MODERNIZATION EFFORTS IN THE U.S. HOUSE OF REPRESENTATIVES

A SUBCOMMITTEE ON MODERNIZATION REPORT FOR THE 118th CONGRESS

SUBCOMMITTEE ON MODERNIZATION
OF THE COMMITTEE ON HOUSE ADMINISTRATION
OF THE HOUSE OF REPRESENTATIVES

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C O N T E N T S

I. INTRODUCTION

A. Chairwoman's Foreword

The Modernization Subcommittee was created at the beginning of the 118th Congress via adoption of a Committee on House Administration Resolution (118–01) establishing the Committee's rules for the 118th Congress. According to the resolution, the Modernization Subcommittee shall consist of "(t)wo majority party members and two minority party members" and its jurisdiction shall include "(m)atters relating to modernization of the House of Representatives and the legislative branch, oversight of implementation of modernization initiatives, and such other matters as may be referred to the subcommittee." [1]

Establishing the Modernization Subcommittee fulfilled a recommendation made by the bipartisan Select Committee on the Modernization of Congress (Select Committee). The Select Committee was created at the beginning of the 116th Congress to "investigate, study, make findings, hold public hearings, and develop recommendations on modernizing Congress." [2] Over the course of its 4-year tenure, the Select Committee passed 202 bipartisan recommendations to improve the way Congress works on behalf of the American people. In recommending the establishment of a Modernization Subcommittee, the Select Committee's intent was to provide a permanent home for the ongoing work of implementing its recommendations and, more generally, to continue modernization efforts in the House.[3]

At the end of the 117th Congress, the Select Committee closed 43 of its 202 recommendations and noted that progress was underway on dozens more. During the 118th Congress, the Subcommittee closed an additional 70 recommendations, bringing the total number of closed recommendations to 113. Of these, 67 are implemented, 20 are partially implemented, 16 are in progress with a partner office, and 10 are resolved. The Subcommittee also pursued a number of additional modernization opportunities, separate from the recommendations.

The decision to create the Subcommittee reflects a broader commitment to ensuring that Members can effectively fulfill their representational and legislative responsibilities. While Congress has established a number of temporary reform committees over the past several decades, it has not established separate legislative en-

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[1] "Committee Resolution 118–01," accessed December 5, 2024, *https://cha.house.gov/__cache/files/d/7/d709698f-d1ae-490c-aff4-ec8e1a7186e0/7F27BA05B9948C31BFEFAA13566D4E4A.resolution-118-01.pdf*

[2] "H. Res. 6, p. 46," accessed December 5, 2024, *https://www.govinfo.gov/content/pkg/BILLS-116hres6eh/pdf/BILLS-116hres6eh.pdf*

[3] "Final Report, p. 222," accessed December 5, 2024, *https://www.govinfo.gov/content/pkg/GPO-CRPT-117hrpt646/pdf/GPO-CRPT-117hrpt646.pdf*

tities for the purpose of implementing recommended reforms. In creating a subcommittee dedicated to institutional modernization, the Committee on House Administration charted a new path forward for the ongoing work of improving and strengthening Congress.

While subcommittees do not routinely produce end-of-session reports, Committee on House Administration Chairman Bryan Steil (WI 01) directed the Modernization Subcommittee to draft an official document describing its work and accomplishments in its inaugural term. In addition to creating a public record of the Subcommittee's activities in the 118th Congress, the report is intended to provide those who will continue these efforts, both in and outside of Congress, with a roadmap for institutionalizing the work of modernization.

Congress needs to continually evolve if it is to remain an effective and responsive institution. In the 2 years since it was created, the Modernization Subcommittee has steadily worked to modernize legislative processes, create efficiencies, build capacity, and strengthen constituent engagement. Sustaining these and other modernization efforts over the long-term will help ensure that Congress can continue to fulfill its Article I obligations on behalf of the American people.

B. Subcommittee Membership and Practices

Rep. Stephanie Bice (OK 05) serves as Chairwoman of the Modernization Subcommittee, Rep. Derek Kilmer (WA 06) serves as Ranking Member, and Reps. Mike Carey (OH 15) and the Committee's Ranking Member, Joe Morelle (NY 25), hold the Subcommittee's two remaining slots. The Subcommittee's Membership of two Republicans and two Democrats was patterned after the Select Committee's bipartisan composition of six Republicans and six Democrats. The Membership structure of both the Select Committee and the Subcommittee reflects the reality that institutional change requires broad, nonpartisan support if it is to be long lasting.

In addition to its unique structure, the Subcommittee also retained some of the Select Committee's other unique practices, including holding bipartisan planning sessions, conducting hearings in a roundtable, discussion-oriented format, and working closely with legislative support entities to ensure that recommendations are successfully implemented and that ongoing feedback from stakeholders is solicited so that products and services can be continually improved to better meet user needs.

Subcommittee Members met early in the 118th Congress to discuss and establish Member priorities and develop a blueprint for action. Planning sessions like these can provide Members with a valuable forum for sharing their views and ideas, and hearing those of their colleagues. Because the Select Committee passed a total of 202 recommendations that covered a wide range of issues, rank-ordering priorities was the first step in developing an actionable workplan. While the recommendations provided the Subcommittee with a roadmap for action, Members were also interested in bringing new ideas to the table, as well as acting on oppor-

tunities to modernize in real time. This more expansive approach to modernization is consistent with the Subcommittee's mandate to focus on "matters relating to modernization" of the House and legislative branch.[4]

The Subcommittee also maintained the Select Committee's unique hearing format. Rather than sit on the committee dais, Subcommittee Members joined witnesses at a roundtable so that all hearing participants could interact on the same level. Members also sat mixed—rather than divided—by party to encourage cross-party conversation. To better foster open discussion and the exchange of ideas, the Subcommittee opted for a free-flowing question-and-answer format that allowed Members and witnesses to dig deeper into the issues. This approach lends itself to a more cohesive and robust discussion because Members and witnesses can engage without being held to strict time limits or prohibitions on speaking out of turn.

In the 117th Congress, the Select Committee worked closely with House partners in both the recommendation development and implementation processes. This strategy helped the Select Committee draft viable recommendations that House partners could effectively implement. Partnering with various legislative support entities in this way also helped to create a sense of shared ownership in various modernization initiatives. The Subcommittee built upon this collaborative model and met regularly with its House partners throughout the 118th Congress to discuss initiatives and develop successful implementation strategies.

Along the same lines, the Subcommittee continued the practice of soliciting user feedback while various recommendations were in the pilot phase of implementation. This approach helped the Subcommittee and its House implementing partners improve and customize tools and services prior to rolling them out House-wide.

The Subcommittee also maintained the Select Committee's practice of routinely engaging with experts both inside and outside of Congress to solicit ideas and assistance, and to help build support for modernization initiatives. Whether they work in Congress, civil society, business, or academia, many of these experts provide valuable support and help boost the work of the Subcommittee.

The Subcommittee introduced new strategies for implementing modernization initiatives, as well. While the Select Committee did not have legislative authority, the Subcommittee does, and Subcommittee Members used this authority to co-sponsor and introduce two modernization bills in the 118th Congress. Both bills were marked up by the Subcommittee and the full committee, then subsequently passed the full House.[5] Of note, the Subcommittee's markup was the Committee on House Administration's first subcommittee markup in 31 years, demonstrating that subcommittees can—and should—play an active role in the legislative process.

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[4] "Committee Resolution 118–01," accessed December 5, 2024, *https://cha.house.gov/__cache/ files/d/7/d709698f-d1ae490c-aff4-ec8e1a7186e0/ 7F27BA05B9948C31BFEFAA13566D4E4A.resolution-118-01.pdf*

[5] "H.R. 7592," accessed on December 5, 2024, *https://www.congress.gov/bill/118th-congress/ house-bill/7592?q=%7B%22search%22%3A%22HR+7592%22%7D&s=2&r=1* and "H.R. 7593," accessed on December 5, 2024, *https://www.congress.gov/bill/118th-congress/house-bill/ 7593?q=%7B%22search%22%3A%22HR+7593%22%7D&s=4&r=1*

C. The Modernization Initiatives Account

The Modernization Initiatives Account (MIA or Account) was established in the Fiscal Year 2021 Consolidated Appropriations Act and appropriated $2,000,000. The MIA was created to fund "initiatives recommended by the Select Committee on Modernization or approved by the Committee on House Administration"[6] and was subsequently appropriated $2,000,000 in Fiscal Year 2022, and $10,000,000 in Fiscal Year 2023, Fiscal Year 2024, and Fiscal Year 2025 respectively.

The MIA is a vital resource for funding the implementation of Select Committee recommendations, particularly those that propose developing and/or purchasing new tools, products or services, acquiring licenses for new tech tools, as well as for new modernization initiatives. While disbursements from the Account are "subject to approval of the [House] Committee on Appropriations," the MIA's authorizing language did not create formal guidelines for approving project proposals or establish a formal process for vetting projects for funding.

Prior to the 118th Congress, modernization projects were considered and approved for funding via an informal process that involved the Select Committee, the Committee on House Administration, and the Committee on Appropriations. Once the Modernization Subcommittee was established, it began working more directly with the House's support entities and the Committee on House Appropriation's Legislative Branch Subcommittee to recommend projects for MIA funding. During the 118th Congress, the Subcommittee also began integrating new steps into the project approval process like asking for detailed project descriptions, timelines, and estimated longer-term budget impacts to be included in requests.

The Subcommittee appreciates its partnership with the Appropriations Committee and their continued support of modernization efforts.

D. Hearings and Roundtable Discussions

The Modernization Subcommittee held five hearings, three roundtables, and one markup during the 118th Congress. The hearings and roundtables focused on topics connected to broader themes that Subcommittee Members had identified as priorities, including modernizing the legislative support agencies, building capacity, and improving House processes. While hearings are an effective way to draw public attention to policy issues, roundtables can provide a more conversational forum where Members and experts can discuss complex issues, ask tough questions, and consider various solutions in a more informal setting. The Subcommittee used roundtables to explore ways to improve the House's bill drafting and procurement processes to great effect and in doing so, paved the way for the committee's other subcommittees to experiment with using roundtables, as well.

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[6] "Public Law 116–260—Dec. 27, 2020, p.455," accessed on December 5, 2024, *https://www.congress.gov/116/plaws/publ260/PLAW-116publ260.pdf*

A chronological list of the Subcommittee's hearings, roundtables, and markup follows:

On March 9, 2023, the Subcommittee on Modernization held a hearing titled, "A View of House Modernization: Perspectives from the CAO." The purpose of the hearing was to provide Members with a baseline understanding and update on modernization efforts in the House from the perspective of the CAO. The Subcommittee heard testimony from the House's Chief Administrative Officer (CAO), Catherine Szpindor.

On April 26, 2023, the Subcommittee on Modernization held a hearing titled, "The Path Toward a More Modern and Effective Congressional Research Service." The hearing focused on CRS's leadership and strategic goals and how CRS can best meet the needs of a modern Congress, including by incorporating technology to better advise and assist Congress. The hearing was a first step in a longer-term process of strengthening and improving the agency to meet the needs of an evolving Congress. The Subcommittee heard testimony from Dr. Mary B. Mazanec, CRS Director, Joseph Dunne, Director of the European Parliament Liaison Office in Washington, DC, and formerly a Director in the European Parliamentary Research Service, Richard Coffin, Chief of Research and Advocacy at USA Facts, and Kevin Kosar, Senior Fellow of Legal and Constitutional Studies at American Enterprise Institute.

On September 13, 2023, the Subcommittee on Modernization held a closed-door roundtable discussion titled, "Stresses on the Legislative Process: Challenges and Solutions." The purpose of this roundtable was to provide representatives from the Office of the Clerk, the Government Publishing Office (GPO), and the House Office of the Legislative Counsel (HOLC) an opportunity to discuss pressure points in the legislative process that affect workflows, cause delays, and create backlogs, and to identify short-term steps, and longer-term solutions to address these challenges. Discussion participants included Kirsten Gullickson, Director for Analysis, Quality Assurance, and Product Support with Legislative Computer Systems, Office of the Clerk; E. Wade Ballou, Legislative Counsel for the House; and Hugh Halpern, Director, U.S. Government Publishing Office.

On September 27, 2023, the Modernization Subcommittee held a hearing titled, "Legislative Branch Advancement: GAO Modernization." The hearing focused on GAO's strategic positioning as a critical agency within the legislative branch, its plans and vision for the future, and potential updates to its 1970's statutory framework. The Subcommittee heard testimony from Dan Lips, Head of Policy, Foundation for American Innovation; Tim Persons, Principal, Digital Assurance and Transparency, PricewaterhouseCoopers; and James-Christian Blockwood, Executive Vice President, Partnership for Public Service.

On March 20, 2024, the Subcommittee on Modernization held a legislative hearing titled, "Legislative Proposals to Support Modernizing the Congressional Research Service and the Use of Federal Data." The purpose of the hearing was to receive testimony on three measures referred to the Subcommittee: H.R. 7592, To Direct the Librarian of Congress to promote the more cost-effective, efficient, and expanded availability of the Annotated Constitution and

pocket-part supplements by replacing the hardbound versions with digital versions; H.R. 7593, the Modernizing the Congressional Research Service's Access to Data Act and; H. Con. Res 49, the Congressional Evidence-Based Policymaking Resolution. The Subcommittee heard testimony from Robert Newlen, CRS Interim Director, Elise J. Bean, Director, Washington Office, Carl Levin Center for Oversight and Democracy at Wayne State University Law School, Dr. Matthew Glassman, Senior Fellow, Government Affairs Institute at Georgetown University, and Dr. Nicholas Hart, President and CEO, Data Foundation.

On April 11, 2024, the Subcommittee on Modernization held a markup on two measures: H.R. 7592, To Direct the Librarian of Congress to promote the more cost-effective, efficient, and expanded availability of the Annotated Constitution and pocket-part supplements by replacing the hardbound versions with digital versions, and H.R. 7593, the Modernizing the Congressional Research Service's Access to Data Act.

On May 15, 2024, the Subcommittee on Modernization held a closed-door roundtable titled, "Improving the Process for Doing (or Seeking to Do) Business with the House." This roundtable was the first in a two-part series generally focused on improving and modernizing how the House solicits, approves, and does business with outside vendors. The roundtable focused on identifying problems with the current process, particularly those that hinder or prevent new vendors or new products and services from entering the House marketplace, impose time-consuming and confusing requirements on vendors, create inefficiencies, thwart competition, and waste taxpayer dollars, and developing a set of viable solutions to address these problems and to modernize the process going forward. Roundtable participants included Brittany Comins, Founder and President of Amplify, Inc.; Sean Fromm, Senior Vice President, Gunnison; and, Corey Westerman, Customer Engineer, Google.

On June 27, 2024, the Subcommittee on Modernization held a closed-door roundtable titled, "Roundtable with CAO: Improving the Process for Doing (or Seeking to Do) Business with the House." This roundtable was the second in a two-part series generally focused on improving and modernizing how the House solicits, approves, and does business with outside vendors. This roundtable focused on some of the unique requirements for doing business with the House, some of the challenges in determining (and trying to meet) a vast array of Member needs, and some ideas for improving these processes. Roundtable participants included the House's Chief Administrative Officer (CAO), Catherine Szpindor and four CAO staff with technical expertise on procurement matters.

On September 18, 2024, the Subcommittee on Modernization held a hearing titled, "Continuity of Congress: Preparing for the Future by Learning from the Past." This hearing focused on various institutional vulnerabilities like the lack of a quick process for filling House vacancies, questions about what number constitutes a quorum in the event of a catastrophe, the constitutionality of the post-9/11 House rules changes, uncertainty over how and when to declare a Member incapacitated, and deficient emergency State election laws. Subcommittee Members heard testimony from Thomas J. Wickham, Jr., former House Parliamentarian, Eric Petersen,

Specialist in American National Government at CRS, Rebecca Gambler, Director, Homeland Security and Justice at GAO, and Rep. Brad Wenstrup (OH 2).

II. REPORT THEMES

The next four sections of this report focus on particular themes which encapsulate the Modernization Subcommittee's work and accomplishments in the 118th Congress:

- Strengthening Constituent Engagement and Improving the Constituent Experience
- Modernizing the Legislative Process
- Building Capacity and Modernizing the Workplace
- Fostering Institutional Efficiencies

Each section provides topical background and describes connected Select Committee recommendations, as well as additional modernization initiatives that were implemented or are in progress as of this writing. Select Committee recommendations are designated by number and short title.[7]

A. Strengthening Constituent Engagement and Improving the Constituent Experience

1. Related Recommendations

- #154: Facilitating Constituent Service Events
- #172: Anonymized Constituent Casework Data Tracker
- #155: Increase Constituent Casework Transfers
- #178: Tool for Tracking and Managing Constituent Flag Requests
- #114: ADA Drop off/Pick up Zone
- #115: Security Screening for Persons with Disabilities
- #27: Improving Access to Congressional Websites

2. Background and Accomplishments

Constituents engage with their Representatives via mail, email, phone calls, text messaging, and social media. They can also attend town hall meetings, district-based events, participate in telephone town halls, and visit their Representative's offices in the district and in Washington, DC. Constituent expectations for how Members should engage and address their concerns are in part a reflection of how their concerns are addressed by other entities with whom they regularly interact. As the communications landscape continues to evolve and expand, many Member offices are experimenting with new technologies and platforms to improve how they engage and interact with constituents.

One of the most important ways Members directly interact with their constituents is through casework. Constituents regularly reach out to Member offices for help with accessing Federal services and benefits, cutting through agency red tape, obtaining information and more. The work is often complicated, time-consuming, and typically requires expertise and experience in navigating Federal agencies. Because there is no central, standardized House-wide

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[7] An updated list of all Select Committee recommendations can be found in the Appendix of this report.

system for tagging or tracking casework, it is also difficult for Member offices to spot broader trends in casework requests, potential problems with particular agencies or programs, and policy areas that may require attention.

The Modernization Subcommittee prioritized several important initiatives to modernize and improve the way Members and constituents interact and worked to address engagement issues from both Member and institutional perspectives during the 118th Congress. Included in these efforts were important actions to improve accessibility to ensure that all people have access to the People's House and can interact with their Federal representatives.

3. Strengthening Constituent Casework

One area of particular interest to Subcommittee Members was increasing constituent casework transfers from outgoing to incoming Members (#155) so that constituents with open cases receive continuous support. After examining transfer rates in prior congressional transitions and exploring why, in some instances, open casework may not have been transferred, the Subcommittee, working closely with the CAO, recommended significant revisions to the "CMS Data Consent Form" which is provided to outgoing Members, to emphasize the importance of transferring open casework to incoming Members. The revised form includes more options for dropping subsets of data, notes, and tags, prior to transfer, to alleviate concerns about transferring potentially sensitive information. The new form will be provided to both departing and new Members and will be featured in sessions hosted by the CAO for these Members. The goal of these efforts is to ensure that constituent casework doesn't fall through the cracks in the transition process. Once available, final data from the 119th transition should shed light on whether the enhanced data transfer form and the added focus on continuity of casework helped to increase casework transfer rates, or if more work may be needed.

Constituents can also benefit when Congress quickly identifies and addresses problems with Government programs or within specific Federal agencies. With this in mind, the Select Committee recommended that the House develop a way for offices to share and aggregate anonymized constituent casework data so that broader casework trends can be detected across States, regions, and the Nation as a whole (#172). The Subcommittee worked with HDS to develop CaseCompass, an optional tool that allows offices to anonymize and tag casework data, then upload it to a shared portal where it is aggregated with data from other offices. CaseCompass was rolled out as a pilot in May 2024, with a small bipartisan group of offices participating and providing feedback. The tool will continue to be fine-tuned while it is in pilot status, then expanded to additional offices. The data that CaseCompass will eventually provide has the potential to inform congressional oversight and legislation in ways that will improve the casework process, help constituents receive better support from the Federal Government, and help congressional offices identify casework backlogs within agencies and policy issues that may need to be addressed.

4. Enhancing Constituent Service

The Subcommittee also prioritized providing new House guidance governing co-sponsored constituent events. In May 2024, after several months of staff-level research and discussion, the Committee on Ethics, the Committee on House Administration, and the Communications Standards Commission approved new joint guidance that provides flexibility within both House Rule 24 and the Member's Congressional Handbook to allow Members to co-sponsor constituent service events with local, non-governmental organizations to provide information and other resources to constituents (#154). The Subcommittee partnered with Ethics, House Administration, and the Communications Standards Commission to develop the new guidance, shepherd it through the approval process, and educate staff about the changes. The updated guidance provides Members and their staff with much-needed flexibility and clarity on how they can work with local organizations to provide constituents with information and help on a host of issues.

One of the most essential constituent services Member offices provide is fulfilling flag requests. When constituents make a flag request through their Member's office, staff initiate, process, and track the request from start to finish. But because of the number of entities involved at different stages in fulfilling a flag request, the process can be slow and cumbersome. In 2024, the Subcommittee partnered with HDS and with support from the MIA to launch the FlagTrack tool, which automates and streamlines the process for tracking and managing constituent flag requests (#178). FlagTrack was first piloted with a control group of staff so that HDS could use their feedback to improve the tool before it was successfully rolled out House-wide in September 2024. Staff feedback on FlagTrack has been overwhelmingly positive.

5. Improving Accessibility

Subcommittee Members strongly agreed that making the People's House accessible to all people should be a top priority for the Subcommittee. For individuals with disabilities, navigating the Capitol campus can be challenging due to a lack of ADA compliant drop-off and pick-up zones, heavy doors, narrow spaces, and outdated restrooms. The Select Committee made several recommendations to improve accessibility, including one to designate a centrally located drop-off and pick-up zone for visitors with mobility impairments (#114). The Subcommittee worked closely with the AOC, the House Sergeant at Arms (HSAA), and USCP to locate an appropriate spot for the zone and develop a plan of action. Construction began in August 2024 on a new ADA compliant zone, located on First Street NE, directly across from the Library of Congress, and was completed in October 2024. The location is big enough to accommodate large passenger vans and access to the Capitol and House Office Buildings is easy to navigate. The Subcommittee also paved the way for the Senate to create a similar ADA compliant zone on the Senate side of the Capitol, mirroring the House's efforts.

The Subcommittee also worked to implement a Select Committee recommendation to make public the security screening protocols for individuals with disabilities visiting Congress (#115). For people who use wheelchairs or other assistive walking devices, as well as

individuals who are hearing or visually impaired, security screening processes can be unclear, inconsistent, and can sometimes seem intrusive. Knowing what to expect can alleviate anxiety and uncertainty about which screening methods will be used. The Capitol Visitors Center now provides this information, as well as other useful information for visitors with disabilities, on its website.[8]

Efforts to make Congress more accessible extend beyond the physical Capitol campus to the digital realm. The Select Committee called for improved access to congressional websites for individuals with disabilities (#27) and in 2019, the CAO began working to ensure that House websites are fully accessible and compliant with the Web Content Accessibility Guidelines (WCAG) and Section 508 of the Rehabilitation Act. The CAO developed a new 508 compliant platform that is now used to create new Member websites. While the process of bringing hundreds of House websites into compliance is ongoing, 98-percent of CAO managed websites and 67-percent of vendor managed websites currently meet industry compliance standards. Taken together, the House's overall website compliance rate is 84-percent. The Subcommittee is continuing to work with the CAO on completing this process and on developing a plan to monitor compliance and train House staff on 508 guidelines so compliance is maintained going forward.

B. Modernizing the Legislative Process

1. Related Recommendations and Additional Work

- #59: Committee Calendar Portal
- #170: Collaborative Legislative Drafting
- Work is underway on a Centralized Committee Portal that could eventually encompass several Select Committee recommendations, including:

  ◦ #5: One-click Access to Committee Votes
  ◦ #167: Modernize Bill Referral and Tracking
  ◦ #55: Bipartisan Committee Planning on Incorporating Technology and Innovative Platforms

- New efficiencies were introduced to the bill introduction and drafting processes

2. Background and Accomplishments

An institution's legislative processes include everything from bill drafting to committee referrals to voting systems and more. While these processes are often technical or administrative in nature, they can also be complex, involve several different entities, and deeply rooted in history and tradition. For these reasons, changing an institution's processes requires a methodical approach and time to properly implement and socialize the changes.

The Select Committee made a number of recommendations focused on modernizing different aspects of the legislative process and Modernization Subcommittee Members identified several of these recommendations as priorities. In order to explore potential solutions to some of the legislative process challenges identified by the Select Committee, the Subcommittee held a closed-door roundtable discussion with representatives from the Office of the House

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[8] "Accessibility Services," accessed December 5, 2024, *https://www.visitthecapitol.gov/visit/accessibility-services*

Clerk, the Government Publishing Office (GPO), and the House Office of Legislative Counsel (HOLC).[9] The roundtable focused on various pressure points in the legislative process that affect workflow, cause delays, and sometimes lead to Member and staff frustration. In discussing these systemic strains, the goal was to identify meaningful short-term steps, as well as longer-term solutions, to address these challenges.

One of the biggest strains on the system is the increasing volume of bills introduced by Members each session. Members introduced 11,461 bills during the 117th Congress—nearly 1,000 more bills than the previous Congress and the most bills introduced since the 95th Congress (1977–1979). In the 118th Congress, Members have already surpassed last session's totals and introduced 12,264 bills and resolutions.[10]

While Members do not have to use HOLC for bill drafting, many do. The HOLC's drafting attorneys have expertise in a wide range of policy issues and are experienced at drafting bill text so that it fits accurately within current law. The tradeoff in using HOLC, however, is an often-long wait time for initial bill drafts. Because the current demand for HOLC's drafting services is so high, and because bills that are actually moving through the legislative process are prioritized, individual Member requests can be significantly delayed.

The increase in bill introductions also strains the House Clerk's office. In addition to facilitating and transcribing floor proceedings, producing the House Journal, operating the House's electronic voting system and more, Clerk staff are responsible for processing every bill that is introduced. And as bill volume has increased, the Clerk's Office has had to devote more time and resources to processing bills, very few of which actually pass the House. Of the 12,264 bills and resolutions introduced so far in the 118th Congress, only 80 have become law.[11]

The GPO is similarly burdened. Through a largely paper-based process, GPO reviews, edits and publishes bills that have been introduced. GPO staff must ensure that the digital bill text prepared by the HOLC aligns with the version introduced by Members via the Hopper or the eHopper. This review and proofreading process may sometimes require queries back to the House Clerk and to the bill sponsor, all of which can add additional time to the review process. This quality assurance work is undoubtedly important, but it can delay the public availability of the printed and digital versions of the bill—a major source of frustration for Members who are typically anxious to provide a public link to the text of the bills they have introduced.

3. Legislative Drafting

Because all of these processes are so intertwined, the Subcommittee was careful to consider how a proposed solution in one area might affect the other areas. Bringing the HOLC, the House Clerk, and GPO together for a roundtable discussion with Sub-

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[9] Closed-Door Roundtable Discussion on Modernizing the Legislative Process, September 13, 2023.
[10] As of December 5, 2024, *congress.gov*.
[11] Ibid.

committee Members was a first step in helping to forge a mutual understanding of the various process challenges from which to consider solutions recommended by the Select Committee, as well as new ideas.

The Select Committee recommended that the House leverage existing enterprise-wide applications and develop other tools and solutions to better facilitate legislative drafting and collaboration between Member, committee, and leadership offices and the HOLC (#170). But given the scope and complexity of the process challenges discussed at the roundtable, Subcommittee Members agreed with a recommendation put forward by the House Clerk and the HOLC to first conduct a comprehensive study of the current bill drafting process to identify pain points and propose potential solutions.

The Subcommittee requested funding from the MIA to pay for the study and in July 2024, the CAO's procurement office released an RFI (Request for Information) on *SAM.gov*.[12] Vendor responses were reviewed and a Statement of Work (SOW) for the legislative drafting study was developed and sent to vendors that responded to the RFI with the intent of eventually awarding contracts to industry and subject matter experts. The work will include user discovery sessions, market reviews, and analysis of available tools and approaches for improving bill drafting and collaboration. As of this writing, vendor responses are under review.

While the study is focused on longer-term solutions to improve drafting and collaboration, Subcommittee Members were also interested in identifying and addressing other systemic pain points that exist alongside these processes. One approach that roundtable participants agreed would be helpful is for the HOLC to generate a Microsoft Word draft of each bill to accompany the PDF draft that is sent to staff for review and edits. This process change, which was introduced in February 2024, allows staff to edit bill drafts using the track changes feature in Word, which is easier for staff to access and use. While helpful, the provision of Word files is a first step. The collaborative drafting study is expected to lead to the development of a new drafting tool to improve collaboration, productivity, and accountability in the drafting process. Importantly, the new process also secures PDF drafts against text editing, though functions like commenting and printing are still available. The goal of these changes is to decrease the likelihood of HOLC, the House Clerk, and GPO having to reconcile different bill drafts. In instances where, for example, staff have edited a PDF draft without sharing those edits with HOLC, the bill that is introduced does not match HOLC's version and the differences must be resolved. This takes additional time and can delay the process of publicly posting the bill.

The House Clerk introduced two additional efficiencies alongside the drafting process changes described above: While a Member signature is no longer needed if a bill is introduced via the eHopper, a Member signature can now also be affixed to a PDF draft through a new "sign yourself" feature. Staff can also now electroni-

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[12] The System for Award Management (*SAM.gov*) is a U.S. Government website for publishing and managing Federal contracting opportunities.

cally add bill co-sponsors through the eHopper. Both of these up-
dates streamline the bill introduction process and save staff valu-
able time.

The Modernization Subcommittee worked closely with the HOLC
and House Clerk to introduce and explain these new processes to
House staff. In addition to partnering on an "e-Dear Colleague" let-
ter to introduce the new processes House-wide, the Subcommittee
joined the HOLC and the Clerk on a series of targeted briefings for
staff. The Clerk's Office plans to monitor whether the new drafting
process reduces the average time it takes for an introduced bill to
be printed and posted online and, depending on what the data
show, additional process changes may be evaluated and considered.

4. Committee Processes

The Subcommittee also prioritized several Select Committee rec-
ommendations to assist committees. Overlapping hearing schedules
often mean that Members are expected to be in two, and sometimes
three places at once. Because these frequent scheduling conflicts
can make it difficult for Members to fulfill their legislative and
oversight responsibilities, the Select Committee recommended cre-
ating a common committee calendar portal (#59). The Deconflict
Committee Scheduling Tool, which the House Digital Services
(HDS) team developed in coordination with the Subcommittee, can
potentially help reduce scheduling conflicts between committees.
When a committee clerk adds a "draft" hearing to the portal, they
can see if other committees have hearings scheduled at the same
time and which of their committee Members have conflicts. For
now, the Deconflict Tool provides an important data-gathering
service in that it captures the many scheduling conflicts that Mem-
bers must contend with whenever Congress is in session. Commit-
tees are currently not required to enter their hearing and markup
schedules into the Deconflict Tool, so the data is not perfect. How-
ever, early feedback indicates that some committee clerks are using
the tool to check for conflicts and making schedule adjustments ac-
cordingly. As more committees begin to use the Deconflict Tool and
as the data eventually becomes more robust, the tool could poten-
tially be a valuable resource for leadership to consider when devel-
oping the House calendar and schedule, and for committee chairs
to use when scheduling hearings.

The Subcommittee also prioritized and requested MIA funding
for the Clerk to begin work on a Centralized Committee Portal that
will eventually incorporate a few Select Committee recommenda-
tions. Initially, the Portal will provide the infrastructure to track
legislative histories of bills referred to a committee (#167). In the
longer term, it could feature several additional modules, including
one to make committee and subcommittee activity more trans-
parent by publishing committee votes online in a centralized hub
(#5). Another potential module could replace the applications that
committees currently use to publish meeting information on the
Committee Repository and to the Deconflict Tool. The Clerk's office
and HDS are currently conducting "user discovery" meetings with
bipartisan committee staff to better understand pain points in their
processes and get their input on what features the Portal should
include. This work, which in part addresses a Select Committee

recommendation that committees develop bipartisan plans to incorporate technology and innovative platforms into daily work (#55), is key to the Portal development process.

Finally, at the request of Speaker Mike Johnson's office, the Subcommittee assisted in efforts to make electronic voting systems available to all House committees that choose to use them. The Select Committee's recommendation that committees develop bipartisan plans to incorporate technology and innovative platforms into daily work (#55) referenced committee use of electronic vote systems among other new technologies. While a few committees already use electronic vote systems, most committees do not. The Subcommittee partnered with the Speaker's Office and the House Clerk to support this initiative and requested MIA funding to help participating committees cover the initial costs associated with deploying an electronic vote system. Committees that use electronic systems report that their Members appreciate the efficiency of voting quickly, especially when there are a lot of Members on the committee and when markups require many separate votes.

Modernizing the legislative process in ways that boost efficiency and streamline systems builds institutional strength and helps Members and staff do their jobs more effectively. Taken together, the recommendations and initiatives that the Subcommittee worked to implement in the 118th Congress will improve bill drafting and collaboration and provide committees with tools to streamline their processes while paving the way for additional innovations.

C. Building Capacity and Modernizing the Workplace

1. Related Recommendations

- #66: Revaluate the MRA Funding Formula
- #200: Align Treatment of Member Travel-Related Expenses
- #130: Co-working Spaces for Staff
- #161: Offer Expanded Options for Meeting Space
- #144: Improved Access to Document Review Software
- #110: Intern and Fellowship Program Office or Coordinator
- #63: Offer Staff Certifications Through Congressional Staff Academy
- #143: Optional Bipartisan Oversight Training
- #181: Institutionalize and Expand Technology Education and Innovation Initiatives
- #194: Business and Support Offices "Open-House"
- #135: Enhance the Customer Experience at GAO
- #138: Enhance CBO Outreach to Congress
- #140: Modernize the Congressional Support Agencies
- #106: Update the Student Loan Repayment Program

2. Background and Accomplishments

Capacity building efforts in Congress generally focus on ways to strengthen the institution by strengthening its various support systems. This can take the form of providing staff with tools and resources that will help them do their jobs more efficiently, improving institutional access to new technologies and platforms, strengthening legislative support agencies, and enhancing the workplace environment to bolster productivity, among other things. The overarching goal of these efforts is to ensure that Congress re-

mains consistently capable of carrying out its Article I legislative and representative obligations, efficiently and effectively.

The Select Committee passed many recommendations in the capacity building space and Modernization Subcommittee Members prioritized implementing a number of these proposals. During the 118th Congress, the Subcommittee held hearings focused on modernization efforts at congressional support entities including the CAO, GAO, and CRS. The hearings provided Subcommittee Members with updates on the implementation status of various Select Committee recommendations and offered a forum for discussing steps each entity can take to better support the work of an evolving Congress. The Subcommittee also worked to implement several recommendations focused on improving the workplace environment to enhance productivity for both Members and staff.

3. Modernizing the Workplace Environment

As part of its work to boost congressional capacity, the Select Committee explored various ways to make congressional jobs more competitive with the executive branch, as well as with the private and non-profit sectors. These efforts focused on updating some aspects of current staff benefits to improve recruitment and retention, as well as on updating and modernizing the tools and services that Members and staff use to do their jobs.

As a first step, the Committee worked to implement a Select Committee recommendation to reevaluate the funding formula and increase the funds allocated to each Member office (#66). The Members' Representational Allowance (MRA) is the budget authorized by CHA for each Member of Congress and covers personnel compensation, official expenses, district office rent, and official mail. CHA worked with the CAO "to revise the MRA formula taking into consideration the unique makeup of each district to ensure that each MRA is calculated based on data that accurately reflects the actual expenditures and needs of that district, while ensuring that in a redistricting year that no MRA would be less than the prior legislative session." [13] The revised formula, which was adopted by Committee Resolution on March 8, 2023, allows for recalculations each year that account for changes in the price of materials, services, technology, office space, and rates of pay.[14]

The MRA formula had not been updated since 1995 and since then, reapportionment and subsequent redistricting have significantly changed the makeup of congressional districts. The cost of running an office has also increased since 1995. The updated formula helps build capacity by providing Member offices with an operating budget that more accurately reflects their districts, allowing them to better serve their constituencies.

In addition to updating the MRA formula, the Committee took steps to implement a Select Committee recommendation to better align the treatment of Member travel-related expenses with Federal agencies, State legislatures, and the private and non-profit sectors (#200). The program, which was authorized in 2022 and made

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[13] "Committee Resolution 118–13," accessed December 5, 2024, *https://cha.house.gov/_cache/files/a/e/aee4200a-bbc0-44ce-bb05-c124c1a08790/685FCB546D11D6A68BD9AE15C99281F5.cmte-res-118-13-adopting-the-mra-formula.pdf*

[14] Ibid.

available to Members in early 2023, updates the travel-related expense reimbursement rules for Members, who, prior to the update, paid out-of-pocket for lodging and meals when in Washington, DC, for official congressional business. Participating in the program is optional and to date, it enjoys strong bipartisan support. Adopting this standard business practice makes serving in the House a more viable option for Members and potential Members who might otherwise determine that the cost of serving in Congress is too high.

One of the House's most important staff recruitment and retention tools is the Student Loan Repayment Program (SLRP). Established by the House in 2003, the SLRP provides that employing offices may agree to repay "any student loan previously taken out" by an employee.[15] Payments are made by the CAO from an account separate from the MRA.[16] CHA promulgated implementing regulations that established aggregate annual limits for employing offices, as well as monthly and aggregate payment limits for eligible employees. The SLRP also requires participating employees to sign a 1-year service agreement, pledging to reimburse payments if they are terminated for cause or a voluntary separation occurs prior to the end of the agreement, subject to waiver by the office.[17]

Following a Select Committee recommendation (#106), Congress included a provision in the Consolidated Appropriations Act of 2023 to expand the SLRP beyond its "payment for loans incurred" construct. Specifically, in addition to student loan repayments, the law authorizes payments for expenses paid by the employee for "educational and professional development" as well as for "credentialing, professional accreditation, professional licensure, and professional certification."[18] The law also clarifies that both Federal and private student loans are eligible for reimbursement.[19]

The Subcommittee worked closely with CHA and the CAO over several months to develop new implementing regulations, with the goal of strengthening the program's staff recruitment and retention focus. The newly updated program, named the "House Retention through Educational Advancement Program" (REAP), would maintain the SLRP's funding structure, including the per office allocation and the employee monthly and aggregate limits. In other words, the program's expansion occurs within the existing funding limits. Service agreements under REAP would require employers and employees to attest that educational and professional expenses incurred are connected to the employee's official responsibilities. REAP also would tighten the existing service agreement waiver provision to bolster accountability.

Expanding the SLRP beyond payment for loans incurred brings the House into better alignment with private sector businesses and

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[15] Consolidated Appropriations Resolution, 2003, P.L. 108–7, Div. H, Title I, § 105, Feb. 20, 2003.

[16] A similar program was established in the Senate in 2001. See P.L. 107–68; 2 U.S.C. § 4579, Nov. 12, 2001.

[17] Employing offices can establish additional or alternative terms and conditions with participating employees.

[18] In practice, this means that employees could be reimbursed for tuition assistance for an educational degree or certificate program and/or for fees associated with professional credentials and licensures. Regulations promulgated by CHA define these new categories and set parameters on allowable reimbursements.

[19] The 2003 law technically allowed reimbursement for private loans (authorizing offices to agree to repay "any student loan previously taken out"), but CHA's original implementing regulations limited the program to Federal student loans.

organizations that offer competitive employee benefits for the purpose of recruiting and retaining top talent. REAP is expected to go into effect early next year, pending CHA approval.

Because enhancing the workplace environment can boost capacity by helping staff work more efficiently, the Subcommittee prioritized two Select Committee recommendations to create bipartisan co-working and meeting spaces that staff can use on a drop-in basis (#130 and #161). The Subcommittee worked with the AOC and CAO to identify opportunities to convert open rooms and spaces into collaborative working spaces for staff and in 2024, piloted three shared workspaces, two in the Cannon House Office Building, and one in the O'Neill House Office Building. The workspaces have received overwhelmingly positive feedback and are frequently used by staff looking to meet and collaborate outside of their offices. These pilot workspaces provide a model for creating more such spaces in other House office buildings as rooms become available.

4. Improving Support Services and Tools

Building capacity also extends to providing staff with access to services and technologies that will help them work more effectively and efficiently. The new Intern Program Office is a case in point: by creating a "one-stop shop" for offices seeking assistance with onboarding interns, developing educational curriculums, and promoting professional development, the office helps intern coordinators by streamlining processes and resources. The Select Committee recommended creating the office to serve as a centralized resource for Member offices and to help build consistency across internships (#110). An Intern Office Director was hired in early 2024 to manage programming and to continue improving and expanding the office's offerings.

Providing staff with opportunities to enhance their career skills through targeted training can boost both employee and institutional capacity (#63). The Congressional Staff Academy has built out their programming to include career path training tracks where staff can choose a path (communications or legislative, for example) and then take the courses within that track to improve their skills and marketability within the House. Staff receive a certificate of completion after each course so they can document fulfilling the requirements in a particular path. Staff benefit by expanding their career skills and the institution is strengthened by having a better trained workforce.

Another example of tailored training for staff is a new course, developed and taught by GAO, focused on effective tools and techniques for conducting oversight (#143). The course reflects the agency's oversight and investigatory mission and is led by GAO experts. GAO is planning to review staff feedback from the first training in November 2024 and then make adjustments to improve the quality of the training going forward.

Staff can also learn a lot from each other. The CAO has introduced a number of initiatives to facilitate information sharing between district staff who work directly with constituents (#148). Regular meetups for staff who handle constituent casework are organized by the CAO Coach Program, as are virtual panels with

Federal agency representatives. The CAO also conducts casework best practice sharing sessions at their Caseworker Staff Conferences. The CAO Coach website hosts a page with casework resources and information and established a dedicated Teams channel to enable easy interaction between caseworkers and a way for them to crowdsource questions.[20]

Another way to build institutional capacity is to improve access to technologies that will boost staff productivity. In partnership with the CAO, the Subcommittee worked to implement a Select Committee recommendation to provide committee staff with industry standard electronic discovery ("eDiscovery") software to improve and streamline document review and processing capabilities (#144). This software, which is routinely used across Federal agencies and in the private sector, increases the ability of committee staff to quickly access and review documents as part of their investigatory and oversight work, a critical aspect of Congress's Article I responsibilities. The Subcommittee received MIA funds to support implementation of this program, which is designed to increase staff efficiency, improve the quality and accuracy of investigative work, and directly address the resource imbalance that can exist between Congress and Federal agencies in carrying out important oversight.

Congress can also build capacity by institutionalizing and expanding initiatives like the Congressional Hackathon (#181). In 2024, the CAO facilitated the fifth annual hackathon with full institutional support, including from Republican and Democratic party leadership. The hackathon showcases innovative technological solutions to a broad range of legislative and representative challenges. Through presentations and brainstorming sessions, participants can pitch ideas to a broad audience, including congressional staff. Some of the proposals featured in past hackathons have been implemented by the House, demonstrating an institutional openness to adopting innovative ideas.

Strengthening the legislative support entities so that they can better support Congress is another way to improve capacity. The legislative branch support agencies—CRS, CBO, and GAO—provide essential expertise and services to Congress but have sometimes neglected to do the outreach necessary to make Members and staff aware of the vast array of resources they offer. To remedy this, Subcommittee Members prioritized efforts to encourage agency outreach and personal engagement with Members and staff and to modernize the services and products they offer to better meet the needs of today's Congress. Working with the Subcommittee, both CBO and GAO have taken proactive and impressive steps toward fulfilling the Select Committee's recommendations to bolster outreach to the Hill and to improve the customer experience (#135 and #138). Both agencies have developed new, targeted publications for congressional staff and now routinely reach out to and visit House offices. Additionally, GAO has created a new "Ambassador Program," which assigns senior program directors to Member offices so that all offices have a GAO point-of-contact they can reach out to for information and assistance. The program directors routinely visit their assigned offices so that staff know who they are and

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[20] "Casework," accessed December 5, 2024, *https://caocoach.house.gov/caseworker*

what services they provide. GAO also hosts regular policy-focused roundtables for staff, as well as drop-in time for staff to meet with GAO's Chief Scientist.

While the legislative support agencies provide Members and staff with policy expertise, the House's business and support offices provide a broad range of important administrative services. To increase awareness of these services, the Select Committee recommended that the offices hold annual "Open-Houses" to provide Members and staff with the opportunity to learn about the range of services they offer (#194). New Member Orientation now includes a bipartisan welcome reception for newly elected Members, featuring the House Officers who lead the chamber's business and support offices. Members and staff can also now visit the Longworth Main Street Project, which includes a corridor of public-facing offices for the House's business and support entities. Additionally, the Agency Connection Center, the most recent addition to the Main Street Project, opened in March 2024 and provides Members and staff with quick access to information from support and Federal agencies that will help them better serve constituents.

Building capacity in Congress can take many forms, from enhancing the work environment, to modernizing support systems and benefits to improve staff recruitment and retention, to upgrading and expanding access to new technologies, and more. In order for Congress to remain an effective and responsive institution, capacity building efforts need to be ongoing and focused on the institution's shifting needs. The Subcommittee intends to continue building on these efforts, with an eye toward improvements that will boost staff and institutional efficiency and effectiveness.

D. Fostering Institutional Efficiencies

1. Related Recommendations and Additional Work

- #100: Real Time Payroll Information
- #139: Legislative and Support Agency Staff Directory
- #162: Portal for Reservable Space
- #190: Update Capitol Switchboard
- #189: Digital Service Advisory Board
- #22: Single Point of Contact for Technology Services
- #146: Single Point of Contact for District Office Setup
- #184: Align House and Senate Technology Standards and Processes
- #36: Identify Ways for House and Senate to Streamline Purchases
- #136: GAO Annual Report on Unimplemented Recommendations
- #140: Modernize the Congressional Support Agencies
- #137: GAO Report on Legislative Options
- #185: Improving/Modernizing the House Procurement Process
- Real-Time Digital House Calendar for Staff

2. Background and Accomplishments

Congress, like other large public and private institutions, relies on hundreds—if not thousands—of administrative processes to carry out a broad range of activities. Routine tasks like communicating with constituents, scheduling hearings and meetings, drafting legislation, contracting with vendors, and managing payroll are typically bound by any number of administrative practices and protocols, some of which are determined by the institution and

others by individual offices. While these functions typically don't grab headlines, they form the operational backbone of Congress and are essential to its institutional performance.

When administrative functions become outdated and inefficient, staff can become mired down in time-consuming process requirements. And rather than allocate limited resources toward activities that support constituent and legislative work, staff sometimes get stuck on the processes (paperwork, data entry, approvals, etc.) required to do that work. While some Member offices have instituted internal practices or utilized technology solutions to create efficiencies in their office workflows, institution-wide efficiencies can vastly improve the way Member offices interact with various congressional entities on a day-to-day basis. The Modernization Subcommittee prioritized implementing several Select Committee recommendations that streamline outdated processes or create new, more efficient ones.

3. Digital Efficiencies

The House Digital Service (HDS) was created in 2022 to develop, obtain or build innovative technology tools to improve House operations. HDS evolved out of a Select Committee recommendation (#95) and has played a key role in developing tools to implement several Select Committee proposals. The Select Committee also recommended creating a Digital Service Advisory Board to help plan and prioritize the work of HDS (#189). An Advisory Board, made up of congressional staff from leadership, committee and personal offices, was established in January 2023 and helps HDS accurately capture staff views on process challenges and potential solutions. The Subcommittee partnered with HDS to pilot and introduce several tools, based on Select Committee recommendations, that modernize a range of routine processes.

The Subcommittee also partnered with HDS to implement a Select Committee recommendation to create a searchable data base of anonymized staff compensation information (#100). The SalarySense Compensation Dashboard was conceived as a tool to help hiring managers better understand the staff salary marketplace to ensure that they are compensating staff fairly and making competitive job offers. At its core, the dashboard was designed to help improve staff recruitment and retention. While it serves as a general salary guide, it does not account for important factors like experience, educational background, and job performance. The Subcommittee also worked closely with the Office of House Employment Counsel (OHEC) to ensure proper vetting of the dashboard's data and how to use it most effectively. The dashboard was first piloted with a bipartisan group of chiefs of staff to solicit user feedback and improve the dashboard before it was rolled out to office hiring managers House-wide in September 2024. SalarySense has been received positively by staff and will continue to evolve and improve based on staff feedback and enhancements to the underlying data. During New Member Orientation, Members-elect were given access to the dashboard to ensure they had benchmark salary information as they began making budget and staffing decisions for the 119th Congress.

Another recommendation under development by HDS in partnership with the Subcommittee is LegiDex, a digital legislative and support agency staff directory (#139). The directory creates efficiencies by providing staff with one centralized resource for finding staff by office, title, and policy area. The directory is designed to facilitate the exchange of information and collaboration across the House and Senate, as well as with GAO, CBO, and CRS. HDS has so far compiled House staff data and is working to gather information from the legislative support agencies and the Senate.

HDS also developed and released HouseCal, an all-in-one calendar for tracking voting days, hearings, markups, and meetings. HouseCal evolved from and expands upon the Committee Deconflict Tool's scheduling features and eliminates the need for staff to manually log their Members' committee and caucus events into a calendar platform and provides quick and easy access to live committee and floor video feeds. These features will allow for better coordination within offices and more efficient scheduling across multiple offices. After piloting HouseCal with a small group of staff, HDS, with the help of the Subcommittee, rolled it out House-wide in July 2024. So far, HouseCal has received overwhelmingly positive feedback.

Another initiative to improve staff efficiency addresses the perennial challenge of finding and reserving meeting spaces outside of the office. The Subcommittee worked with the CAO to support their development of a web portal, as well as an app, for reservable spaces in the House, managed by the CAO (#162). Staff can use the portal to check room availability and room features (size, furniture, technology, etc.), view photos of rooms, and reserve rooms by date and time. By taking the guess work out of finding and reserving a meeting space, the portal streamlines the room reservation process and saves staff time and frustration. The portal also includes information and instructions for reserving rooms in the CVC, as well as Speaker's rooms.

Calls transferred from the Capitol Switchboard to Member offices have long been another source of frustration for staff. The Select Committee recommended updating the switchboard so that Member offices could properly identify the phone numbers of callers who are connected to their offices via the switchboard (#190). Previously, calls transferred from the switchboard would not register as an identifiable phone number, so staff had no way of knowing where these incoming calls originated. While the upgrades need some additional fine-tuning, they will enhance efficiency by greatly improving the U.S. Capitol Police's (USCP) ability to quickly identify and investigate individuals who make threatening or harassing calls to Member offices and by providing staff with a number they can use to follow up with constituents who are connected to the office via the switchboard.

4. Process Efficiencies

In order to help staff do their jobs more efficiently, the Subcommittee looked to implement a number of process fixes that would reduce the amount of time staff spend trying to figure out which support entity to call and who to ask for assistance. Member offices routinely need help addressing a range of technology issues

but figuring out who to call can sometimes turn into a seemingly endless game of phone tag. To address this inefficiency, the CAO has established one point of contact for technology services for each Member office (#22). While every office now has a technology point of contact, the CAO Customer Advocates will eventually fill this role. Customer Advocates serve as the first point of contact for offices that need assistance with any office-related question. Adding technology services to their portfolios should greatly streamline the process of getting help from the right technology specialist.

Along the same lines, Customer Advocates will eventually be the single point of contact for all district office setup questions (#146). For new offices in particular, navigating the process of negotiating leases, procuring furniture and equipment, setting up phones, and establishing a secure WiFi connection can be overwhelming. Providing district staff with one point of contact for all district office questions saves staff time and frustration.

Institutions can also be made more efficient by sharing best practices and aligning processes where mutual benefits may be realized. The Select Committee recommended that the House and Senate work to align their technology standards and processes to better support technology initiatives across Congress (#184). A number of bicameral groups, including the Bulk Data Task Force, the Chief Information Officers Council, the Chief Information Security Officers Council, and the House and Senate Modernization Working Group are now meeting regularly to share information and consider areas where the two chambers might partner. Along the same lines, the CAO reports that the House and Senate have begun coordinating negotiations with a common infrastructure vendor, yielding significant savings for both chambers. The House and Senate Modernization Working Group has led these efforts with the goal of taking advantage of bulk purchasing opportunities when they arise (#36). Additionally, the legislative branch Procurement Council, which includes procurement officers from the House, Senate and all legislative branch entities, meets regularly to identify cost-saving opportunities. Joint efforts like these can help both chambers streamline internal processes and save taxpayer dollars.

The legislative support agencies make Congress more efficient by providing on-call expert support to Members and staff, as well as independently compiling data and producing research and analysis that can help Congress legislate and conduct oversight more effectively. GAO's compilation of unimplemented recommendations is a case in point. The Select Committee recognized that this information could be used to help inform congressional oversight and reforms, improve agency performance, and save taxpayer dollars, and recommended that GAO report annually on the estimated cost savings of its unimplemented recommendations (#136).[21] GAO is now

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[21] Rep. Derek Kilmer (WA 05) and Rep. William Timmons (SC 04), the respective Chair and Vice Chair of the Select Committee during the 117th Congress, introduced legislation in the 117th Congress requiring GAO, in its annual report to Congress, to consolidate matters for congressional consideration into one report, organized by policy topic, and to identify congressional oversight actions that can help agencies implement unimplemented priority recommendations. The legislation also requires GAO to publish the above information and publish any known costs of unimplemented priority recommendations. H.R. 7331 passed the House on July 12, 2022, and awaits action in the Senate. See "H.R. 7331," accessed December 5, 2024, *https:// www.congress.gov/bill/117th-congress/house-bill/ 7331?q=%7B%22search%22%3A%22HR+7331%22%7D&s=8&r=1*

producing this report annually, most recently on July 11, 2024, and promoting it on the Hill.

The Select Committee also recognized that GAO's recommendations can provide a starting point for bipartisan legislative reform. Every 2 years the agency produces a High-Risk List, which reports on Federal programs and operations that are vulnerable to waste, fraud, abuse, and mismanagement, or that need broad reform. The Select Committee recommended that GAO report annually to congressional committees on legislative options to address its open priority recommendations (#137), and GAO has begun producing this report and briefing committee staff on options. By packaging its unimplemented recommendations and High-Risk List for a congressional audience, and by doing outreach to promote and explain the value of the work, GAO is providing a useful service to committee staff, particularly those who are charged with conducting oversight and investigations.

The Subcommittee also worked closely with CRS to update the agency's authorizing statute to improve agency efficiency. Subcommittee Members co-sponsored two measures to streamline and modernize the way CRS works to support Congress: H.R. 7592, a bill to replace the Constitution Annotated print requirement with a digital requirement and H.R. 7593, a bill to strengthen CRS's access to Federal agency data and information, better equipping the agency to support Congress in its legislative, oversight, and representative functions. Both bills were marked up in the Subcommittee and full committee, then passed by voice vote on the House floor.

The House's internal support entities routinely engage in a range of complex administrative processes, including managing financial transactions, administering employee benefits, assessing new technologies and software, maintaining strict cybersecurity protocols and much more. Subcommittee Members were interested in exploring a Select Committee recommendation to improve the House procurement process (#185) and began by holding two roundtable discussions to learn more about the current process. The first roundtable included three outside vendors who do business with the House and focused on identifying problems that hinder or prevent new vendors or new products and services from entering the House marketplace and impose time-consuming and confusing requirements on vendors. The second roundtable included representatives from the CAO's office and generally focused on how the House can improve and modernize how it solicits, approves, and does business with outside vendors. These discussions shed light on the unique requirements for doing business with the House and provided some ideas for how these processes might be improved. The Subcommittee is engaged in ongoing work with the CAO to clarify the vendor approval process, improve transparency, encourage innovation, and center the House's procurement process around the priorities of Member offices. These efforts will continue in the 119th Congress.

Institutional processes and procedures can easily become outdated and inefficient if steps aren't taken to regularly monitor how these processes and procedures perform. Routine reviews help identify pain points that can be addressed as they arise and encourage

a solutions-oriented, rather than a reactive approach to problem solving. Subcommittee Members agreed that efficient systems are critical to institutional success and partnered with various House entities to begin the process of exploring and developing solutions to improve a range of existing processes. Even in cases where there is no identifiable problem to solve, reviewing processes can shed light on inefficiencies and help generate improvements.

III. CONCLUSION

In order for Congress to consistently and effectively meet its Article I obligations, the institution must continually evolve. Congress should be capable of adapting to the way constituents communicate and interact, have access to the latest technologies and platforms, ensure that its workplace rules align with present-day standards, and provide the level of customer service that constituents expect.

The Modernization Subcommittee was created in recognition of the fact that modernization is an ongoing process. When the Select Committee's tenure ended at the close of the 117th Congress, the work of modernizing the institution was in many ways just beginning. Throughout the 118th Congress, the Subcommittee worked steadily to implement Select Committee recommendations and pursue new opportunities to improve and modernize the institution's processes, systems, and workplace environment. While much of the Subcommittee's work takes place behind the scenes, it serves an important public purpose. By identifying where change is needed and then figuring out how to make change happen, the Subcommittee is fulfilling its mission to make Congress work better for the American People.

IV. APPENDIX I: STATUS OF SELECT COMMITTEE RECOMMENDATIONS

While the Select Committee's jurisdiction centered on making recommendations to modernize and improve how Congress works, the Subcommittee is charged with implementing and overseeing the Select Committee's recommendations. Subcommittee staff began this work by conducting a thorough review of the status each recommendation was assigned at the end of the 117th Congress. Working closely with House implementing partners like the CAO, the House Clerk, the House Office of Legislative Counsel and others, the Subcommittee gained additional clarity on progress made toward implementing recommendations, as well as work remaining. In some cases, the status that recommendations were previously assigned were adjusted to reflect new or clarifying information gathered by the Subcommittee.

At the end of the 117th Congress, the Select Committee closed 43 of its 202 recommendations and noted that progress was underway on dozens more. During the 118th Congress, the Subcommittee closed an additional 70 recommendations, bringing the total number of closed recommendations to 113. Of these, 67 are imple-

mented, 20 are partially implemented, 16 are in progress with a partner office, and 10 are resolved.[22]

Of the 79 open recommendations at end of 118th, 25 have seen progress, meaning they have been partially implemented or are in progress with the Subcommittee. Of the 202 total recommendations, only 54 are designated as open and needing attention.

The following pages present the updated status, as of December 10, 2024, of each of the Select Committee's 202 recommendations. The status categories described below are the same as those used by the Select Committee in its Final Report for the 117th Congress,[23] with a few exceptions. The Subcommittee created two new "Closed" categories—one to designate recommendations that are partially implemented and unlikely to be fully implemented, and one to designate recommendations that are being implemented by a partner office, with no additional Subcommittee action needed. These two categories are meant to further clarify the exact status of some recommendations that have been closed. Additionally, the Subcommittee redesignated the previous "Open-In Progress" category to "Open-In Progress with Subcommittee" to clarify that the Subcommittee is working on recommendations in this category. Descriptions of the updated recommendation status categories are as follows:

- *Closed-Implemented:* An entity has taken action pursuant to a recommendation that addresses the problem that prompted the recommendation.
- *Closed-Resolved:* An entity has taken action or provided additional information independently of the literal recommendation but that still addresses the problem that prompted the recommendation.
- *Closed-Partially Implemented:* Elements of the recommendation have been fully implemented, or administrative or legislative actions to implement the recommendation are at an advanced stage of progress, but the elements that have not been implemented are unlikely to be implemented or are satisfied by the implementation of the other elements.
- *Closed-In Progress with Partner Office:* The responsible House office has begun administrative or legislative actions to implement the recommendation.
- *Closed-Not Implemented:* The Select Committee or the Subcommittee determined that further action to implement the recommendation is either impossible or highly unlikely due to technical or logistical barriers.
- *Open-Partially Implemented:* Elements of the recommendation have been fully implemented, or administrative or legislative actions to implement the recommendation are at an advanced stage of progress, and the unimplemented elements are likely or possible to be implemented.
- *Open-In Progress with Subcommittee:* The Subcommittee has begun conversations and/or administrative or legislative actions to implement the recommendation.
- *Open-Needs Attention:* No meaningful progress toward implementation of the recommendation has taken place.

Recommendations are presented in the same topic area format used by the Select Committee in its Final Report for the 117th Congress.[24]

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[22] Note that the 113 closed recommendations do not include 10 recommendations that were closed but not implemented.

[23] "Final Report, p. 229" accessed on December 5, 2024, *https://www.govinfo.gov/content/pkg/GPO-CRPT-117hrpt646/pdf/GPO-CRPT-117hrpt646.pdf*

[24] Ibid

Implementation Status of Recommendations from the 116th Congress

Making Congress More Effective, Efficient, and Transparent

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 1: Streamline the bill-writing process to save time and reduce mistakes.	**Current:** Closed-In Progress with Partner Office **Previous:** Open-Partially Implemented	The U.S. Legislative Markup XML schema is now used for U.S. Code provisions, enrolled bills, and public laws. Work to expand the schema to include committee reports, hearing records, and other legislative documents is in progress with the Clerk's Office.[25]	Clerk
Recommendation 2: Finalize a new system that allows the American people to easily track how amendments change legislation and the impact of proposed legislation to current law.	**Current/ Previous:** Closed-Implemented	The Clerk piloted and then launched a House-wide comparative print tool to display legislative changes in context, including how a bill might change current law and how two versions of a legislative proposal are different.	Clerk
Recommendation 3: Make it easier to know who is lobbying Congress and what they're lobbying for.	**Current:** Closed-In Progress with Partner Office **Previous:** Open-In Progress	Funding for the Clerk's planned redesign of the lobbying disclosure system provided through the MIA in H.R. 8237, the FY 2023 Legislative Branch Appropriations Bill[26]; Work is underway with Senate counterparts on redesign of the Lobbying Disclosure Database.	Clerk, Secretary of the Senate
Recommendation 4: One-click access to a list of agencies and programs that have expired and need congressional attention.	**Current:** Closed-Partially Implemented **Previous:** Open-Needs Attention	Both CBO and CRS report that there are significant challenges to creating a complete, authoritative list of programs and their expiration dates.[27] CBO produces an annual report which includes only expired and expiring authorization of appropriation expenditures.	Clerk, Committees
Recommendation 5: One-click access to see how members of Congress vote in committees.	**Current:** Closed-In Progress with Partner Office **Previous:** Open-In Progress	The Clerk received MIA funding to develop a Committee Portal, with the capability of collecting committee vote data. The Portal is now in the development phase. Once developed, the portal can facilitate this committee-related recommendation and/or several others based on the priorities and needs identified by committees, members, and staff.	Clerk

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[25] Status reports filed by the Office of the Clerk can be found on the website of the House Committee on Administration (CHA). Accessed December 5, 2024, *https://cha.house.gov/modernization-reports*
[26] "Legislative Branch Appropriations Act, 2023," accessed on December 13, 2024, *https://www.congress.gov/bill/117th-congress/house-bill/8237/text*. Bill report language offers support for funding the Lobbying Disclosure Database.
[27] Congressional Research Service Memorandum, "CRS Identification of 'Appropriations not Authorized by Law,'" November 1, 2016.

Streamline and Reorganize House Human Resources

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 6: Create a one-stop shop Human Resources HUB dedicated to member, committee, and leadership (MCL) staff.	**Current/ Previous:** Closed-Implemented	Pursuant to H. Res. 756,[28] which was agreed to in the House in the 116th Congress, the CAO developed a House Human Resources Hub, which is now active online.	CAO
Recommendation 7: Make permanent the Office of Diversity and Inclusion.	**Current:** Closed-Partially Implemented **Previous:** Closed-Implemented	The House rules package for the 117th Congress contained language referencing an already-established ODI. The Office's recruitment and retention responsibilities, as well as most of its staff, were absorbed by the CAO.	Leadership/CAO
Recommendation 8: Examining and updating the staff payroll system from monthly to semi-monthly.	**Current:** Open-Needs Attention **Previous:** Open-In Progress	Pursuant to H. Res. 756,[29] CAO completed a suitability review in November 2020 and commissioned a comprehensive study in 2024 on the feasibility of moving the House to a semi-monthly pay system. Based on staff research, a statutory change is needed for the Committee on House Administration to update regulations on staff pay cadence, if the House were to choose to move in that direction.	CAO, CHA
Recommendation 9: Raising the cap on the number of staff in member offices.	**Current:** Open-Needs Attention **Previous:** Open-In Progress	Pursuant to H. Res. 756,[30] the House Office of Inspector General completed a review in December 2021 and recommended increasing the staff cap.[31] CHA would need to examine statutory or regulatory fixes to implement, as well as feasibility, cost-implications, and institutional support.	CHA
Recommendation 10: Regularly surveying staff on improving pay and benefits.	**Current/ Previous:** Closed-Implemented	The Office of Diversity and Inclusion carried out surveys of staff on these topics in 2019 and 2021. The CAO's Office of Talent and Development now conducts staff surveys.	CAO

Overhaul the Onboarding Process and Provide Continuing Education for Members

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 11: Allowing newly elected members to hire and pay one transition staff member.	**Current/ Previous:** Closed-Implemented	The FY 2021 Consolidated Appropriations Act provided funding for the cost of hiring transition staff.	CAO

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[28] "H. Res. 756," accessed on December 13, 2024, *https://www.congress.gov/bill/116th-congress/house-resolution/756*
[29] Ibid
[30] Ibid
[31] The current cap (18 full-time and 4 part-time staff per office) has been in place since 1975.

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 12: Offering New Member Orientation in a nonpartisan way.	**Current/ Previous:** Closed-Implemented	Over 20 bi-partisan briefings were provided to members-elect and their aides during New Member Orientation for both the 117th and 119th congresses.	CHA
Recommendation 13: Making New Member Orientation more comprehensive.	**Current/ Previous:** Closed-Implemented	New Member Orientation for the 117th Congress was conducted in two phases. NMO for the 119th Congress took place over two consecutive weeks and was tailored to focus on "need to know" topics. "On-demand" materials are also made available on the NMO website.	CHA
Recommendation 14: Promoting civility during New Member Orientation.	**Current/ Previous:** Closed-Implemented	NMO in the 117th and 118th congresses included sessions where decorum and bipartisanship were discussed in an organic way.	CHA
Recommendation 15: Creating a Congressional Leadership Academy to offer training for members.	**Current/ Previous:** Closed-Implemented	CAO rolled out its Member Leadership Development Program, first as a pilot, in 2022. The program, now called the Congressional Excellence Program is fully operational and institutionalized with a full time Director.	CAO
Recommendation 16: Making cybersecurity training mandatory for members.	**Current:** Closed-Partially Implemented **Previous:** Open-Needs Attention	Cybersecurity training is included in NMO and is categorized as mandatory.	Committee on Rules; CHA

Modernize and Revitalize House Technology

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 17: Reestablishing and restructuring an improved Office of Technology Assessment.	**Current:** Closed-Not Implemented **Previous:** Open-Partially Implemented	Based on staff research and feedback, including a congressionally directed review by NAPA[32], reestablishing the Office of Technology Assessment currently does not appear to have sufficient support. Alternatives that provide similar policy-oriented services should be considered.	CHA, Committee on Oversight and Accountability

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[32] "Science and Technology Policy Assessment," accessed on December 13, 2024, *https://s3.us-west-2.amazonaws.com/napa-2021/studies/science-and-technology-policy-assessment-for-the-us-congress/NAPA_FinalReport_forCRS_110119.pdf*

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 18: Improving IT services in the House by reforming House Information Resources (HIR).	**Current:** Closed-Resolved **Previous:** Open-In Progress	Providing strong IT support and good customer service to House offices requires ongoing attention and work. The CAO has, however, worked to improve IT services since the Select Committee's recommendation, including, for example: HIR now offers drop-in technology services; strengthened WiFi services; secure WiFi service for district offices; improved House cybersecurity protections; enhanced accessibility standards; several new e-forms; revamped Cloud Services; and an improved Technology Partner Plus Program.	CAO
Recommendation 19: Requiring House Information Resources (HIR) to prioritize certain technological improvements.	**Current:** Closed-Implemented **Previous:** Open-Partially Implemented	Substantial progress has been made and continues to be made on digitizing administrative forms, including expanded e-forms and a new employee onboarding app.	CAO
Recommendation 20: Requiring House Information Resources (HIR) to reform the approval process for outside technology vendors.	**Current:** Open-In Progress with Subcommittee **Previous:** Open-In Progress	The House has made progress reforming this process for cloud-based vendors. Subcommittee continuing to work with CAO to examine opportunities to reform the process for all technology vendors.	CHA, CAO
Recommendation 21: Requiring House Information Resources (HIR) to allow member offices to test new technologies.	**Current:** Open-In Progress with Subcommittee **Previous:** Open-Partially Implemented	CAO/House Digital Services have established an ad hoc beta testing program; need to expand and formalize a testing program to consider recommendation fully implemented.	CAO
Recommendation 22: Creating one point of contact for technology services for each member office.	**Current:** Open-Partially Implemented **Previous:** Open-In Progress	The CAO is addressing this recommendation via the Tech Partner Plus (TPP), CAO Customer Advocate, and District Office Connect programs. These programs facilitate technological services, but more consolidation is needed.	CAO
Recommendation 23: Creating a customer service portal to improve technology services in the House.	**Current:** Open-Partially Implemented **Previous:** Open-In Progress	CAO has added features to make it easier for customers and support staff to communicate; surveys are provided after services are received, but these track short-term transactional feedback and not overall customer satisfaction. Full implementation requires a more robust system for measuring customer satisfaction in an ongoing way.	CAO

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 24: Leveraging bulk purchasing of the House by removing technology costs out of member offices' budgets and moving into a centralized account.	**Current:** Closed-Partially Implemented **Previous:** Open-Partially Implemented	CAO now bulk purchases technology to provide to incoming members; full implementation would require the House to make a policy decision to create an account separate from the MRA to cover the cost of technology for member offices, which would require considering the potential tradeoffs and arguments against segmenting the MRA in this way.	CAO, CHA
Recommendation 25: Prioritizing a "rapid response" program at the Congressional Research Service (CRS) for nonpartisan fact sheets on key issues.	**Current:** Closed-Implemented **Previous:** Open-Partially Implemented	CRS continues to increase its publication of short-form products.	CRS
Recommendation 26: Developing a constituent engagement and services best practices HUB for members.	**Current:** Open-Partially Implemented **Previous:** Open-In Progress	The Congressional Staff Academy and CAO Coach continue to expand their offerings in this area; CAO has developed various resources for caseworkers, available on a dedicated HouseNet page focused on serving constituents.	CHA, CAO

Make the House Accessible to All Americans

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 27: Improving access to congressional websites for individuals with disabilities.	**Current/ Previous:** Closed-Implemented	Pursuant to H. Res. 756,[33] CAO is nearing completion on bringing all CAO controlled websites into compliance. Once all CAO-controlled and other websites are brought into compliance, the CAO, working with the Subcommittee, must develop a process to equip staff with the tools and knowledge to maintain compliant sites going forward.	CAO

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[33] "H. Res 756."

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 28: Requiring all broadcasts of House proceedings to provide closed caption service.	**Current/** **Previous:** Closed-Implemented	Nearly all committees provide some form of closed captioning for official proceedings, and the Clerk provides closed captioning for all floor proceedings. Subcommittee working with CAO to consider an internal closed captioning platform, as well.	CAO
Recommendation 29: Requiring a review of the Capitol complex to determine accessibility challenges for individuals with disabilities.	**Current:** Closed-Implemented **Previous:** Open-Partially Implemented	The Architect of the Capitol reports on current accessibility barriers, pursuant to the Congressional Accountability Act; in May 2024, the AOC issued a physical accessibility report including all barriers on the capitol campus and the cost of removing individual barriers.	CAO, Architect of the Capitol

Encouraging Civility and Bipartisanship in Congress

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 30: Create a bipartisan members-only space in the Capitol to encourage more collaboration across party lines.	**Current:** Open-Needs Attention **Previous:** Open-In Progress	Need to identify space in the Capitol with close proximity to the House Floor that can be optimized for the purpose of members gathering and collaborating in private and across party lines.	Architect of the Capitol, CHA
Recommendation 31: Institute biennial bipartisan retreats for members and their families at the start of each Congress.	**Current/** **Previous:** Open-Partially Implemented	New Member Seminar organized by CRS provides a bipartisan retreat for new members and their families. Full implementation would require the House to offer a retreat for all members and their families.	Housewide
Recommendation 32: Update committee policies to increase bipartisan learning opportunities for staff.	**Current/** **Previous:** Closed-Resolved	Members are allowed to include personal office staff under existing Handbook rules so long as a documented justification is provided.	Committees
Recommendation 33: Establish bipartisan committee staff briefings and agenda-setting retreats to encourage better policy making and collaboration among members.	**Current/** **Previous:** Closed-Implemented	In the 117th Congress, the Select Committee, along with the Select Committee on Economic Disparity and Fairness in Growth, held bipartisan retreats. In the 118th, the Select Committee on the CCP has also adopted bipartisan practices.	Committees

Streamlining Processes and Saving Taxpayer Dollars

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 34: Update House procedures to allow members to electronically add or remove their name as a bill cosponsor.	**Current:** Closed-Partially Implemented **Previous:** Open-Partially Implemented	Adding cosponsors electronically was made possible through the 'e-Hopper' but using this system can create a lot of email traffic. To relieve some of this traffic, members could be allowed to request to cosponsor through the e-Hopper platform, as well as remove their names from cosponsorship, especially when their names were added in error. Development of a cosponsorship gathering tool could help address some of these issues, as well (see below).	Clerk, Committee on Rules
Recommendation 35: Require members to undergo emergency preparedness training to ensure our government is fully prepared in the event of a crisis.	**Current/ Previous:** Open-Needs Attention	Need a change to House Rules to mandate regular training for members, however the House currently provides training and other tools for offices when requested and has institutionalized individual Office Emergency Coordinators (OCE) to assist in emergency preparedness duties.	CHA; Committee on Rules
Recommendation 36: Identify ways the House and Senate can streamline purchases and save taxpayer dollars.	**Current:** Closed-Implemented **Previous:** Open-Needs Attention	House and Senate recently coordinated negotiations with a common infrastructure vendor, which could yield significant savings for both chambers; House and Senate CIOs meet monthly to identify potential cost sharing/savings opportunities; and the Legislative Branch Procurement Council also meets regularly and recently held an industry day to discuss upcoming procurement opportunities. More work can be done, but these regular meetings are a positive step toward satisfying the recommendation.	CAO, Senate Sergeant at Arms
Recommendation 37: Encourage House-wide bulk purchasing of goods and services to cut back on waste and inefficiency.	**Current:** Open-Partially Implemented **Previous:** Open-In Progress	Report language provided in FY 2023 Legislative Branch Appropriations Act. Most equipment is bulk-purchased and further progress has been made through the tech store; still need to further assess the potential to expand bulk technology and equipment purchases, especially in digital applications.	CAO
Recommendation 38: Update travel expenditure policies to improve efficiencies, and boost accountability and transparency.	**Current/ Previous:** Closed-Resolved	Existing travel expenditure policies allow for more modern travel transactions as part of the House Travel Card Program.	CHA

Increasing the Quality of Constituent Communication

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 39: Consolidate the regulations governing member office communications, including digital communications, into one easy to find place.	**Current/ Previous:** Closed-Implemented	A revised, consolidated Communications Standards Manual was created in 2020.	CHA
Recommendation 40: Rename the House Commission on Mailing Standards, also known as the Franking Commission, the House Communications Standards Commission to reflect 21st Century communications.	**Current/ Previous:** Closed-Implemented	The FY 2021 Consolidated Appropriations Act adopted the name change for the Communications Standards Commission, and the new branding has been incorporated into documents like the Communications Standards Manual.	CHA
Recommendation 41: Increase opportunities for constituents to communicate with their representatives.	**Current/ Previous:** Closed-Implemented	The updated Communications Standards Manual allows constituents to subscribe to all forms of member communications provided that members notify individuals who subscribe of, among other things, the method of unsubscribing.	CHA
Recommendation 42: Increase accountability and tracking for all member-sponsored communications mail.	**Current:** Open-Needs Attention **Previous:** Open-In Progress	A web portal is now available for district staff to use when self-reporting; need to continue to work with the U.S. Postal Service on ways to eliminate the need for district self-reporting.	CHA, Committee on Oversight and Reform
Recommendation 43: Allow for faster correspondence between representatives and their constituents.	**Current/ Previous:** Closed-Implemented	The Communications Standards Commission took several steps to improve dissemination of digital advertisements and disclosure of mass unsolicited emails.	CHA
Recommendation 44: Update House social media rules to allow for better communication online between members of Congress and their followers.	**Current:** Open-In Progress with Subcommittee **Previous:** Open-In Progress	CHA, the Communications Standards Commission, and House Ethics are examining potential ways to update guidelines to allow a one-time transfer of social media followers.	CHA, Committee on Ethics
Recommendation 45: Allow the public to better access and view the types of communication sent by members of Congress to their constituents.	**Current/ Previous:** Closed-Implemented	The Communications Standards Commission now provides approved communications and mass emails online.	CHA

Continuity of Operations

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 46: Each office should have a continuity of operations plan (COOP), including minimum safety requirements and an emergency communications plan, that is made available to all staff so offices continue functioning for the public.	**Current:** Closed-Partially Implemented **Previous:** Open-Partially Implemented	The House Sergeant at Arms created a COOP Plan Development Guide for the 117th Congress; because member offices are not required by House rules to have a COOP, more education and outreach is needed to make offices aware that this guide is available.	House Sergeant at Arms
Recommendation 47: Ensure that staff have the most up-to-date technology and equipment to continue effectively working on behalf of constituents in the event of a disruption or emergency.	**Current:** Closed-Partially Implemented **Previous:** Open-In Progress	The CAO bulk purchases technology for new members; need to incorporate technology planning into office COOP plans to address preparedness in the event of an emergency.	CAO
Recommendation 48: Establish regular maintenance plans for office technology, so the equipment and technology needed during remote operations and telework is functional.	**Current/ Previous:** Closed-Not Implemented	Existing support offices are not equipped to develop tech maintenance plans and take on day-to-day maintenance checks for all House offices, however, individual offices, working with their tech support partners, can work to ensure their technology is regularly maintained and updated so the office is prepared for remote operations.	CAO
Recommendation 49: Crisis communications guidelines for constituent communication, including outreach plans for extended telework periods, should be approved and shared with all member offices.	**Current/ Previous:** Closed-Implemented	The Communications Standards Commission took several steps to improve dissemination of mass notices and expedite certain communications without the need for Commission approval.	CHA
Recommendation 50: To help streamline casework requests and help constituents better access federal agencies and resources, the House should implement a secure document management system and provide digital forms and templates for public access.	**Current:** Open-Needs Attention **Previous:** Open-In Progress	Progress has been made with accepting e-signatures for certain House documents; need a secure document management system for handling staff personnel records and constituent communications.	CAO
Recommendation 51: The House should prioritize the approval of platforms that staff need for effective telework, and each individual staff member should have licensed access to the approved technology.	**Current/ Previous:** Closed-Implemented	The House purchased and provided enterprise licenses for telework tools such as Microsoft Teams, WebEx, Zoom, and Office 365 during the COVID-19 pandemic.	CAO
Recommendation 52: Committees should establish telework policies on a bipartisan basis.	**Current/ Previous:** Closed-Not Implemented	Committees may do this now if they choose. Committees' specific operational policies are outside of the Subcommittee's purview.	Committees

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 53: The House should make permanent the option to electronically submit committee reports.	**Current/ Previous:** Closed-Implemented	A provision for electronic committee report submission was included in the rules package for the 117th Congress.	Clerk, Committee on Rules
Recommendation 54: Expand the use of digital signatures for a majority of House business, including constituent communications.	**Current:** Closed-Implemented **Previous:** Open-Partially Implemented	Digital signatures are accepted on all House documents, except for member travel reports.	CAO, Clerk
Recommendation 55: Committees should develop bipartisan plans on how technology and innovative platforms can be best incorporated into daily work.	**Current/ Previous:** Open-Partially Implemented	Some committees have made use of tablets and electronic voting.	Committees
Recommendation 56: A bipartisan, bicameral task force should identify lessons learned during the COVID-19 pandemic and recommend continuity of Congress improvements.	**Current/ Previous:** Closed-Resolved	The Committee combined implementation of this recommendation with that of recommendation 171 from the 117th Congress and closed this recommendation.	House, Senate
Recommendation 57: Continuity, telework and cybersecurity training should be given to all new members of Congress.	**Current:** Closed-Resolved **Previous:** Open-Partially Implemented	Mandatory cybersecurity training is offered at New Member Orientation. While other trainings referenced in the recommendation are not part of the core NMO curriculum, resources exist in the House for offices that may wish to learn more. Moreover, the House's OCE program supports office continuity planning.	CHA

Improving the Congressional Schedule and Calendar

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 58: Establish a blocked schedule when committees may meet and extend formal protections for committee.	**Current/ Previous:** Open-Needs Attention	Need congressional schedule that protects committee work, and committee buy-in and support in order to establish a block schedule system in the future.	House, Committees
Recommendation 59: Create a common committee calendar portal to help with scheduling and reduce conflicts.	**Current:** Closed-Implemented **Previous:** Open-In Progress	A committee calendar portal was created and is currently in use by committee clerks.	Clerk, CAO

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 60: Establish specific days – or weeks – where committee work takes priority.	**Current:** Closed-Resolved **Previous:** Open-Partially Implemented	The House dedicated entire weeks to committee work in the 116th and 117th Congress while under the COVID-19 health emergency; need to assess support for continuing committee work weeks. This is a leadership decision.	Leadership
Recommendation 61: Ensure there are more days spent working than traveling.	**Current:** Open-Needs Attention **Previous:** Open-Partially Implemented	Committee work weeks during the 116th and 117th Congresses temporarily satisfied this; need to assess member support for increasing or lengthening blocks of time spent in session to reduce travel time.	House
Recommendation 62: The congressional calendar should accommodate a bipartisan member retreat.	**Current/ Previous:** Open-Partially Implemented	The New Member Seminar offered by CRS provides a bipartisan retreat for new members, but a similar event should be offered for all members to fully implement the recommendation.	House

Boost Congressional Capacity

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 63: Offer staff certifications, in addition to trainings, through the nonpartisan Congressional Staff Academy.	**Current:** Closed-Partially Implemented **Previous:** Open-Partially Implemented	CAO offers career-path course work through the Congressional Staff Academy, as well as certifications for specific skills and classes. Full implementation would include role-specific certifications, but these career-path and individual course certifications provide a strong alternative.	CAO
Recommendation 64: Provide institution-wide, standard onboarding training for new employees, including required training.	**Current/ Previous:** Closed-Implemented	The Congressional Staff Academy began offering all-day, comprehensive onboarding training to all new staff in February 2022.	CAO
Recommendation 65: Remove constituent communications costs from member office budgets and create a shared account for communications.	**Current/ Previous:** Open-Needs Attention	Need a policy change, and perhaps a statutory solution, to create an account, separate from the MRA, for constituent communications costs. This requires considering the potential tradeoffs and arguments for and against segmenting the MRA in this way.	CHA, Committee on Appropriations
Recommendation 66: Revaluate the funding formula and increase the funds allocated to each member office.	**Current:** Closed-Implemented **Previous:** Open-In Progress	Funding for the MRA was increased per the Legislative Branch Appropriations Bill, 2022; CHA updated underlying MRA formula.	CHA

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 67: Establish a nonbinding, voluntary pay band system for House staff that includes a salary floor and average salary for each position in Member offices. Regular services should be done to ensure the most up-to-date salary information.	**Current/ Previous:** Closed-Implemented	The House's HR Hub includes job profiles with salary ranges for staff to consult. Additionally, the SalarySense Compensation Dashboard, provides hiring managers with up-to-date salary information, by position, to improve recruitment and retention.	CAO
Recommendation 68: Expand access to health insurance for congressional staff.	**Current/ Previous:** Open-Needs Attention	Requires a statutory revision to the Affordable Care Act.	House
Recommendation 69: Provide more financial stability for congressional staff enrolled in the federal student loan program.	**Current/ Previous:** Closed-Implemented	The Consolidated Appropriations Act of 2021 extended this provision through 2025.	House
Recommendation 70: Staff pay should be delinked from member pay and a new cap specific to staff should be established.	**Current/ Previous:** Closed-Implemented	The Speaker announced a policy in August 2021 that delinked staff and member pay and established a new annual cap.	Leadership
Recommendation 71: Allow Congressional Member Organizations to access benefits and hire one intern to help support their work.	**Current:** Closed-Partially Implemented **Previous:** Open-Partially Implemented	Interns participating in the House Paid Internship Program are now eligible to be placed with ECMOs; need to assess whether support exists for ECMOs to directly hire and offer additional benefits to interns.	CHA
Recommendation 72: Publish a list of active Congressional Member Organizations annually to ensure transparency in the policy making and caucus creation process.	**Current:** Closed-Implemented **Previous:** Open-In Progress	CHA provides a current list of CMOs on its website; need to update list to include ECMOs.	CHA
Recommendation 93: Identify areas in the U.S. Capitol Complex that could benefit from architectural modernization.	**Current:** Closed-In Progress with Partner Office **Previous:** Open-In Progress	The Architect of the Capitol has laid out future goals in its Vision 2100 plan; need to assess progress as plan is implemented.	Architect of the Capitol
Recommendation 94: Develop a practice of negotiating House district office leases to lower costs, improve consistency of rental rates and save taxpayer dollars.	**Current:** Open-Needs Attention **Previous:** Open-In Progress	Committee staff have held discussions with GSA; need CHA to develop a system, if feasible, for managing this process separately from individual offices using their MRAs for district office leases. There are pros and cons of this approach that would need to be weighed.	CHA

Reclaim Article I Responsibilities

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 73: Incentivize committees to experiment with alternative hearing formats to encourage more bipartisan participation.	**Current:** Closed-Partially Implemented **Previous:** Open-In Progress	Piloted by the Select Committee and Subcommittee but would need broader adoption by committees for full implementation.	Committees
Recommendation 74: Committees should hire bipartisan staff approved by both the Chair and Ranking Member to promote strong institutional knowledge, evidence-based policy making, and a less partisan oversight agenda.	**Current:** Closed-Not Implemented **Previous:** Open-In Progress	Subcommittee lacks authority to implement recommendation because hiring decisions are made at the discretion of each committee. Still, committees have the discretion to hire bipartisan staff where appropriate.	Committees
Recommendation 75: Committees should hold bipartisan pre-hearing committee meetings.	**Current:** Closed-Not Implemented **Previous:** Open-In Progress	Subcommittee lacks authority to implement recommendation because operational decisions are made at the discretion of each committee. Still, committees have the discretion to follow this recommendation.	Committees
Recommendation 76: Encourage subcommittees to pilot rules changes that could have a positive effect committee-wide.	**Current:** Closed-Not Implemented **Previous:** Open-In Progress	Subcommittee lacks authority to implement recommendation because committee rules are made at the discretion of each committee.	Committees
Recommendation 77: Bipartisan Member retreats should encourage committee agenda-setting and civil decorum.	**Current:** Closed-Not Implemented **Previous:** Open-In Progress	Subcommittee lacks authority to implement recommendation because committees determine their own retreats/retreat agendas. Still, committees have the discretion to follow this recommendation.	Committees
Recommendation 78: Establish committee-based domestic policy CODELs.	**Current:** Closed- Not Implemented **Previous:** Open-In Progress	Subcommittee lacks authority to implement recommendation.	Committees
Recommendation 79: To encourage thoughtful debate and deliberation, establish a pilot for weekly Oxford-style debates on the House floor.	**Current/ Previous:** Open-Needs Attention	Need member support to pilot this recommendation.	House

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 80: Provide members and staff with training for debate and deliberation skills.	**Current:** Open-Partially Implemented **Previous:** Open-Partially Implemented	Despite the broad variety of courses offered by CAO, none specifically focus on debate or deliberation. The newly expanded SLRP program, and flexibility in the Members' Congressional Handbook, may allow offices to reimburse staff who independently seek this training.	CAO, CHA
Recommendation 81: Identify how increased regulatory and legal resources could help strengthen the role of the legislative branch.	**Current/ Previous:** Closed-Implemented	GAO accepted a request to investigate considerations related to this topic in December 2021 and issued a report in 2023.	GAO
Recommendation 82: Facilitate a true system of checks and balances by ensuring the legislative branch is sufficiently represented in the courts.	**Current:** Open-Needs Attention **Previous:** Open-Partially Implemented	Requires bicameral support.	House, Senate
Recommendation 83: Establish a district exchange program to allow members to use the Members' Representational Allowance for traveling to other members' districts.	**Current/ Previous:** Closed-Resolved	Existing Members' Congressional Handbook rules allow for this with documented justification.	CHA
Recommendation 84: Increase capacity for policy staff, especially for committees, policy support organizations and a restored Office of Technology Assessment.	**Current:** Closed-Partially Implemented **Previous:** Open-Partially Implemented	FY 2022 and 2023 Legislative Branch Appropriations bills increased budgets, allowing for more investment in policy staff; need to examine the potential for GAO to expand its technology expertise.	House
Recommendation 85: Reduce dysfunction in the annual budgeting process through the establishment of a congressionally directed program that calls for transparency and accountability, and that supports meaningful and transformative investments in local communities across the United States.	**Current/ Previous:** Closed-Implemented	Beginning with the FY 2022 appropriations cycle, the Committee on Appropriations reintroduced congressionally-directed spending through the CPF process, which included strict transparency requirements per the Select Committee's recommendation.	House Committee on Appropriations

Reform the Budget and Appropriations Process

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 86: Require an annual Fiscal State of the Nation.	**Current/ Previous:** Open-Partially Implemented	H. Con. Res. 44 (passed during the 117th Congress) provides for this; then-Speaker McCarthy and Minority Leader Jeffries had CBO do a bipartisan "state of the budget" presentation for all House members but needs bicameral support for full implementation.	House Committee on the Budget
Recommendation 87: Require a biennial budget resolution.	**Current/ Previous:** Open-Needs Attention	Need statutory revisions to the Congressional Budget Act.	House Committee on the Budget
Recommendation 88: Implement a deadline for Congress to complete action on a biennial budget.	**Current/ Previous:** Open-Needs Attention	Need statutory revisions to the Congressional Budget Act.	House Committee on the Budget
Recommendation 89: Enhance the budget submission process from the executive branch.	**Current/ Previous:** Open-Needs Attention	Need statutory revisions to the Congressional Budget Act.	House Committee on the Budget
Recommendation 90: Evaluate the effects of the biennial budget process to expediting congressional work.	**Current/ Previous:** Open-Needs Attention	Need a biennial budget requirement through statutory revisions to the Congressional Budget Act.	House Committee on the Budget
Recommendation 91: Strengthen budget enforcement through the reconciliation process.	**Current/ Previous:** Open-Needs Attention	Need a statutory revision to the Congressional Budget Act.	House Committee on the Budget
Recommendation 92: Allow more information to be included in the budget resolution.	**Current/ Previous:** Open-Needs Attention	Need to assess practicality of adding data on tax expenditure levels to the budget resolution with the House Committee on the Budget.	House Committee on the Budget

Recommendation 93: Identify areas in the U.S. Capitol Complex that could benefit from architectural modernization.	See above section entitled "Boost Congressional Capacity" for more information on this recommendation.
Recommendation 94: Develop a practice of negotiating House district office leases to lower costs, improve consistency of rental rates and save taxpayer dollars.	See above section entitled "Boost Congressional Capacity" for more information on this recommendation.

Improve Technology and Continuity in Congress

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 95: Establish a Congressional Digital Services Task Force to examine the need for and role of a specialized group of technologists, designers, and others to support the House's internal and public facing operations.	**Current/ Previous:** Closed-Implemented	CAO established a House Digital Service office to fill this function.	CAO
Recommendation 96: Make permanent the Bulk Data Task Force and rename it the Congressional Data Task Force.	**Current/ Previous:** Closed-Implemented	In June 2022, CHA directed the Clerk to make the name change to reflect the Task Force's increased scope, and regular meetings have continued.	Clerk
Recommendation 97: Identify changes made to House operations due to the COVID 19 pandemic and determine what – if any – additional changes should be made.	**Current:** Closed- Partially Implemented **Previous:** Open-Partially Implemented	The Clerk has identified changes made during the pandemic and maintained those that improve operational efficiency. Other House entities may propose additional operational changes; need coordinating mechanism for proposals.	Clerk, CHA

Implementation Status of Recommendations from the 117th Congress

Improve Staff Recruitment, Diversity, Retention, and Compensation and Benefits

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 98: Personalized Job Training & Management Skills: Supervisors should receive formal management training that includes management skills, cultural competency, and how to support an inclusive work environment.	**Current/ Previous:** Closed-Implemented	CAO Coaches provide new classroom and virtual training courses in management and leadership, among other topics.	CAO
Recommendation 99: Update and Align Staff Benefits to Increase Retention: The House should establish and maintain a "Task Force on the House Workforce," led by the Chief Administrative Officer and comprised of other House offices to make ongoing policy recommendations on updating staff benefits.	**Current/ Previous:** Closed-Implemented	The Task Force on the House Workforce (referred to as the Task Force on a Diverse and Talented House Workforce in the report accompanying the Consolidated Appropriations Act, 2022) was established and began holding regular meetings in October 2021.[34]	CAO

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[34] "H.Rept. 117-80," accessed December 5, 2024, *https://www.congress.gov/congressional-report/117th-congress/house-report/80/1*

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 100: Real Time Payroll Information: The House should create a searchable database of anonymized average staff compensation information, by position, using available information on staff salaries and payroll data.	**Current:** Closed-Implemented **Previous:** Open-In Progress	The SalarySense Compensation Dashboard is a searchable database of anonymized staff compensation information created by HDS. It was conceived as a tool to help hiring managers better understand the staff salary marketplace to ensure that they are compensating staff fairly and making competitive job offers.	CAO, Task Force on the House Workforce
Recommendation 101: Mentorship Match Program: The House should initiate and facilitate a formal mentorship program for matching more experienced staff with less experienced staff.	**Current:** Open-Partially Implemented **Previous:** Open-In Progress	The CAO has developed a pilot program for mentorship, connecting the transition aides for incoming members with current staff who served as aides in the previous congress. The pilot will be implemented in early 2025.	CAO, CHA
Recommendation 102: Professional Certifications: The House should allow Member, committee, and leadership offices to pay for certain professional development opportunities for staff that include a certification.	**Current/ Previous:** Closed-Implemented	CHA updated the Members' Congressional Handbook to allow for office reimbursement of job-related professional development programs that provide a certification. The House's changes to the SLRP program cover this as well.	CHA
Recommendation 103: Onboarding Information: The Chief Administrative Officer should provide offices with an expanded standard onboarding packet that includes comprehensive information on available resources and benefits for staff.	**Current:** Closed-Implemented **Previous:** Open-Partially Implemented	CAO has benefits information on the HR Hub website. They also have a discounts page to provide additional benefits information for staff. CAO's New Staff Orientation booklet includes this information as well.	CAO
Recommendation 104: Assistance for Contract Employees: Where feasible, the House should work with contractors to ensure they provide their Capitol campus employees assistance services comparable to those offered by the House through the Office of Employee Assistance.	**Current:** Closed-Partially Implemented **Previous:** Open-Partially Implemented	CAO and CHA have confirmed that these services are provided by larger contractors working in the Capitol complex; for smaller contractors that do not provide these services, implementation is less likely. Requiring them to provide these services could potentially lead to the House only contracting with larger contractors that can afford to provide this resource. Full implementation may harm small contractors.	CAO, CHA, AOC
Recommendation 105: Supporting the Office of Employee Assistance: The Office of Employee Assistance should seek to retain a diverse workforce, offer access to bilingual services, and retain staff capable of providing various forms of trauma services.	**Current:** Closed-Resolved **Previous:** Open-Partially Implemented	Steps were taken to ensure diverse staff prior to recommendation.	Office of Employee Assistance

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 106: Tuition Assistance: The House should expand the Student Loan Repayment Program (SLRP) to include tuition assistance.	**Current:** Closed-In Progress with Partner Office **Previous:** Open-In Progress	Language that would advance this was included in the FY 2023 Legislative Branch Appropriations Act; CHA and CAO in the process of promulgating regulations to include tuition and certification reimbursement for House staff.[35]	CAO, Committee on Appropriations, CHA
Recommendation 107: Talent Acquisition Software: The Chief Administrative Officer should provide access to industry-leading talent acquisition software to assist House offices in managing their recruitment and hiring processes.	**Current:** Closed-In Progress with Partner Office **Previous:** Closed-Implemented	CAO made new software available for offices, beginning with the 118th Congress and began enrolling participants at New Member Orientation.	CAO
Recommendation 108: Collecting Demographic Data: The Chief Administrative Officer should work with the Office of Diversity and Inclusion to improve the collection of anonymized demographic data through an optional form provided to staff at onboarding.	**Current/Previous:** Closed-Implemented	CAO finalized plans to implement by the start of the 118th Congress an updated protocol for an optional demographic survey and onboarding questions that present an opportunity for staff to voluntarily provide information.	CAO

Professionalize Internships and Fellowships

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 109: Assessing Intern Cost of Living: The Chief Administrative Officer should provide information to congressional offices on the cost of living for interns to help inform intern stipend levels.	**Current:** Open-Needs Attention **Previous:** Open-In Progress	Providing member offices with regularly updated average cost of living data would help offices provide potential interns with information they need to plan for their internships. The data could also help determine the necessity of an intern stipend program. Subcommittee staff have met with the Intern Resource Office to discuss the feasibility of collecting and updating this data.	CAO

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[35] "H.R. 8237," accessed on December 5, 2024, *https://www.congress.gov/bill/117th-congress/house-bill/8237*

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 110: Intern & Fellowship Program Office or Coordinator: The House should establish an Intern and Fellowship Program Office or Coordinator that helps with onboarding, developing educational curriculum, professional development, and training for office coordinators.	**Current:** Open-Partially Implemented **Previous:** Open-In Progress	H.R. 8237 established a House Intern Resource Office, satisfying part of this recommendation. For full implementation, need to include for fellowships.	CAO
Recommendation 111: Fellows' and Detailees' Use of Equipment: Congress should clarify rules to allow fellows and detailees to receive the same resources as professional staff.	**Current:** Closed-Partially Implemented **Previous:** Open-In Progress	Though the rule was clarified, it did not entirely achieve the purpose of this recommendation.	CHA
Recommendation 112: Remote Internships: The House should study the feasibility of permanently allowing remote internships.	**Current:** Open-Needs Attention **Previous:** Open-In Progress	Logistically difficult because House interns traditionally do not have access to House technology that enables remote work. It is also difficult to fulfill the educational requirement for congressional internships when done remotely.	CHA
Recommendation 113: Committee Internship Stipends: Committees should be provided a program allowance, separate from their budget, for compensation of interns.	**Current/ Previous:** Closed-Implemented	The FY 2022 Consolidated Appropriations Act provided for separate funding for paid committee interns.	Committee on Appropriations
Recommendations 114-117	See below section entitled, "Improving Accessibility" for more information on these recommendations.		

Encouraging Civility and Bipartisanship in Congress

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 118: Promoting collaboration and leadership at member orientation: New Member Orientation should strive to promote civility, collaboration, and leadership skills and be held separately from party leadership events.	**Current:** Closed-Implemented **Previous:** Open-Needs Attention	Programming was included during the most recent NMO for members-elect to the 119th Congress highlighting the importance of civility and collaboration. Future NMOs should be encouraged to continue this programming.	CHA
Recommendation 119: Promoting collaboration and civility through voluntary training opportunities: The proposed Congressional Leadership Academy and Congressional Staff Academy should offer voluntary training to members and staff to promote civility, collaboration, and leadership skills.	**Current/ Previous:** Open-Partially Implemented	Guidance on collaboration and civility is provided within the curriculum of some classes, but for full implementation, the CAO should offer classes or volunteer opportunities specifically focused on collaboration and civility. The Congressional Excellence Program may offer opportunities as they expand.	CAO
Recommendation 120: Acknowledging member involvement in legislation: Congress.gov should provide a clearer accounting of member contributions to legislation.	**Current:** Closed – In Progress with Partner Office **Previous:** Open-In Progress	Work on this recommendation is underway. The Library has started tagging bills that are folded into larger bills and noting them in the "Related Bills" tab for the larger bill. More work is needed to improve how these bills are shown on Congress.gov.	Library of Congress
Recommendation 121: Optional committee feedback tool: The House should develop and provide tools for committee leadership to receive member feedback on committee operations.	**Current:** Open-Needs Attention **Previous:** Open-In Progress	Feedback tools are available through outside vendors and used by some offices to collect constituent feedback. Committee chairs could use these tools, or HDS could develop a new tool but need to first determine level of chair interest.	CAO
Recommendation 122: Bipartisan committee events: Committees should have flexibility to host occasional events to foster collaboration and further develop working relationships among committee members.	**Current/ Previous:** Closed-Implemented	CHA updated the Committees' Congressional Handbook to expand the types of official committee proceedings for which expenses can be reimbursed.	CHA
Recommendation 123: Learning from state best practices: The House should survey and examine best practices from state legislatures.	**Current:** Closed-Not Implemented **Previous:** Open-Needs Attention	The recommendation's broadly defined mandate makes implementation unfeasible. Committees should be encouraged to seek out ideas and best practices from the states.	Committees

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 124: Bipartisan group events: The Library of Congress is encouraged to expand its regular, bipartisan events to include events specifically focused on promoting relationship building and collaboration among members.	**Current/ Previous:** Closed-Implemented	The Library of Congress created a new bipartisan dinner series called "Congressional Crossroads" that debuted in November 2022. The dinners are held quarterly and feature discussion themes and speakers centered on civility and collaboration before bipartisan member audiences.	Library of Congress
Recommendation 125: Ongoing institutional support to facilitate civility and collaboration: An institutional office of the House should provide best practices and facilitate workshops that encourage bipartisan collaboration.	**Current/ Previous:** Open-Needs Attention	For effective implementation of a specific office, there must be a broad appetite for this. Current institutional programming and training that is done in a nonpartisan way across the institution provides some of these opportunities. The Congressional Excellence Program may eventually be able to offer some of this programming.	House
Recommendation 126: Technology tools to enable collaboration: The House should offer technology tools to facilitate member collaboration on legislation and issues of mutual interest.	**Current:** Open-Needs Attention **Previous:** Open-In Progress	H.Rept. 117-389 identified this as a project that should receive Modernization Initiatives Account funding. In order to be prioritized, needs to be identified as a member priority.	CAO
Recommendation 127: Information on outside organizations and resources: The House should provide information on organizations and resources members can access for services to help manage conflict and foster common ground.	**Current/ Previous:** Open-Needs Attention	CHA staff began working with the Ethics Committee in the 118th to determine feasibility of implementing.	CHA; Committee on Ethics
Recommendation 128: Bipartisan committee websites: Committees should have a bipartisan, public-facing website with basic, nonpartisan information about the committee and its operations.	**Current/ Previous:** Open-Needs Attention	Implementation would require committee support for creating such websites.	Committees
Recommendation 129: Voluntary resources to help committees develop civility norms: The House should provide resources and guidance to committees seeking to create tailored civility norms.	**Current/ Previous:** Open-Needs Attention	Resources could eventually be provided through the Congressional Excellence Program or Staff Academy but would require committees to prioritize. Committees may do this now if they choose.	Committees
Recommendation 130: Co-working spaces for staff: The House should explore bipartisan co-working spaces for staff.	**Current:** Closed-Implemented **Previous:** Open-In Progress	Three co-working spaces were created in the 118th Congress, two in Cannon and one in O'Neill. The Subcommittee continues to explore options for additional staff spaces.	Architect of the Capitol; CAO

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 131: Task force on the legislative process: A bicameral, bipartisan group of members should convene to discuss rules changes to require reciprocated consideration for widely supported bipartisan legislation.	**Current/ Previous:** Open-Needs Attention	Implementation requires Senate interest and participation.	House, Senate
Recommendation 198: Opportunities to learn from other legislatures: The Committee on House Administration and the Committee on Rules should conduct semi-regular, bipartisan international CODELs to learn about other legislatures and to facilitate better collaboration and understanding among committee members.	**Current:** Closed-Partially Implemented **Previous:** Open-Needs Attention	The Select Committee and CHA have participated in CODELs that included sessions focused on modernization. The practice should be continued if appropriate learning opportunities exist.	CHA, Committee on Rules
Recommendation 199: Bipartisan new member update seminar: The Committee on House Administration should conduct an update session for new members well into the start of their first term.	**Current/ Previous:** Open-Needs Attention	Members have access to different educational resources, but no formal update seminar exists. Must be identified as a new member priority.	CHA

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 195: The House should permit legislation to have two members of Congress serve as first sponsors, provided that Members are affiliated with different political parties.	**Current/ Previous:** Open-Needs Attention	H.Res.668 – the BUDS Resolution, would accomplish this.[36] Need to resolve implementation challenges with the Clerk.	House

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[36] "H.Res. 668," accessed on December 5, 2024, *https://www.congress.gov/bill/118th-congress/house-resolution/668*

Support Congressional Operations

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 132: Make available nonpartisan summaries: The House should prioritize ensuring that bills to receive a floor vote have nonpartisan summaries available.	**Current:** Open-Needs Attention **Previous:** Open-In Progress	CRS has been actively experimenting with different AI tools and platforms for bill summaries but have not found a solution that is 100-percent accurate. Without an AI solution, they will need additional full-time staff to focus on summaries.	CRS
Recommendation 133: Bolster legislative support agency access to federal data and experts: Support agencies should report on challenges and potential solutions for accessing federal data.	**Current:** Open-Partially Implemented **Previous:** Open-In Progress	Subcommittee members introduced legislation to strengthen CRS's access to federal data. H.R. 7593 passed the House and is awaiting action in the Senate.	CHA; Senate Rules
Recommendation 134: Enhancing the customer experience at CRS: CRS should ensure that its products and services are designed to adapt and meet the needs of an evolving Congress.	**Current:** Open-Partially Implemented **Previous:** Open-In Progress	CRS has increased its production of short-form products, which are designed to be more concise primers for staff. A customer feedback form now appears on CRS's homepage. Need CRS to assess customer satisfaction and take steps to demonstrate ongoing progress in meeting member and staff needs.	CRS
Recommendation 135: Enhancing the customer experience at GAO: GAO should boost initiatives to meet Congress's information needs and assess member and staff awareness of and satisfaction with its products and services.	**Current:** Closed-Implemented **Previous:** Open-In Progress	GAO has developed new, targeted publications for staff and now routinely reaches out to and visits House offices. GAO has also created a new "Ambassador Program," which assigns senior program directors to member offices so that all offices have a GAO point-of-contact. GAO also hosts regular policy-focused roundtables for staff, as well as drop-in time for staff.	GAO
Recommendation 136: GAO annual report on unimplemented recommendations: GAO should report annually on the estimated cost savings of its unimplemented recommendations.	**Current:** Closed-Implemented **Previous:** Open-Partially Implemented	GAO is now providing an annual report that meets recommendation requirements.	GAO
Recommendation 137: GAO report to congressional committees on legislative options: GAO should annually report to Congress on legislative options to address open priority recommendations.	**Current:** Closed-Implemented **Previous:** Open-Partially Implemented	GAO is now providing an annual report that meets recommendation requirements.	GAO

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 138: Enhance CBO outreach to Congress: CBO should expand its congressional outreach to provide additional information and assistance to members of Congress and staff.	**Current:** Closed-Implemented **Previous:** Open-Partially Implemented	CBO has developed new, targeted publications for staff and now routinely reaches out to and visits House offices.	CBO
Recommendation 139: Legislative and support agency staff directory: Congress and congressional support agencies should establish a shared staff directory to enhance the exchange of information and improve collaboration.	**Current:** Closed-In Progress with Partner Office **Previous:** Open-In Progress	HDS is in the process of building LegiDex, a digital legislative and support agency staff directory to facilitate the exchange of information and collaboration across the House and Senate, as well as with GAO, CBO, and CRS.	CBO, CRS, GAO, CAO, Clerk
Recommendation 140: Modernize the congressional support agencies: The committees of jurisdiction should examine support agency authorities and determine if they need to be updated.	**Current:** Open-Partially Implemented **Previous:** Open-In Progress	Progress has been made at the Subcommittee level through hearings with CRS and GAO. The support agency committees of jurisdiction would need to conduct regular oversight for full implementation.	Committees on the Budget, CHA, and Committee on Oversight and Accountability
Recommendation 141: Authorize STAA and make it a permanent part of GAO: The Science, Technology Assessment, and Analytics program at GAO should be authorized and made permanent by Congress.	**Current/ Previous:** Open-Needs Attention	The Subcommittee plans to explore a range of options for enhancing member and staff support on science and technology issues, including authorizing STAA.	CHA; Committee on Oversight and Accountability, Senate Committee on Homeland Security and Governmental Affairs
Recommendation 196: Requiring data to be entered into committee scheduling tool: House Rules or policies should require entering of committee meeting times into the shared committee scheduling tool.	**Current:** Closed-Resolved **Previous:** Open-In Progress	Currently not required via House rules but many committees are now using. Subcommittee will continue urging all committees to use the deconflict tool.	Committees, CAO
Recommendation 197: Report on members voting late: The House should publish a regular report noting the cumulative time members voted after the allotted time.	**Current/ Previous:** Open-Needs Attention	Need regular reporting using information derived from the House's electronic voting system, noting the total amount of time individual members voted outside of the time allotted. Requires members to prioritize.	House

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 198: Opportunities to learn from other legislatures: The Committee on House Administration and the Committee on Rules should conduct semi-regular, bipartisan international CODELs to learn about other legislatures and to facilitate better collaboration and understanding among committee members.	See above section entitled "Encouraging Civility and Bipartisanship in Congress" for more information on this recommendation.		
Recommendation 199: Bipartisan new member update seminar: The Committee on House Administration should conduct an update session for new members well into the start of their first term.	See above section entitled "Encouraging Civility and Bipartisanship in Congress" for more information on this recommendation.		

Evidence-based Policymaking

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 142: Congressional Commission on Evidence-Based Policymaking: Congress should establish a bipartisan, bicameral Commission on Evidence-Based Policymaking to encourage and facilitate better use of data in the legislative process.	**Current:** Open-In Progress with Subcommittee **Previous:** Open-In Progress	Representative Kilmer introduced H.Con.Res.49 to implement this recommendation.[37]	CHA, House, Senate

Strengthening Congressional Oversight Capacity

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 143: Optional bipartisan oversight training: The House should offer and support optional programs for members and staff to learn best-practices for conducting bipartisan, fact-based oversight	**Current:** Closed-In Progress with Partner Office **Previous:** Open-In Progress	GAO has begun offering a recurring oversight training series with the Congressional Staff Academy.	GAO

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[37] "H. Con. Res. 49," accessed December 9, 2024, *https://www.congress.gov/bill/118th-congress/house-concurrent-resolution/49?q=%7B%22search%22%3A%22evidence+based+policymaking+commission%22%7D&s=2&r=1*

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 144: Improved access to document review software: The CAO should assist committees in obtaining and utilizing effective, industry standard "e-discovery" software to improve document review and processing capabilities.	**Current:** Closed-Implemented **Previous:** Open-Needs Attention	CHA worked with the CAO to develop a program, with funding provided by the Modernization Initiatives Account, to provide e-Discovery services to committees in July 2023. Response has so far been positive.	CHA, CAO
Recommendations 145-156	See below section entitled, "Modernizing District Office Operations" for more information on these recommendations.		
Recommendations 157-166	See below section entitled, "Modernizing House Office Buildings" for more information on these recommendations.		

Modernizing the Legislative Process

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 167: Modernize bill referral and tracking: The House should establish a system for bill referral to committees that automates and tracks the bill's progress through the legislative process.	**Current:** Closed-In Progress with Partner Office **Previous:** Open-Needs Attention	Prioritized by the Subcommittee for MIA funding. Funding from the MIA was approved to begin developing a committee portal that will have bill referral and tracking functions. The Clerk is currently conducting user discovery sessions with committee clerks prior to beginning portal development.	Clerk, CAO
Recommendation 168: Retaining expert staff: The House should exempt student loan repayments from maximum compensation.	**Current/ Previous:** Closed-Implemented	CHA issued updated regulations for the House Student Loan Repayment Program in June 2022 that eliminated the limitation that prevented staff from receiving benefits if those benefits, combined with one's salary, would exceed the maximum allowable salary under the Speaker's Pay Order.	CHA
Recommendation 169: Automate the process of obtaining cosponsors: The House should develop a technology solution to allow greater automation of the process for collecting and registering cosponsors.	**Current:** Open-In Progress with Subcommittee **Previous:** Open-In Progress	The e-Hopper has made it easier to electronically register co-sponsors but need a system to simplify the process of soliciting co-sponsors. The House has an efficient system for managing and tracking letters with digital signatures, via Quill. A similar process should be developed for soliciting cosponsors. The Subcommittee and CAO continue to engage with the Senate about accessing their Quill program.	CHA, Clerk

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 170: Collaborative legislative drafting: The House should leverage existing enterprise-wide applications and develop other tools and solutions to better facilitate legislative drafting between member, committee and leadership offices and the House Office of Legislative Counsel (HOLC).	**Current:** Closed-In Progress with Partner Office **Previous:** Open-In Progress	MIA funding was approved for the House Clerk and the HOLC to conduct a comprehensive study of the current bill drafting process to identify pain points and propose potential solutions. Plans for developing a tool will follow the study.	HOLC, Clerk
Recommendation 171: Joint Committee on Continuity: Congress should establish a joint committee to review House and Senate rules and other matters assuring continuing representation and congressional operations for the American people.	See below section entitled, "The Future of Modernization" for more information on this recommendation.		
Recommendations 172-180	See below section entitled, "Improve Constituent Service and Engagement" for more information on these recommendations.		
Recommendations 181-192	See below section entitled, "Bolster House Technology" for more information on these recommendations.		

Support Congressional Operations

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 193: The House should provide resources to support HOLC's continuing efforts to expand education and proactive outreach to members and staff.	**Current:** Open-Partially Implemented **Previous:** Open-Needs Attention	HOLC needs resources to add an employee(s) who would focus on proactive outreach to member and committee offices, answer staff questions and identify possible concerns, and focus on ways to continually improve the office's educational and informational materials.	HOLC, CHA
Recommendation 194: At the beginning of a new Congress, House business support offices and agencies should hold an "Open-House" to provide members and staff the opportunity to personally meet with institutional offices and staff and learn about the services they offer.	**Current:** Closed-Implemented **Previous:** Open-Needs Attention	NMO includes a bipartisan welcome reception for newly elected members, featuring the House Officers who lead the chamber's business and support offices; the Longworth Main Street Project includes a corridor of public-facing offices for easy access to the House's business and support entities; and the Agency Connection Center, the most recent addition to the Main Street Project, provides members and staff with quick access to information from support and federal agencies.	Support offices and agencies

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 195: The House should permit legislation to have two members of Congress serve as first sponsors, provided that Members are affiliated with different political parties.	See above section entitled, "Support Congressional Operations" for more information on this recommendation.		
Recommendation 196: Requiring data to be entered into committee scheduling tool: Ho169 44169use Rules or policies should require entering of committee meeting times into the shared committee scheduling tool.	See above section entitled, "Support Congressional Operations" for more information on this recommendation.		
Recommendation 197: Report on members voting late: The House should publish a regular report noting the cumulative time members voted after the allotted time.	See above section entitled, "Support Congressional Operations" for more information on this recommendation.		

Improve Constituent Service and Engagement

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 172: The House should develop an optional system to allow offices to share anonymized constituent casework data and aggregate that information to identify trends and systemic issues to better serve constituents.	**Current:** Closed-In Progress with Partner Office **Previous:** Open-Needs Attention	The Subcommittee prioritized this recommendation and requested MIA funding. The CaseCompass tool was created by HDS to fulfill this recommendation and is currently in development, incorporating ongoing feedback from caseworkers.	CAO
Recommendation 173: The House should provide offices with information related to outside organizations and resources available to assist members and committees that wish to enhance outreach efforts or utilize new tools for constituent communication and engagement.	**Current:** Open-Needs Attention **Previous:** Open-In Progress	Need to ensure that any list of outside organizations or resources provided to members and committees meets Committee on Ethics guidelines and be approved by CHA. Requires member prioritization.	CHA
Recommendation 174: The House should study and present options for developing a public-facing interactive platform for constituents to offer their opinions and feedback on pending legislation.	**Current/ Previous:** Open-Needs Attention	Developing a public-facing constituent engagement platform requires member prioritization. Member offices can contract with approved outside vendors who provide customer feedback platforms.	CHA, CAO

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 175: The House Digital Service should evaluate and onboard industry leading correspondence technology tools and platforms to enable offices to improve the quality and substance of constituent correspondence.	**Current:** Closed-In Progress with Partner Office **Previous:** Open-Needs Attention	The Subcommittee prioritized this recommendation through its vendor roundtable discussions with the CAO. The CAO is currently exploring enterprise-wide systems that would include capabilities set forth in the recommendation, as well as additional features.	CAO
Recommendation 176: The House should study and present options for developing a platform for committees that want to solicit public comment and evidence on topics that might be coming before the committee.	**Current/ Previous:** Open-Needs Attention	Need to determine feasibility and committee demand for developing such a tool. Committees can contract with approved outside vendors who provide customer feedback platforms.	CAO, Committees
Recommendation 177: The House should develop an efficient and secure tool for coordinating constituent tour requests.	**Current/ Previous:** Open-Needs Attention	TourTracker is widely used by member offices for this purpose but requires offices to purchase. CHA and CAO are exploring the feasibility of an enterprise-wide solution.	CAO
Recommendation 178: The House should develop a more efficient process for tracking and managing constituent flag requests.	**Current:** Closed-Implemented **Previous:** Open-In Progress	The FlagTrack tool was rolled out to all offices in September 2024 and makes the process of managing constituent flag requests more efficient. Additional features could eventually be added to the tool.	CAO
Recommendation 179: The House should develop and provide offices with optional tools for surveying and tracking their constituent's 'customer service' experience.	**Current/ Previous:** Open-Needs Attention	Tools that fulfill this purpose are currently available for purchase by members. Need to determine member demand to consider feasibility of an enterprise-wide solution.	CAO
Recommendation 180: Future upgrades to the Capitol Visitor Center should allow for a more personalized and interactive tour that allows constituents to better understand who their representatives are and how their opinions are reflected in House votes.	**Current:** Closed-Implemented **Previous:** Open-Needs Attention	The Capitol Visitor Center now offers a number of interactive displays and educational activities for visitors.[38] These offerings should continue to evolve over time to reflect an evolving Congress.	Architect of the Capitol

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[38] "Explore Exhibition Hall," accessed December 12, 2024, *https://www.visitthecapitol.gov/explore/exhibitions* and "In-Person Education," accessed December 12, 2024, *https://www.visitthecapitol.gov/person-education*

Bolster House Technology

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 181: Congress should institutionalize and expand technology education and innovation initiatives such as the Congressional Hackathon.	**Current:** Closed-Implemented **Previous:** Open-Needs Attention	The Congressional Hackathon is considered institutionalized as it is now an annual, bipartisan event that enjoys widespread support.	CHA
Recommendation 182: The House should develop an onboarding process to institutionalize congressional technology that has reached a mature development stage, is widely used, or is considered mission critical.	**Current:** Open-In Progress with Subcommittee **Previous:** Open-Needs Attention	CHA and CAO are working to develop a process that focuses on quicker approval of Member tech priorities.	CAO, CHA
Recommendation 183: House-developed digital applications should be made open source by default.	**Current:** Closed-Resolved **Previous:** Open-Needs Attention	Though the initial intention of this recommendation was to make available open-source code of all House-developed digital products, CAO determined that this code would have limited use. To that end, CAO is willing to discuss and share code with other legislative bodies, such as state legislatures, that reach out to them.	CAO
Recommendation 184: The House and Senate should work to align more of their technology standards and processes.	**Current:** Closed-Partially Implemented **Previous:** Open-In Progress	The House and Senate have connected Office 365 systems to allow for better document sharing. The CIO and CIS counsels meet regularly to share updates and information on cyber threats. Though this work is ongoing, the systems currently in place facilitate continued efforts to align.	CAO, Clerk, Senate Sergeant at Arms
Recommendation 185: The House should provide more public information to potential technology vendors and streamline the vendor approval and onboarding process.	**Current:** Open-In Progress with Subcommittee **Previous:** Open-Needs Attention	The Subcommittee held two roundtables during the 118th Congress to address this recommendation and is currently engaged with the CAO on ways to improve the vendor approval process. This work will continue in the 119th Congress.	CAO, CHA
Recommendation 186: The CAO should develop an Established Delivery Partners program for digital solution vendors that regularly work with the House.	**Current:** Open-In Progress with Subcommittee **Previous:** Open-Needs Attention	The Subcommittee is currently engaged with the CAO on developing this program and establishing guidelines. This work will continue in the 119th Congress.	CAO, CHA

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 187: The House should review current policies and, where appropriate, allow opportunities for congressional use of software and its underlying code that is developed by outside civic technology organizations.	**Current/ Previous:** Open-Needs Attention	This recommendation is part of a broader workplan that CHA and CAO are developing to improve the vendor approval process. "Gift rule" concerns need to be addressed with House Ethics.	Committee on Ethics, CHA
Recommendation 188: The House should establish a high- level working group to prioritize and coordinate the maintenance and development of House digital infrastructure.	**Current/ Previous:** Open-Needs Attention	The mission of this working group, which would include participants from in and outside of Congress, would be to identify and evaluate technology that can support lawmaking, oversight, constituent engagement and overall operations for the institution. Subcommittee should explore as part of its efforts to strengthen science and technology support in the House.	CHA
Recommendation 189: The House should create a Digital Service Advisory Board to help plan and prioritize the work of the House Digital Service.	**Current:** Closed- Implemented **Previous:** Open-Needs Attention	Board was established and has hosted formal prioritization sessions for both DC and district staff with Advisory Group members. The group includes staff with administrative and technical experience, and senior staff from both personal offices and leadership. All staff can join regardless of seniority or experience to ensure all staff views are captured.	CAO, CHA
Recommendation 190: The Capitol switchboard should be updated to allow call information to be passed through to House offices.	**Current:** Closed- Implemented **Previous:** Open-In Progress	The Capitol Switchboard has been updated so that caller numbers are now identified when calls are passed through to member offices. Ongoing updates are needed.	CAO
Recommendation 191: The GPO should create and offer a standard process for automating committee hearing records.	**Current:** Closed-In Progress with Partner Office **Previous:** Open-Needs Attention	This recommendation is part of the Clerk's "Roadmap for Publishing Legislative Documents in USLM XML Format," which includes 10 stages focusing on different aspects of the publishing process. Work to complete each stage of the Roadmap is underway and ongoing.[39]	GPO, Clerk

[39] "Adopting Standardized Formats for Legislative Documents," accessed on December 12, 2024, *https://cha.house.gov/_cache/files/e/1/e106e04a-924d-4ec7-8c61-8c02bda480b9/5EEE796E1B2C68280770BF6043494A85.adopting-standardized-formats-for-legislative-documents.pdf*

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 192: The House should work with committees to develop optional tools that allow them to continue to migrate away from the use of paper documents during committee meetings.	**Current:** Closed-In Progress with Partner Office **Previous:** Open-Partially Implemented	This recommendation is likely to be satisfied via the committee portal, which is currently being developed by the Clerk. Additionally, some committees, like HASC, provide their members with tablets and others, like Financial Services, have updated their committee rooms to include individual member screens on the dais.	CHA, Clerk, CAO

Improving Accessibility

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 114: ADA Drop off/Pick up Zone: The House should designate a drop-off and pick up zone near an accessible entrance for members of the public with mobility impairments and develop a clear process for accessing the new drop-off point.	**Current:** Closed-Implemented **Previous:** Open-In Progress	The Subcommittee worked closely with the HSAA, AOC, and others to develop a plan for a new, centrally located, ADA compliant drop-off/pick-up zone that was established on the House side, directly across from the Jefferson Building. That work led to a similar drop-off/pick-up zone on the Senate side.	CHA, Architect of the Capitol, Office of Congressional Accessibility Services
Recommendation 115: Security Screening for those with Disabilities: Visitors and staff with disabilities should have access to information on the security screening techniques they will encounter upon entering the Capitol complex.	**Current:** Closed-Implemented **Previous:** Open-In Progress	Implementing language included in H.Rept. 117-389. This information is now provided on CVC's accessibility webpage.[40]	Architect of the Capitol, Office of Congressional Accessibility Services
Recommendation 116: Doorway Accessibility: The House should prioritize the installation of additional automatic doors and replace door hardware that is difficult to grasp with one hand.	**Current:** Open-Needs Attention **Previous:** Open-In Progress	Making all doors accessible requires a significant investment in funding and staff. The AOC has made cost estimates available but adequate funding has not been appropriated.	Architect of the Capitol
Recommendation 117: Accessible Websites: The House should promote awareness of accessibility requirements for Member and committee websites and provide training and tools for staff to help them properly maintain and update those sites.	**Current:** Closed-In Progress with Partner Office **Previous:** Open-Partially Implemented	CAO's Web Services Team reviewed accessibility compliance across all House websites and brought 98-percent of CAO hosted sites into compliance. 67-percent of vendor hosted sites are currently compatible, bringing the House's overall compliance rating to 85-percent. Work is ongoing.	CAO

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[40] "Security Screening for Visitors with Disabilities," accessed December 9, 2024, *https://www.visitthecapitol.gov/visit/know-before-you-go/hours-info/security-screening-visitors-disabilities*

Modernizing House Office Buildings

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 157: Improve navigating the campus: To improve wayfinding, the House should consult with internal and external experts to assess and implement navigation improvements necessary to make it easier for visitors to find their way through the Capitol campus.	**Current/ Previous:** Open-Needs Attention	Need to consult with AOC, House Sergeant at Arms and the Capitol Police on potential security issues with a wayfinding app. Need to consult a wayfinding expert to review and propose updates to current directional signage.	Architect of the Capitol
Recommendation 158: Survey House employees: The House should regularly survey House employees to assess plans for telework and use of office space.	**Current/ Previous:** Open-Needs Attention	The CAO has not yet surveyed staff on these issues. Would likely require member support to initiate.	Architect of the Capitol, CAO
Recommendation 159: Digital displays for hearings and events: The House should provide digital signage displaying information about current public hearings and events.	**Current/ Previous:** Open-Needs Attention	CHA exploring how to utilize the HouseCal tool for this purpose.	Architect of the Capitol, CAO
Recommendation 160: Inventory existing space: The House should study the use of its space to understand how it is used, who controls access to various spaces, and how it is managed in the House and the Capitol.	**Current/ Previous:** Open-Needs Attention	Requires coordination with Architect of the Capitol, Leadership, House Office Building Commission, and CHA.	Architect of the Capitol, House Office Building Commission, CHA
Recommendation 161: Offer expanded options for meeting space: The House should establish and designate shared meeting spaces that will allow for members and staff to use on a drop-in basis and not require reservations.	**Current:** Closed-Partially Implemented **Previous:** Open-Needs Attention	The Subcommittee has thus far established three designated staff meeting spaces: two in Cannon and one in O'Neill. Subcommittee is continuing to explore options for bipartisan member space.	House Office Building Commission, Architect of the Capitol
Recommendation 162: Portal for all reservable space: The House should develop an app and expand the current web portal to include all reservable space in the Capitol and House Office Buildings.	**Current:** Closed-Implemented **Previous:** Open-Needs Attention	The Room Reservation Portal now includes information and links for reserving space in the House and the CVC, as well as information about reserving Speaker Rooms.	CAO, Architect of the Capitol
Recommendation 163: Establishing procedures for communicating with members and staff prior to new construction: AOC and CHA should jointly establish procedures to ensure new projects are modern, functional, and meet the needs of members and constituents.	**Current/ Previous:** Open-Needs Attention	AOC has not yet formalized procedures.	Architect of the Capitol, CHA

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 164: Establishing procedures for communicating with members and staff during construction: AOC and CHA should jointly establish procedures to ensure new projects are modern, functional, and meet the needs of members and constituents.	**Current/ Previous:** Open-Needs Attention	AOC has not yet formalized procedures.	Architect of the Capitol, CHA
Recommendation 165: Flexible and modern member office templates: The CAO should provide a broad menu of furniture options and templates for member office space that considers modern and flexible design and function concepts.	**Current/ Previous:** Open-Needs Attention	The CAO provides new members with models of typical offices during NMO, including paint, carpeting, and curtain options, as well as a presentation of images that show how members personalize their offices. However, furniture options remain limited.	CAO
Recommendation 166: Flex hearing space: The House should identify and develop a space that can be used to hold hearings with alternative seating formats such as a roundtable-style.	**Current/ Previous:** Open-Needs Attention	Room options needed to fulfill this recommendation are controlled by AOC or Leadership. Need member support to initiate process of identifying appropriate spaces.	Architect of the Capitol, House Office Building Commission, CHA

Modernizing District Office Operations

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 145: District Wi-Fi: The CAO should provide every district office with access to secure Wi-Fi.	**Current/ Previous:** Closed-Implemented	CAO now has a process for providing secure WiFi access in every district office.	CAO
Recommendation 146: Single point of contact for district office setup: The CAO should designate a single point of contact for each office to streamline the process for setting up district office operations.	**Current:** Closed-Implemented **Previous:** Open-In Progress	District office staff must communicate with counsel for issues connected to office leases, but the District Office Connect contact and the assigned Customer Advocate handle technology and other district office processes and can help direct offices to the correct internal office on district-office related setup issues.	CAO
Recommendation 147: District-focused transition aide: The House should provide members-elect with a second paid transition aide who can focus on setting up district operations.	**Current:** Closed-Partially Implemented **Previous:** Open-Needs Attention	In addition to being provided a transition aide, members-elect can also bring a designated aide to New Member Orientation to assist in anyway the member-elect deems helpful, including assisting with district office set up. While the CAO pays the transition aide's salary, they do not provide a salary for the designated aide.	CHA, CAO

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 148: Information sharing between district offices: The CAO should facilitate opportunities for staff that work directly with constituents to connect and share best practices.	**Current:** Closed-Partially Implemented **Previous:** Open-Partially Implemented	CAO hosts in-person caseworker conferences, regular caseworker meetups, and virtual panels with agencies. The CAO Coach program also hosts best practices classes and provides useful resources for caseworkers. A Caseworker Teams Channel also facilitates communication between caseworkers.	CAO
Recommendation 149: Ready for day one program: The House, where feasible, should expand existing authorities to expedite the process for members-elect to access district office space and begin office set up.	**Current/ Previous:** Open-Needs Attention	Requires the House to instruct the CAO to allow members-elect, once the election is certified, to obtain access to district office space, incur expenses, and take other steps necessary to expedite office setup so member offices can be fully operational as soon as possible after assuming office. Expenses incurred would be deducted from the MRA, once the member has an MRA, though this would likely require a statutory change and the pros and cons of the approach would need to be weighed.	CAO, CHA
Recommendation 150: Agency casework contact lists and privacy release form policies from CRS: CRS should provide regularly updated and complete information on local agency casework contacts and agency digital privacy release form policies.	**Current:** Open-In Progress with Subcommittee **Previous:** Open-Needs Attention	CRS has raised feasibility concerns with regards to developing and maintaining a contact list. Subcommittee continuing to explore options with CRS.	CRS
Recommendation 151: Additional staff capacity to support disaster response: The House should provide resources and staffing flexibility to district offices in responding to a federally declared disaster.	**Current:** Open-Needs Attention **Previous:** Open-In Progress	CAO laid out options for increasing the staff cap more generally in a December 2021 report. CHA needs to assess statutory and/or regulatory paths forward for adjusting the current caps for disaster related support, and determine feasibility and need across the institution.	CHA
Recommendation 152: District staff retention: The House Task Force on the Workforce should examine the benefits, professional development opportunities, and other resources, that will improve district staff retention and recommend updates.	**Current/ Previous:** Closed-Implemented	The Office of Employee Assistance has developed and deployed four specific training opportunities through their District Webinar Series; the Human Resources Hub has a wide range of career development and goal setting information available for District Staff; and the CAO Coaches program organizes conferences and regular meetings for district staff.	CAO
Recommendation 153: Connecting constituents with community organizations and resources: The House should update and provide clear ethics guidelines to allow district offices to direct constituents to appropriate community organizations, resources, and services.	**Current/ Previous:** Open-Needs Attention	CHA studying the issue with the help of the Committee on Ethics.	Committee on Ethics, CHA, Communications Standards Commission

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 154: Facilitating constituent service events: The House should provide flexibility within House Rule 24 to allow district offices to cosponsor constituent service events with non-governmental organizations to provide information and other resources to constituents.	**Current:** Closed-Implemented **Previous:** Open-Needs Attention	CHA, Ethics, and the Communication Standards Commission developed updated regulations and guidelines allowing for co-sponsored constituent service events. Updates were implemented.	Committee on Ethics, CHA, Communications Standards Commission
Recommendation 155: Constituent control over their data: The House should ensure that constituent data and records related to casework are maintained, transferred, or destroyed according to a constituent's preferences.	**Current:** Closed-Partially Implemented **Previous:** Open-Needs Attention	Members, by statute, "own" the constituent data gathered and held by their offices during their House service. The Subcommittee worked closely with the CAO to update the constituent casework transfer form that all departing members must sign to encourage the transfer of open casework from departing to newly elected members. Members-elect are also now required to fill out a casework transfer form, stating how their casework should be handled should they unexpectedly leave office as a continuity measure. Finally, member offices can now deploy a newly created constituent preference form, allowing constituents to determine how they want their casework handled, should their member leave office.	CHA, CAO
Recommendation 156: Technology solutions to help offices better serve constituents: The CAO should develop or provide optional in-house technology solutions to district offices to improve casework and other services.	**Current/ Previous:** Open-Needs Attention	This recommendation could potentially be addressed through a new, enterprise-wide CMS, which the Subcommittee and the CAO have begun exploring.	CAO

The Future of Modernization

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 171: Joint Committee on Continuity: Congress should establish a joint committee to review House and Senate rules and other matters assuring continuing representation and congressional operations for the American people.	**Current/ Previous:** Open-Needs Attention	Requires bicameral support to enact legislation.	House, Senate Committees of Jurisdiction

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 200: Align the treatment of member travel-related expenses with private sector and federal agencies: The House should align travel related expense reimbursement rules for members with standard business travel practices in the private sector and other parts of the federal government.	**Current:** Closed-Implemented **Previous:** Open-Needs Attention	In the 117th Congress, the Committee on House Administration approved authorizing the reimbursement of official expenses incurred by members for travel to and from Washington, D.C. In the 118th Congress, the committee unanimously approved Committee Resolution 118-15, which provided implementation details and guidelines for members choosing to participate in the travel reimbursement program.	CHA
Recommendation 201: Modernization subcommittee: The House should provide a home for ongoing modernization work within the Committee on House Administration.	**Current:** Closed-Implemented **Previous:** Open-Needs Attention	The Subcommittee on Modernization was established at the beginning of the 118th Congress for the purpose of continuing modernization efforts.	Leadership, CHA
Recommendation 202: Regular Modernization Select Committees: The House should authorize a Modernization Select Committee at least every fourth Congress.	**Current:** Closed-Not Implemented **Previous:** Open-Needs Attention	While efforts to implement this recommendation should continue, the Subcommittee lacks the authority to establish future Select Committees.	House, Senate Committees on Rules