

**Statement of
The Honorable Philip G. Kiko
Chief Administrative Officer
The United States House of Representatives
Before the
House Appropriations Subcommittee on the Legislative Branch**



CAO
CHIEF ADMINISTRATIVE OFFICER

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Written Statement
Philip G. Kiko
Chief Administrative Officer

When I testified before the Legislative Branch Appropriations Subcommittee in March of 2019, I highlighted the need to further improve the House's cybersecurity posture to meet the increasing cyber threats posed to this institution, modernize the CAO's technology services, further expand upon the CAO's new employee services – both mandated and voluntary - and enhance the day-to-day services provided by the CAO.

I also highlighted our efforts to operationalize our five-year strategic plan and leverage that plan in support of our focus on improving the ways in which we serve the House. In 2019, we reached the mid-point of that five-year plan and, as part of a refresh and review of our progress, we took a close look across every business unit and department to assess where we are meeting and exceeding our goals, and the areas that remain challenges.

To ensure that our entire organization – from our business units and departments to the men and women who spend every day serving your offices – is of one accord and embracing our common mission, we developed and communicated a new organizational motto: **Member Focused. Service Driven.** This embodies our collective goals: to be an essential resource for every Member of the People's House through outstanding customer experiences delivered by exceptional employees. To be an invaluable partner to the more than 10,000 House Members, Committees, Leadership offices, House Officers, and staff. And to personify the principles of Service, Innovation, Teamwork, Integrity, and Respect. Today, I am happy to share some of the ways we are meeting these challenges and outline the ways in which our FY21 budget request advances these goals. The FY21 budget request for the CAO is \$190.2M which is an increase of \$36.7M or roughly 24 percent above the FY 2020 enacted funding level.

I know this request is a significant increase. But I want you to know what we really need. This new funding will allow the CAO to:

- Continue to enhance the House's cybersecurity posture
- Keep pace with required updates to technology infrastructure, including hardware, software, cloud services and facilities
- Continue to enhance and expand our services to the House community, ease the administrative burden on House offices, and make the House a better place for our employees and visitors
- And finally – it will allow the CAO to make targeted investments to address the recommendations of the Select Committee on Modernization.

From a dollar perspective, this new request includes:

- \$1.7 million for additional funding for our cybersecurity program and related projects.
- \$13.8 million in upgrades to software, hardware, and other technology capabilities including improving network services to district offices, as well as updates throughout the CAO required to sustain our services.
- \$12.2 million to fully fund existing personnel, longevities, and COLAs, as well as an additional 46 new positions – of which 25 are new resources and 21 are contractor conversions. These new positions are required to meet the expanded needs of the House.
- And finally, \$10 million in no-year funds for Select Committee on Modernization recommendations. I am very encouraged by the work of the Select Committee. However, if the House wants to modernize, targeted investments must be made.

Every element of this request contributes to our ability to better serve Member and Committee offices by delivering the highest standard of service and support so that you can best serve your constituents.

Strategic Plan

The CAO's five-year strategic plan has reached its mid-point. Developed in the fall of 2016, our strategic plan ensures that all CAO business units and personnel are aligned in support of our collective values. Real change can only happen when there is a shared vision, a collaborative culture and – most importantly – commitment to a set of common goals. This has never been truer than today, when rapidly changing technology, greater demands on House infrastructure and new demands on the ways we serve Member and Committee offices are driving everything we do.

Our Values

SERVICE - We serve Members and staff through positive customer experiences in every interaction.

INNOVATION - We proactively seek new ideas and deliver superior solutions that exceed the expectations of our customers.

TEAMWORK - We foster unity and collaboration across the CAO and the House community to deliver exceptional service.

INTEGRITY - We protect the House by doing the right thing for the right reasons.

RESPECT - We recognize and embrace each of our individual strengths and contributions which make the CAO successful.

In April 2019, CAO leaders from across the organization participated in a Strategic Plan Refresh Session. The purpose was to conduct mid-point evaluations of the strategic plan, to better refine our goals, and make them identifiable throughout the organization. Teams worked together to ensure expanded goal definitions made sense, objectives were still relevant, and initiatives had updated roadmaps to include short-term and long-term plans for full deployment.

Results of the Refresh Session included the development of a tagline as well as the addition of catchphrases to ensure better understanding of how activities of all CAO employees and services fit into the organization's goals.

CAO Tagline: **Member Focused. Service Driven.**

The tagline is a constant reminder to all CAO staff, of our primary mission within the House. To focus our efforts on ensuring we are serving Members, whether as individual Member offices, through their participation on Committees, or as part of House leadership. The tagline also ensures CAO staff, at all levels and across all business units, remain dedicated to and driven by the concept of service.

While engaged in this refresh, the CAO took the opportunity to rebrand itself in a manner that is consistent with our strategic goals.

Logo Descriptors

Trust – Forward-thinking - Perspective

Planning - Structure - Elemental

Internal – Practical – Solutions - Neutrality



VERTICAL



VARIANTS



HORIZONTAL



ALTERNATIVE LAYOUT

WITH U.S. HOUSE OF REPRESENTATIVES



FULL NAME



As part of the strategic refresh, the CAO also developed the following four goals with three supporting objectives each:

Customer Goal: Align to Member Needs - Deliver an increase in customer satisfaction that drives positive customer experiences.

Process Goal: Modernize and Transform - Increase use, consistency, and accuracy of our services.

Stewardship Goal: Protect the House - Increase the optimization, utilization, and safeguarding of resources to best anticipate and support House operations.

Employee Goal: Foster and Engage - Develop and implement a system to foster a professional and engaged CAO workforce.

Every element of our FY21 budget request aligns directly with these goals and provides resources in support of factors critical to meeting and exceeding these goals.

Customer Goal : Align to Member Needs

Providing exceptional customer service – meeting and exceeding expectations – is the foundation for everything we do at the CAO. Below are some examples of the ways in which we have successfully operationalized that priority.

The CAO's Customer Experience Center (CEC) was launched in October 2017 and charged with providing vital services to Member, Committee, and Leadership offices more effectively, efficiently, and with an unwavering focus on improving the overall experience of the House community. The CEC directly oversees key, customer-facing departments, as well as First Call and the Customer Advocates, and continues to connect the CAO's technical, administrative, and operational experts with their House customers.

First Call serves as a one-stop-shop for Member offices to access key services offered by the CAO. In 2019, First Call fielded more than 50,000 incoming calls, processed more than 3,300 passport applications, assisted with over 4,711 special event room reservations, provided more than 490 notary services and entered nearly 8,000 service requests. As one of our most critical customer support and engagement tools, we are constantly looking at ways to improve the service we provide through First Call. To that end, in 2019, the CAO implemented a customer service training curriculum utilizing Congressional Staff Academy e-Learning content resources and initiated a live call monitoring program for incoming calls to promote Customer Service quality control and standards.

The CEC's Customer Advocates continue to serve a vital role in connecting Member, Committee, and Leadership Offices with CAO services. The Customer Advocates serve all 441 Member, Delegate, and Resident Commissioner offices.

During the First Session of the 116th Congress, the Customer Advocates visited 17 states and 146 congressional districts. CAO staff, including Philip Kiko and personnel from the Congressional Staff Academy, House Information Resources and District Office Telecommunications, and staff from the Sergeant at Arms accompanied the Customer Advocates during many of their District Office visits.

The first joint District Office Services Conference occurred in December 2019 and hosted 18 staff from 10 different congressional district offices, including six District Directors. In February 2020, a second pilot conference was held in St. Louis, Missouri. Based on the success of the two events, we anticipate planning additional sessions this year.

Under the direction of the CEC, House Creative Services has introduced an online platform which enables offices to have complete access to their library of digital assets in the form of photos and images, video and design. The platform provides a long-term solution to storage and display of imagery with a consumer-like experience to search, order, download, upload, and edit visual media. During the First Session of the 116th Congress, House Creative Services received and processed nearly 6,300 work orders. It also expanded its capabilities to include animations and social media visuals including video and short clips.

The Congressional Staff Academy provides House staff with professional development specifically tailored to the unique job roles of House offices. The CSA also hosts and facilitates the mandatory technical and compliance trainings for House staff. In 2019, the Congressional Staff Academy expanded its efforts to reach House staff through the improvement of technology, the addition of relevant courses and a centralized location for training. The Congressional Staff Academy also expanded opportunities for District Office staff to participate in training alongside their Washington, D.C., colleagues through WebEx, an interactive webinar platform that is accessible from any device. Additionally, the Staff Academy completed its inaugural Leadership Series and hosted the 3rd annual Bicameral Writing Workshop with over 200 registrants. New course offerings covered topics such as, writing, crafting floor remarks, and constituent correspondence. In keeping with its commitment to deliver useful content, the Staff Academy conducted an organizational needs assessment to update course offerings and identify new learning opportunities for 2020. In 2019, more than 6500 staff members have accessed our site to attend training and many of them have attended multiple trainings through the Staff Academy.

To more directly and effectively reach our customers, the CEC has expanded its Communications and Marketing capacity. In addition to branding CAO services for greater ease of customer use, the CAO has encouraged business units to market to and more directly engage with Member, Committee, and Leadership offices, through the Communications and Marketing department and the CEC. One example of our customer-focused marketing is the use of “pop-up” events that allow business units to

showcase their products and services in a format that maximizes visibility in touchpoints across the House campus.

In August 2019, the Customer Experience Management Program was created to implement and expand the customer experience vision of the CAO, create standards, and craft a roadmap to governance and improvements for all CAO services.

Two cross-functional working groups were formed to complete initial work important to the mission of the program.

In response to requests from Committees and, at the direction of the Committee on House Administration, the House Recording Studio has expanded our capability to support field hearings. Through the end of 2019, the House Recording Studio successfully traveled to and webcasted 16 Committee field hearings in 12 different states.

Improving the Quality of Life on the House Campus

Through the House Wellness Center, we provide information and resources to allow House staffers to manage personal and professional stressors and maximize their productivity. On February 21st, the Wellness Center moved into its new space at B222 in the Longworth Building and will be hosting an open house soon. In June, we'll host our 2nd Wellbeing Fair. More than 700 staffers and vendors participated in last year's event.

We have also introduced new mobile and web-based resources including; health risk assessments, nutritional/dietary guidance, stress management and resiliency support, mindfulness tools, and a platform for wellness challenges and competitions, as well as in-person wellness seminars. My office is currently participating in a "steps" challenge. These tools and resources are available not only to House staff, but also to the Capitol Police, Architect of the Capitol staff, and employees of the Congressional Budget Office. In developing and deploying resources, we have prioritized the ability to serve the broad and diverse House community. We've strived to make the same resources available to District Office staff and are developing solutions that are applicable to everyone across the House community.

Based on feedback from a Housewide survey conducted in 2018, the CAO led the expansion of our branded food options with the installation of four new restaurants - &Pizza, Steak N' Shake, Au Bon Pain, and Jamba. With these, we saw substantial sales growth of 16 percent to \$3,187,355.94 in additional sales from the prior 12 months. The total revenue for the past 12 months was \$19,752,650.85 compared to \$16,565,294.91 of sales from the 12 months prior.

Dryy Garment Care became the new House dry cleaning vendor in January and has become a highly successful operation. The new vendor offers services at lower prices than their predecessor with quicker turnaround and complimentary next-day delivery. Additionally, it provides a number of enhanced customer services including app-based services, mobile notifications, and recently installed self-service lockers in the Ford and

O'Neill buildings so staff can more conveniently use the service. The same lockers will be installed in the Capitol later this month.

Process Goal: Modernize and Transform

The Office of the CAO is constantly researching and implementing ways to ensure that the House has access to cutting-edge services and solutions. While our FY21 budget includes a specific request for \$10 million to fund recommendations from the House Select Committee on Modernization, our commitment to modernizing and transforming the way we serve the House extends beyond those recommendations and is an essential part of our organizational DNA.

At its core, modernization relates to updating our policies, procedures and services to more effectively and efficiently serve the House. Meeting the needs of the House is never enough – we must consistently strive to exceed expectations and anticipate needs while making sure every element of our operation is continually looking over the horizon for new opportunities and challenges. That means providing better tools for Member Offices and constantly rethinking the ways in which we deliver products and services. Our FY21 budget request expands and improves accessibility and reasonable accommodation resources for visitors and House staff, and better leverages technology to support Member / constituent engagement.

The largest of the CAO's business units, House Information Resources (HIR) provides a wide range of technology and support services for the House. It is responsible for maintaining the House's cybersecurity posture, website design, hosting services, network access, maintenance, telecommunications, emergency response, and technology support.

In 2019, House Information Resources completed the deployment of Office 365 and OneDrive to Member, Committee, and Leadership offices, nearly 14,000 workstations. Included in this deployment is Microsoft Teams, which facilitates unprecedented collaboration within offices and across mobile devices. Additionally, in response to Member concerns about services and resources available to district offices, House Information Resources has installed two internet points of presence for West Coast and South-Central district offices. The 210 district offices that utilize the new facilities have enjoyed a significant decrease in latency, resulting in faster internet response times, downloads and uploads. Additional points of presence are under consideration.

To improve internet performance across the House campus, existing House public wi-fi infrastructure underwent an upgrade that increased the capacity from one to ten gigabytes and three Committee hearing rooms received a new wi-fi system, which enhanced the performance and increased the capacity of the House public network. The new systems were able to handle the increased traffic loads generated by recent high-profile hearings. House Information Resources also installed over 1,300 VoIP telephones in 184 Member district offices, added 60 automated attendants to assist

Member offices with inbound call processing, and added House Unlimited Voicemail/Mail Transcription service to more than 170 Member offices.

The CAO's Web Services team completed full redesigns of websites for 31 Member, Committee, and Leadership offices including the Office of the Speaker, Committee on House Administration, Committee on Appropriations, Budget Committee and Committee on Rules, as well as both newly formed Select Committees. Web Services also migrated more than 216 Member websites from the on-premise Drupal "Congress" platform to the Contegix cloud, providing the House an opportunity for improved continuity and security for its web presence, and an enhanced user experience for content editors in Member offices. Finally, the Web Services team retained over 80 percent of the freshman offices this Congress, an increased retention of between 15 to 25 percent from previous Congresses.

At the beginning of the 116th Congress, the CAO completed a successful transition to a new House Finance Card Program, which impacted all existing and prospective House Travel Card and Purchase Card holders and their Financial Administrators. Under the new program, all card transactions load directly into the House's financial system so offices can quickly and easily create vouchers. During the 2019 legislative year, the Office of Financial Counseling has processed more than 110,000 vouchers. The Office of Financial Counseling has also issued more than 1,500 new Travel and Purchase Cards across the House.

Stewardship Goal: Protect the House

The effective and efficient use and protection of the House (resources, personnel and infrastructure) is incorporated in every element of CAO operation.

I am happy to report the House received its 21st consecutive clean audit opinion for Fiscal Year 2018.

The House is one of the most coveted targets of private and state-sponsored criminal cyber activity and we dedicate significant resources and personnel to preparing for every possible contingency. In 2019, the CAO's Office of Cybersecurity blocked an estimated 19 billion unauthorized scans, probes and connections. Cybersecurity contained approximately 300 million questionable emails, including spam, to thwart phishing attacks from reaching intended targets. CAO Cybersecurity also blocked more than 83,000 malicious URLs and spam. Our Cybersecurity team also conducts extensive system penetration tests, deploys a series of security patches and measures, and regularly shares threat intelligence with other Legislative and Executive Branch agencies, as well as our international allies.

Cybersecurity has prevented the potential defacement of Member websites and blocked access to malicious sites associated with phishing, malware, adware, credential harvesting, email extortion campaigns, phishing campaigns, ransomware, and hacktivists. In FY21, the Office of Cybersecurity has a non-personnel total budget request

of \$20M to support enhanced cybersecurity measures to align with our cloud-based initiatives, increase access to more advanced threat assessment information and analysis, enhance mobile device protections, and increase cybersecurity training and awareness, including campus-wide Cybersecurity pop-ups.

While we are requesting additional funding that specifically focuses on cybersecurity, cybersecurity and the need to provide safe and secure technology infrastructure is a central consideration in virtually every element of CAO operations. Increased modernization, greater use of mobile devices, new and improved software offerings, movement to the cloud, and even our upgrade of financial systems all have serious cybersecurity implications.

Bad actors in the national and international arena pose an ongoing, existential threat to our IT infrastructure. This threat requires us to constantly stay ahead of the game. We must continuously update and upgrade our capabilities. The greatest risk comes from failing to dedicate the necessary resources and personnel to this effort. With the resources requested in our FY21 budget request, we will continue to actively and aggressively prepare for every possible contingency.

In addition to protecting the House from cyberattack, the CAO, through the Business Continuity/Disaster Recovery Office provides recovery support services to District Offices impacted by severe weather. Specifically, support was provided to offices impacted by Hurricanes Barry (July 2019) and Dorian (September 2019) as well as several wildfires in California. Recovery services included, but were not limited to, assisting offices with laptop and printer kits, providing satellite phone services, and reestablishing network and cell connectivity.

A critical component of our commitment to stewardship includes finding the best ways to save the taxpayer funds with which we are entrusted. Constituent mailings account for a significant portion of Member office resources. Helping offices communicate with their constituents using the mail system in the most cost-effective and timely fashion is a priority for the CAO. During 2019, the CAO's Mailing Services reviewed more than 150 million addresses for House offices and made corrections to more than 29 million records, saving offices over \$8 million in postage and \$9 million in production costs.

Stewardship and protecting the House extend beyond tangible assets and direct financial savings. By managing the delivery of the Workplace Rights and Responsibilities Training mandated by the passage of H. Res. 30, the CAO made an invaluable contribution to the integrity of the House workforce. Delivery began on June 3 and ran through December 31 and included 618 live and virtual instructor-led education sessions including 30 live sessions in district locations. During the First Session of the 116th Congress, the CAO trained more than 15,000 individuals. Due to program modifications designed to maximize efficiencies, our FY21 budget request related to the costs of providing this mandatory training reflects a \$238,000 decrease.

The Office of Employee Advocacy provides House employees with legal services in matters covered by the Congressional Accountability Act (CAA) to promote a productive Congressional workplace.

While Employee Advocacy services include representation in litigation, legal services also include consultation and advice aimed at resolving matters without litigation. Representation services include representation in informal negotiations and in administrative proceedings before the Office of Congressional Workplace Rights and the Committee on Ethics. Employee Advocacy has engaged a proactive marketing strategy to inform the House of its mission and its no-charge, complainant-side legal services.

At the Office of the CAO, we understand the choices you must make and the gravity of those decisions, especially when you are considering the best ways to use taxpayer dollars. That is why we have established the Office of Risk Management, an internal department responsible for enterprise risk management, internal control, and audit and compliance programs. These activities provide risk-based information to assist with decisions on targeting resources to the highest risk areas and by analyzing business unit internal controls to ensure they are functioning as intended. This is just one of the many ways we integrate the importance of good stewardship across our organization.

Employee Goal: Foster and Engage

Ensuring that we recruit, hire and retain the best and brightest staff to support the House is a critical goal of the CAO. Equally as important is deploying them in the most efficient and effective manner. The CAO's workforce planning efforts have assisted the organization through proactive vacancy planning and improved our ability to identify and prepare for future demands for skills, expertise, and staffing.

Our FY21 budget includes a request for a \$12.2 million increase to fully fund existing personnel, support forecasted needs aligned to modernization efforts and fill critical operational and strategic gaps across business units. The requested increase will fund 46 additional full-time employees at an estimated cost of \$4.3 million. This increase is partially offset by a \$2 million decrease in non-personnel costs due to the planned conversion of 21 contractors to full-time employees, resulting in a net increase of \$2.3 million in the CAO budget for the 46 new positions.

As part of our efforts towards constant improvement, the CAO's Human Resources department designed and deployed a formal mid-point performance evaluation process for all CAO staff. Based on the accomplishments of these ongoing enhancements, which started in 2017, the CAO's performance management objective was closed due to completion during the strategic planning refresh activity. Human Resources also appointed a Director of Internal Communications to expand communication and engagement capacity, and to ensure each CAO employee understands how they contribute to the organization's strategy. As part of our workforce optimization efforts, we initiated a Voluntary Separation Incentive Program for workforce reshaping purposes

in August 2019. Eleven CAO employees opted to participate, allowing the Human Resources team and business unit Chiefs to realign the vacant positions to meet strategic priorities.

Due to overwhelming demand from Member Offices, we have grown the Wounded Warrior Fellowship Program. Since inception in 2008, more than 330 veterans have participated in the program. The Wounded Warrior Fellowship Program was expanded in December 2019 to 120 fellowships, 92 of which are currently filled.

In response to the passage of H. Res 107 we have hired a full-time employee to oversee and manage development of the Gold Star Family Fellowship Program. The establishment of the Gold Star Family Fellowship Program will provide the loved ones of those who made the ultimate sacrifice a chance to participate in a one-year fellowship with a Member of Congress.

Conclusion

The investments, priorities, and improvements outlined in our FY21 Budget Request all support our primary goal – providing superior service to the People’s House. Whether through our dedication of resources to developing new processes and services, ensuring the House is protected against cyberattacks, or helping to improve the productivity of the House workforce, every proposed expenditure is aligned with that goal. But we also understand providing the best possible service is, ideally, a moving target. Expectations and requirements change daily, and we are also investing resources in making sure that the Office of the CAO can stay one step ahead. By constantly evaluating existing challenges, forecasting into the future and, most importantly, listening to the offices we serve, we are building an organization worthy of serving the House.