheduled telework” and “federal offices are closed – emergency and telework ready employees must follow their agency’s policies.”
Annual Leave	At the discretion of the Employing Office	<p>Most full-time employees earn leave at the following rates:</p> <ul style="list-style-type: none"> • Less than 3 years of service: ½ day (4 hours) for each pay period. • 3 years, but less than 15 years of service: ¾ day (6 hours) for each pay period. • 15 or more years of service: 1 day (8 hours) for each pay period. • Up to 240 hours (30 days) of leave may be carried over to the new leave year. <p>Members of the Senior Executive Service (SES) and employees in senior-level (SL) and scientific or professional (ST) positions accrue annual leave at the rate of 1 day (8 hours) per biweekly pay period without regard to their length of service with the Federal Government, subject to specific requirements.</p>
Sick Leave	At the discretion of the Employing Office	A full-time employee earns leave at the rate of 1/2 day (4 hours) for each biweekly pay period. There is no limit on the amount of leave that may be accumulated.
Leave Transfer	The House does not have a formal leave transfer program.	A covered employee may donate annual leave directly to another employee who has a personal or family medical

		<p>emergency and who has exhausted his or her available paid leave. Each agency must administer a voluntary leave transfer program. There is no limit on the amount of donated annual leave a leave recipient may receive from the leave donor(s). Any unused donated leave must be returned to the leave donor(s) when the medical emergency ends. An employee may participate concurrently in the leave transfer and leave bank programs. Other terms and conditions apply.</p>
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30. Please describe your organization’s program, if any, for creating and retaining a diverse workforce.

There are numerous activities associated with creating diversified and inclusive workplace. Throughout the recruiting process we seek to attract and source candidates with diverse skillsets and backgrounds. For example our candidates have both federal and private sector experience, and eligible veterans are provided preference utilizing the criteria outlined in the Veteran’s Employment Opportunities Act. Our hiring interview panels are made up of cross-functional expertise to get multiple perspectives during the process.

The CAO also has created a position focused on Diversity and Change Management to focus on “positioning the organization” and “designing and implementing activities to address inclusive and diverse perspectives across the organization. The CAO will continue to focus on identifying more areas to implement diversity and change management activities into the day to day operations of the CAO workplace.

31. What is the status of your plan to transfer your Assets division from Logistics to Finance, as you agreed to do in conjunction with the most recent financial audit of the House?

Following the appointment of a new Chief Logistics Officer, Tom Coyne, and with Committee approval the Assets Management directorate will be located in the Logistics & Support unit. To strengthen controls over asset management, the new directorate has been established and an Asset Management Director, Rhonda Shaffer, has been hired to lead the inventory modernization effort. The function of the new directorate is to re-engineer and improve processes related to the asset management lifecycle, to ensure operational efficiency and effectiveness, to remediate audit issues related to asset management, and to standardize business processes while adhering to applicable laws and regulations.