

**Congress of the United States**  
**House of Representatives**

COMMITTEE ON OVERSIGHT AND REFORM

2157 RAYBURN HOUSE OFFICE BUILDING

WASHINGTON, DC 20515-6143

MAJORITY (202) 225-5051  
MINORITY (202) 225-5074  
<https://oversight.house.gov>

June 23, 2021

Ms. Teri M. Takai  
Vice President  
Center for Digital Government  
100 Blue Ravine Road  
Folsom, CA 95630

Dear Ms. Takai:

The Subcommittee on Government Operations invites you to testify at a hybrid hearing on Wednesday, June 30, 2021, at 10:00 a.m. E.T. This hearing will convene in person in 2154 Rayburn House Office Building and remotely on the Zoom video platform.

State and local governments are on the frontlines of unprecedented events, like the coronavirus pandemic. They provide essential information and services to those in need of help, including health care information, food assistance, emergency services, and unemployment assistance. Unfortunately, many state and local governments' IT infrastructures are outdated, causing severe gaps in access to efficient and secure digital services and federal assistance and undermining federal public health and economic welfare efforts. This hearing will examine the role of Congress and the federal government in helping states and localities to modernize their IT systems and digitize critical services.

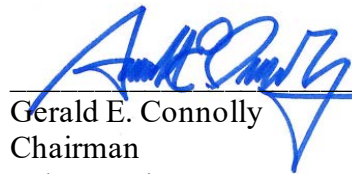
The enclosed Witness Instruction Sheet provides information for witnesses appearing before the Subcommittee. Please note the procedures for submitting written testimony at least two business days prior to the hearing.

The enclosed Zoom user guides demonstrate how to: (1) navigate Zoom features and (2) ensure the best user experience by employing general best practices (e.g., optimal lighting and sound conditions). Participants attending remotely are also asked to connect by 9:30 a.m. to ensure their participation and troubleshoot any connectivity issues.

I ask that you please contact the Subcommittee by Monday, June 28, 2021, to confirm your attendance. If you have any questions, please contact Subcommittee staff at (202) 225-5051.

Ms. Teri M. Takai  
Page 2

Sincerely,



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Gerald E. Connolly  
Chairman  
Subcommittee on Government Operations

Enclosure

cc: The Honorable Jody Hice, Ranking Member  
Subcommittee on Government Operations

**Committee on Oversight & Reform**  
**Witness Instruction Sheet**

1. Witnesses should provide their testimony, biography, and "Truth in Testimony" disclosure and certification form via email to [Oversight\\_Clerks@mail.house.gov](mailto:Oversight_Clerks@mail.house.gov) no later than 10:00 a.m. two business days prior to the hearing.
2. Witnesses should also provide a short biographical summary and include it with the electronic copy of testimony provided to the Clerk.
3. At the hearing, each witness will be asked to summarize his or her written testimony in five minutes or less in order to maximize the time available for discussion and questions. Written testimony will be entered into the hearing record and may extend to any reasonable length.
4. Written testimony will be made publicly available and will be posted on the Committee's website and the U.S. House of Representatives Document Repository. It is therefore recommended that personally identifiable information, such as addresses and phone numbers, not be included in the biographical information.
5. The Committee does not provide financial reimbursement for witness travel or accommodations. Witnesses with extenuating circumstances, however, may submit a written request for such reimbursements to Robin Butler, Financial Administrator, 2157 Rayburn House Office Building, at least one week prior to the hearing. Reimbursements will not be made without prior approval.
6. Witnesses with disabilities should contact Committee staff to arrange any necessary accommodations.
7. Please note that Committee Rule 16(b) requires counsel representing an individual or entity before the Committee or any of its subcommittees, whether in connection with a request, subpoena, or testimony, promptly submit a notice of appearance to the Committee. If this applies to you, please email the address above to acquire this form.

For inquiries regarding these rules and procedures, please contact the Committee on Oversight and Reform at (202) 225-5051.

# Truth in Testimony Disclosure Form

In accordance with Rule XI, clause 2(g)(5)\* of the *Rules of the House of Representatives*, witnesses are asked to disclose the following information. Please complete this form electronically by filling in the provided blanks.

**Committee:** \_\_\_\_\_

**Subcommittee:** \_\_\_\_\_

**Hearing Date:** \_\_\_\_\_

**Hearing** :

**Witness Name:** \_\_\_\_\_

**Position/Title:** \_\_\_\_\_

**Witness Type:**  Governmental  Non-governmental

**Are you representing yourself or an organization?**  Self  Organization

**If you are representing an organization, please list what entity or entities you are representing:**

## **FOR WITNESSES APPEARING IN A NON-GOVERNMENTAL CAPACITY**

**Please complete the following fields. If necessary, attach additional sheet(s) to provide more information.**

**Are you a fiduciary—including, but not limited to, a director, officer, advisor, or resident agent—of any organization or entity that has an interest in the subject matter of the hearing? If so, please list the name of the organization(s) or entities.**

**Please list any federal grants or contracts (including subgrants or subcontracts) related to the hearing's subject matter that you or the organization(s) you represent have received in the past thirty-six months from the date of the hearing. Include the source and amount of each grant or contract.**

**Please list any contracts, grants, or payments originating with a foreign government and related to the hearing's subject that you or the organization(s) you represent have received in the past thirty-six months from the date of the hearing. Include the amount and country of origin of each contract or payment.**

**Please complete the following fields. If necessary, attach additional sheet(s) to provide more information.**

- I have attached a written statement of proposed testimony.
- I have attached my curriculum vitae or biography.

\* Rule XI, clause 2(g)(5), of the U.S. House of Representatives provides:

(5)(A) Each committee shall, to the greatest extent practicable, require witnesses who appear before it to submit in advance written statements of proposed testimony and to limit their initial presentations to the committee to brief summaries thereof.

(B) In the case of a witness appearing in a non-governmental capacity, a written statement of proposed testimony shall include— (i) a curriculum vitae; (ii) a disclosure of any Federal grants or contracts, or contracts, grants, or payments originating with a foreign government, received during the past 36 months by the witness or by an entity represented by the witness and related to the subject matter of the hearing; and (iii) a disclosure of whether the witness is a fiduciary (including, but not limited to, a director, officer, advisor, or resident agent) of any organization or entity that has an interest in the subject matter of the hearing.

(C) The disclosure referred to in subdivision (B)(ii) shall include— (i) the amount and source of each Federal grant (or subgrant thereof) or contract (or subcontract thereof) related to the subject matter of the hearing; and (ii) the amount and country of origin of any payment or contract related to the subject matter of the hearing originating with a foreign government.

(D) Such statements, with appropriate redactions to protect the privacy or security of the witness, shall be made publicly available in electronic form 24 hours before the witness appears to the extent practicable, but not later than one day after the witness appears.

**False Statements Certification**

Knowingly providing material false information to this committee/subcommittee, or knowingly concealing material information from this committee/subcommittee, is a crime (18 U.S.C. § 1001). This form will be made part of the hearing record.

*Teresa Takai*

\_\_\_\_\_  
Witness signature

\_\_\_\_\_  
Date

**COMMITTEE ON OVERSIGHT AND REFORM  
U.S. HOUSE OF REPRESENTATIVES  
117<sup>TH</sup> CONGRESS**

**NOTICE OF APPEARANCE OF COUNSEL**

Counsel submitting: \_\_\_\_\_

Bar number: \_\_\_\_\_ State/District of admission: \_\_\_\_\_

Attorney for: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: (\_\_\_\_\_) \_\_\_\_\_ - \_\_\_\_\_

Pursuant to Rule 16 of the Committee Rules, notice is hereby given of the entry of the undersigned as counsel for \_\_\_\_\_ in (select one):

- All matters before the Committee
- The following matters (describe the scope of representation):

\_\_\_\_\_  
\_\_\_\_\_

All further notice and copies of papers and other material relevant to this action should be directed to and served upon:

Attorney's name: \_\_\_\_\_

Attorney's email address: \_\_\_\_\_

Firm name (where applicable): \_\_\_\_\_

Complete Mailing Address: \_\_\_\_\_

\_\_\_\_\_

I agree to notify the Committee within 1 business day of any change in representation.

\_\_\_\_\_  
Signature of Attorney

\_\_\_\_\_  
Date

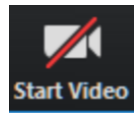
# COR Zoom Meeting Guide

## To Turn Webcam On/Off

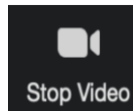
Participants can enable their webcams during meetings to engage in face-to-face interactions.

### **From a desktop, laptop, iPad, or tablet:**

- To start your webcam, select “Start Video”:



- To stop your webcam, select “Stop Video”:



## To Mute/Unmute

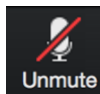
To reduce background noise, all participants will be placed on mute upon entering the meeting.

### **From a phone:**

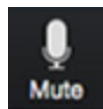
- Dial \*6 (toggle to mute and unmute)

### **From a desktop, laptop, iPad, or tablet:**

- To take yourself off mute, select “Unmute”:



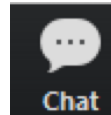
- To mute yourself, select “Mute”:





## To Communicate with Meeting Participants

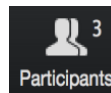
During the meeting, you can send *private messages* to individual users, or you can send *public messages* to all participants. Be careful when selecting who you wish to communicate with.



- To chat with other participants, select “Chat”:

## To View List of Meeting Participants

You can view the names of all participants in the meeting. Participants can only be viewed when using a desktop, laptop, iPad or tablet to join a meeting.



- To view all participants, select “Participants”:

# To Raise Hand During Meeting

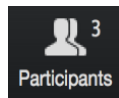
Participants who wish to speak should use the “raise hand” feature to get the attention of the host. The host can see who has raised their hand and in what order. The host will recognize participants by name to allow them speaking time.

## **From a phone:**

- Press \*9

## **From a desktop or laptop:**

- Select “Participants”:

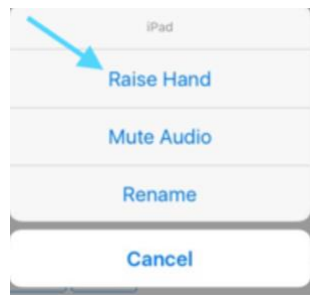
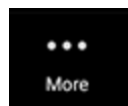


- Select “Raise Hand”:



## **From an iPad or tablet:**

- Select “More”:



- Select “Raise Hand”:

# Committee on Oversight and Reform

## Zoom Best Practices

### *Use a Neutral Background*

**Choose a simple and neutral background to minimize distractions.**

- ◆ Avoid busy backgrounds, such as backgrounds with numerous artifacts and paintings, or backgrounds with bold prints and patterns.
- ◆ Remove clutter and personal items you do not intend to share in your background.

### *Use Proper Lighting*

**Place your light source in front rather than in back of you.**

- ◆ Front-facing natural light is best. If possible, position your computer or personal device in front of a window to ensure the light is hitting your face straight-on.
- ◆ If your room lacks ample sunlight, place a lamp or other lighting (e.g., soft florescent lighting) in front of you, but behind or next to your computer or personal device. Try to avoid mixing light sources (e.g., lamp + sunlight).
- ◆ Avoid sitting with your back to a lamp or a window.

## *Adjust Your Camera*

**Sit at or slightly above eye level, and approximately an arm's length from the camera lens.**

- ◆ If you do not have the right equipment or desk configuration to position your device at eye level, try stacking it on top of flat, sturdy household items, such as books.
- ◆ Try to position yourself so that your video shows your face and midsection up.
- ◆ For smartphones, iPads, or tablets users, use an adjustable stand such as a tripod. Do not hold iPads or smartphones in your hands.
- ◆ For smartphones users, position your phone horizontally, rather than vertically, to capture your video.
- ◆ When recognized for questions, do not look at the video feed, the Participant panel, or the chat window—look straight into the camera.

## *Check Your Sound*

**Make sure that you sound clear and minimize any echo.**

- ◆ Rooms with blank walls and hard surfaces can cause echoing. You can break up echoes by padding your space with soft surfaces like a rug, or tossing pillows around the room.
- ◆ For the sharpest, clearest sound, try using a standalone microphone (e.g., headphones or earbuds). To avoid latency, use wired headphones.

## *Check Your Connection*

**Optimize your video performance by checking your internet connection.**

- ◆ Close all applications—except Zoom—on your computer or personal device.
- ◆ If you are connected to Wi-Fi, move closer to your router. However, for the best internet connection, connect your device to the router directly (e.g., ethernet).