Recommendations Closed in the 119th Congress

The table below lists the Select Committee on the Modernization of Congress recommendations the Subcommittee has closed so far in the 119th Congress.[1]

Short Title	Status	Implementation Background	Partner(s) Responsible
Recommendation 8: Examining and updating the staff payroll system from monthly to semi-monthly.	**Current:** Closed-Not Implemented **Previous:** Open-Needs Attention	Pursuant to H. Res. 756,[2] 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. Statutory change is needed for the Committee on House Administration to update regulations on staff pay cadence. Key findings from the above-referenced 2024 study were that moving the House to a semi-monthly pay cycle would: • Require implementing a pay lag • Increase project timeline by 6-12 months • Cost between $2 and $4.8 million, not including the cost of replacing the payroll system • Require taking measures to offset the hardship on staff of transitioning to paying in arrears Following extensive examination by the Subcommittee and the CAO, it was determined that implementing a semi-monthly pay system at this time is prohibitively expensive and complex. Closing the recommendation does not prevent future congresses from reexamining the issue.	CAO, CHA
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:** Closed – In Progress with Partner Office **Previous:** Open-Partially Implemented	The CAO developed and implemented in early 2025 a pilot program for mentorship, connecting the transition aides for incoming members with current staff who served as aides in the previous congress. The CAO is improving upon and expanding this pilot to create additional mentorship opportunities.	CAO

[1] Descriptions of the closed recommendation categories can be found at the end of the table.
[2] "H. Res. 756," accessed on December 3, 2025, https://www.congress.gov/bill/116th-congress/house-resolution/756

Recommendation 112: Remote Internships: The House should study the feasibility of permanently allowing remote internships.	**Current:** Closed-Not Implemented **Previous:** Open-Needs Attention	The intent of this recommendation was to potentially expand opportunities for individuals who cannot travel to and live in Washington, DC. The recommendation was part of the Select Committee's efforts to maintain some of the beneficial practices that were put into place during the COVID pandemic and suggested that the House study making the option of remote internships permanent. The Subcommittee evaluated the pros and cons of remote internships and determined that the House's current policy is appropriate. Members' Congressional Handbook regulations do not allow interns to telework except in extenuating circumstances, such as a pandemic or a natural or man-made disaster that requires an office to institute their COOP plan. Interns perform services on a temporary basis as part of an educational plan, require direct supervision, and should not be provided remote access to the House Network.[3] Additionally, individuals who cannot travel to and live in DC can consider serving as interns in their Member's district.	CHA
Recommendation 55: Committees should develop bipartisan plans on how technology and innovative platforms can be best incorporated into daily work.	**Current:** Closed – Partially Implemented **Previous:** Open-Partially Implemented	Some committees have made use of tablets and electronic voting platforms on a bipartisan basis. In order to receive Copilot licenses, committees will need to develop AI usage plans, which also fits into the spirit of this recommendation. Additionally, CHA's Committee Funding Request hearings also require chairs and ranking members to present bipartisan plans and requests, including for new technologies and platforms.	Committees
Recommendation 68: Expand access to health insurance for congressional staff.	**Current:** Closed - Resolved **Previous:** Open-Needs Attention	Each Member, Chair, and Leader can designate their staff to either DCHL or FEHB health plans based on their interpretation of the Affordable Care Act (ACA), and this has been the case since 2014, when the House implemented the ACA. Any health designations made by a	CHA, Leadership

[3] See Member's Congressional Handbook: https://cha.house.gov/members-congressional-handbook

		Member, Chair, and Leader designations are non-reviewable by anyone and only the Employing Authority (Member, Chair, or Leader) would be able to divulge how they have designated their staff. If no health designation is submitted for a staffer, the CAO defaults them to the health eligibility for that office type (Personal office staff default to DCHL, Committee and Leadership staff default to FEHB). When the ACA was implemented in 2014, Employing Authorities were less likely to designate staff health to something other than the default plan, but over the past 11 years the CAO has noted that Employing Authorities are more likely to take staff preferences into account when making designations.[4] According to the CAO, personal staff could always be designated to either the DCHL or the FEHB but Members initially went with the default. The politics surrounding this were also more contentious when the House first implemented the ACA than they are today. Providing staff with a statutory right to choose between plans would, however, require a statutory revision to the ACA.	
Recommendation 94: Develop a practice of negotiating House district office leases to lower costs, improve consistency of rental rates and save taxpayer dollars.	**Current:** Closed – Not Implemented **Previous:** Open-Needs Attention	The intent of this recommendation was to work with the Government Services Administration (GSA) to negotiate district office leases on behalf of Members. Unlike members, GSA has expertise in this area, as it owns and leases millions of square feet of space throughout the country. Having GSA negotiate leases on behalf of Members could potentially save MRA funds, as well as Member and staff time.	GSA, CHA, CAO

[4] The Select Committee's Final Report for the 116th Congress recommended "eliminat(ing) the requirement that district staff purchase health insurance on the D.C. exchange, allowing them to enroll either in a FEHB plan or their state exchange, and allow(ing) D.C.-based staff to enroll in the D.C. exchange or FEHB plan." This change "would bring D.C. based staff into alignment with committee staff and the executive branch when it comes to health provider choices. It would also provide district staff with local health insurance options by allowing them to opt into local systems." See page 125 of the Select Committee's Final Report for the 116th Congress at: chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.govinfo.gov/content/pkg/GPO-CRPT-116hrpt562/pdf/GPO-CRPT-116hrpt562.pdf

		The CAO explored how to implement this recommendation and reported that GSA currently offers to facilitate non-GSA (commercial) leases on behalf of government entities (including the House) for a flat 7-percent fee based on the annualized rent. This service is not currently utilized by House Members because it is cost prohibitive. CAO also reports that there are a limited number of Members who occupy GSA-owned or leased space – less than 5-percent of the estimated 900 district offices operating today. The low percentage of district offices in GSA spaces is primarily due to GSA space being more costly as they often include other governmental services that require heightened security. The CAO also explored the option of utilizing commercial brokers to negotiate leases for Members. According to the brokers they spoke to, the high volume of small spaces would require a firm to dedicate significant resources for little commission. Thus, instead of charging the traditional commission fee, a nationwide firm would need to establish a substantial blanket fee to locate and negotiate district office leases on behalf of the House. This approach was also considered to be cost prohibitive.[5]	
Recommendation 21: Requiring House Information Resources (HIR) to allow Member offices to test new technologies.	**Current**: Closed – Partially Implemented **Previous:** Open-In Progress with Subcommittee	House Digital Services has established a successful beta testing program (HDS advisory group) for in-house developed and approved technologies. While the recommendation suggests that Member offices be allowed to independently test new technologies, CHA oversight has flagged that requiring HIR to permit this raises serious cyber security concerns and recommended that HIR maintain the ability to block unsafe software.	CAO

[5] Of note: The Committee on House Administration's Oversight team is currently monitoring a House IG open recommendation to ensure that all district offices have formal rental agreements in place and on file. The IG notes that there is currently a gap in record keeping with some District Offices having no records at all. This raises the risk of lawsuits over unpaid rent. The CAO has developed a form for record keeping and most Member offices are now using it.

Recommendation 22: Creating one point of contact for technology services for each Member office.	**Current:** Closed – Resolved **Previous:** Open-Partially Implemented	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, Additionally, HouseNet provides support contact information for every office and committee.	CAO
Recommendation 26: Developing a constituent engagement and services best practices HUB for Members.	**Current:** Closed - Implemented **Previous:** Open-Partially Implemented	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. And the CAO Coach program has developed a constituent engagement resource page, which provides many examples/case studies from Members offices and is updated regularly.[6]	CHA, 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:** Closed – Partially Implemented **Previous:** Open-Needs Attention	Subcommittee staff consulted with the Ethics Committee to discuss the feasibility of implementing this recommendation and determined that: • Members can share with each other the names of organizations they have worked with or resources they have used. • If Members or committees decide that they would like to work with an organization or access resources, House Rules require that they contract with that organization. Accepting services (for example, conflict resolution training or deliberation training) for free would violate House Rule 24 and would also be considered a solicitation violation. Members are not permitted to use campaign funds to pay for such services. • However, Members and committees may accept services for free if the service meets the criteria of a "widely available benefit," as established in House	CAO, Ethics

[6] "Creative Outreach Ideas," accessed on December 3, 2025, https://caocoach.house.gov/creative-outreach-ideas

		Ethics Rules.[7] Members and committees would need to consult with House Ethics to determine whether an exception applies. A potential solution might also be for the House Congressional Excellence Program to offer services in conflict management and deliberation, via contracting with an outside consultant or hiring an FTE. The Program could then make Member offices aware of this resource.	
Recommendation 121: Optional committee feedback tool: The House should develop and provide tools for committee leadership to receive Member feedback on committee operations.	**Current:** Closed - Resolved **Previous:** Open-Needs Attention	Feedback tools are available through outside vendors and used by some offices to collect constituent feedback. While committee chairs who are interested in receiving Member feedback could use these tools, many chairs rely on their Member services staff to fulfill this function. Member services staff act as a go-between, regularly checking in with Members and updating the chair on feedback, questions, suggestions, etc. Over the past several years, the House has seen tremendous growth in the number of staff who work on Member services. According to the CAO, in January 2020, there were 32 House staffers with "member services" in their title; in January 2025, there were 59 member services staffers. Every House committee now has a Member services staffer.	CHA, CAO
Recommendation 179: The House should develop and provide offices with optional tools for surveying and tracking their constituent's 'customer service' experience.	**Current:** Closed - Resolved **Previous:** Open-Needs Attention	Tools that fulfill this purpose are currently available for purchase by Members. Additionally, CMS platforms are capable of performing this service.	CAO
Recommendation 187: The House should review current policies and, where appropriate, allow opportunities for congressional use of software and its underlying code	**Current:** Closed – Partially Implemented **Previous:** Open-Needs Attention	Subcommittee staff consulted with the House Ethics Committee to clarify questions regarding whether accepting open-source code would constitute a gift violation. This recommendation has three essential parts:	Committee on Ethics, CHA

[7] "Widely Available Opportunities and Benefits" accessed on December 3, 2025, https://ethics.house.gov/manual/exceptions-to-the-gift-rule-for-permissible-gifts/widely-available-opportunities-and-benefit/

that is developed by outside civic technology organizations.		1) Allowing the House to access and use open-source code or software. While Ethics does not have an issue with this because the product is widely available to everyone, the CAO's cybersecurity division has major concerns with House offices using open-source products that have not been subject to a thorough security review. Security concerns could be addressed by ensuring that software and code developed by outside organizations are subject to a security review and CAO approval. 2) Allowing non-House entities to access House data and platforms in order to beta test and build products for the House. Ethics strongly disapproves of this provision because entities that are given access to House data and systems for the purpose of building products can then commercialize the products they create and profit from a product they were able to create and test for free via the House. Ethics does not envision considering an exception to this position. The CAO also has data protection and security concerns. 3) Making House data publicly available to non-House entities. There are no concerns with this provision as the House and Congress are currently making data publicly available, as well as expanding the data that is made public.	
Recommendation 188: The House should establish a high- level working group to prioritize and coordinate the maintenance and development of House digital infrastructure.	**Current**: Closed – Partially Implemented **Previous:** Open-Needs Attention	While a formal working group has not been established, there are various entities like HDS doing much of what the recommendation suggests. The AI Working Group, the annual Hackathon, and the Modernization Subcommittee also take part in these efforts.	CHA
Recommendation 158: Survey House employees: The House should regularly survey House employees to assess plans for telework and use of office space.	**Current**: Closed – Not Implemented **Previous:**	The intent of the survey is to assess the future of work on Capitol Hill, including the nature of remote work, understand how Members, staff, and House support offices intend to use space, and explore	CAO

	Open-Needs Attention	how House offices plan to utilize telework in the future to understand how office space will be used. This survey could result in reclamation of space that would otherwise be underutilized due to an increase in remote work. A monthly or quarterly review could result in improved space utilization and planning for hoteling, plug and play, and other space sharing techniques to include in design and construction efforts.[8] It is unclear what these surveys would accomplish and the mission prescribed by the recommendation is never ending.	
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**: Closed – Partially Implemented **Previous:** Open-Needs Attention	The Swing Space Study, HOBC bipartisan process, HOBC consultation with CHA, and AOC/CAO have access to the House's inventory of space, as well as information about which offices control space and how it is used.	Architect of the Capitol, House Office Building Commission, CHA
Recommendation 21: Requiring House Information Resources (HIR) to allow Member offices to test new technologies.	**Current:** Closed – Partially Implemented **Previous:** Open-In Progress with Subcommittee	House Digital Services has established a successful beta testing program (HDS advisory group) for in-house developed and approved technologies. While the recommendation suggests that Member offices be allowed to independently test new technologies, CHA oversight has flagged that requiring HIR to permit this raises serious cyber security concerns and recommended that HIR maintain the ability to block unsafe software.	CAO

[8] "Final Report," page 190, accessed on December 3, 2025, chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.govinfo.gov/content/pkg/GPO-CRPT-117hrpt646/pdf/GPO-CRPT-117hrpt646.pdf

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:** Closed-Resolved **Previous:** Open-Needs Attention	In 2022, the House authorized the House Paid Intern Program, which provides participating offices with a stipend they can use to pay their interns. But given the high cost of living in DC, providing Member offices with regularly updated cost of living data would help offices provide potential interns with useful information as they plan for their internships. Subcommittee staff worked with the House Intern Resource Office (HIRO) to determine the feasibility of collecting and updating this data. In 2024, HIRO developed and published new materials for the Intern Resources webpage - Affordable Professional Attire for Interns and Financial and Housing Resources for Interns. These documents have a high download rate and are designed to provide practical guidance for interns, including strategies for navigating the high cost of living in Washington, DC, tips for building a professional wardrobe, and information on support made available through the House. HIRO has also held consultative discussions with incoming Interns and Intern Coordinators about the increased cost-of-living in the DC area and potential resources. The CAO's Administrative Counsel has recommended using only House-owned/produced materials and resources on the HR Hub, where the HIRO website is housed. This is to avoid the appearance of endorsing or promoting information or materials that the House did not develop. Accordingly, HIRO cannot post links to outside websites or resources that calculate the cost-of-living in DC. As an alternative solution, HIRO has drafted a "one-pager" that outlines intern compensation considerations for House offices, as well as guidance for Intern Coordinators in determining intern pay levels. Among other recommendations, the one-pager advises that offices	CAO

		research current cost-of-living expenses via websites verified to be reliable.	
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:** Closed-Implemented **Previous:** Open-Needs Attention	CHA and the Communications Standards Commission have drafted new guidance to allow Member offices to maintain and share with constituents a Community Resources List.	CHA, Communications Standards Commission
Recommendation 44: Update House social media rules to allow for better communication online between Members of Congress and their followers.	**Current:** Closed-Partially Implemented **Previous:** Open-In Progress	Throughout 2024-25, the Subcommittee, the Communications Standards Commission, and House Ethics engaged on a proposal to update guidelines to allow a one-time transfer of social media followers. In September 2025, Ethics declined to update the guidelines. CHA and the Communications Standards Commissions have drafted guidance on an alternative solution.	CHA, Committee on Ethics, Communications Standards Commission.

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:** Closed-Implemented **Previous:** Open-Partially Implemented	H.R. 8237 established a House Intern Resource Office (HIRO) and a director has since been appointed.[9] HIRO fulfills the intern-related onboarding, educational, professional development, and training aspects of the recommendation. Fellowship programs, which are typically for early-to-mid career professionals, differ substantively from internship programs. Offices that bring on fellows work directly with the fellows in determining appropriate professional training and responsibilities. Fellows typically do not take part in professional development and educational programming. In addition to professionalizing House internships and fellowships, the recommendation also suggests standardizing these programs to ensure consistency and transparency. To this end, the Committee on House Administration (CHA) worked closely with the CAO to develop more formalized guidance provided to congressional offices regarding congressional fellowships. The Committee directed the Sergeant at Arms (SAA) to work with other House offices, as appropriate, to develop a comprehensive set of best practices governing the onboarding, training, and oversight of fellows serving in congressional offices and to submit recommendations for best practices to the Committee.[10] According to the SAA's report, "the lack of knowledge about who funds fellowships could create a significant vulnerability." Groups or individuals who wish to infiltrate Congress can offer fellowships to congressional offices and there is no real way for the hiring office or the House to audit the fellow's activities. Based on recommendations made in the SAA's report, the Committee	CAO

		developed new guidelines for offices hosting fellows, including: • Requiring offices to submit a fellowship or unpaid intern agreement form, certifying compliance with a defined set of House rules and regulations. This form must be signed and submitted before a House ID or Active Directory (AD) Account can be issued to a fellow or an unpaid intern. • Offices must submit the form to the SAA, through the MyServiceRequest Badge HUB, no later than 2 days before the fellow's or unpaid intern's start date. A House ID and AD account will not be issued until the agreement is filed. • Consistent with House Ethics Manual, internships and fellowships are to be of a temporary nature: unpaid internships limited to no more than 120 days per employing authority, and fellows no more than 12 months, within a five-year time frame. • Additionally, the SAA will create a new House ID for "fellows" and "unpaid interns" with an expiration date that will not exceed either 120 days or 12 months.	

[9] "H.R. 8237," accessed on December 3, 2025, https://www.congress.gov/bill/117th-congress/house-bill/8237/text

[10] The Legislative Branch Appropriations Subcommittee inserted into Committee Report 118-120 accompanying H.R. 4364, the Legislative Branch Appropriations Bill, 2024, language directing the SAA to provide a report to CHA within 180 days of the bill's enactment.

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:** Closed - In Progress with Partner Office **Previous:** Open-Needs Attention	While new Members have access to different educational resources, no formal orientation update seminar exists. The Subcommittee learned that CRS had begun piloting bipartisan policy discussions for freshman Members during the 119th Congress and so partnered with the Service on formalizing these discussions, providing new Members with a structured forum for continuing education, discussion, and socializing.	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:** Closed-In Progress with Partner Office **Previous:** Open-In Progress	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. Beginning with the 2026 transition, the CAO will supplement their office design templates with several additional templates that incorporate elements of modern design and feature innovative layouts to help Members visualize different layout options. The CAO is also opening a new, office design workspace in the Longworth basement's "mainstreet" area, where Members can drop in and see paint, furniture, carpeting, and curtain options and work with CAO designers on office layout and design. The workspace is expected to be open in time for the 2026 transition. While the CAO has updated areas of the Longworth and Rayburn cafeterias with more modern furniture and design, and has other similar projects underway, there are currently no plans to expand Member office furniture options to include new, modern pieces that break from the traditional collection.	CAO

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:** Closed-In Progress **Previous:** Open-Needs Attention	The Cannon Renovation Project provided the AOC with a number of "lessons learned" with regards to proactively communicating with Members during construction projects. With the Rayburn Renewal project on the horizon, the AOC has a thorough communications plan mapped out. The following procedures have been put into place: • For the Cannon Renewal Project, the AOC provides monthly Executive Summaries which outline the progress of projects each month as well as timeline updates and information about delays when they have occurred. • The AOC conducts monthly meetings with CHA to discuss current and future projects across the campus. These updates include changes or alterations to projects or construction schedules. • AOC staff communicate directly with CHA staff in real time and utilize the eDear Colleague system to communicate project impacts with the broader congressional community to ensure transparency and timeliness. • AOC staff post signage of construction impacts such as elevator closures, alternate routes, door closures, etc.	Architect of the Capitol, CHA

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:** Closed-Resolved **Previous:** Open-Needs Attention	In consultation with the House Speaker's Office, the Subcommittee identified HVC-201 A&B as space that can be arranged in a roundtable format and is equipped for the House Recording Studio to record and broadcast hearings using one of their portable production carts. The room also has space for public seating. Subcommittee staff drafted an email to committee clerks sharing background information about the Select Committee's recommendation and information about how HVC 201 A&B can be converted for committee use. This initiative is being introduced as a pilot and Subcommittee staff plan to monitor usage to determine whether creating more flex hearing spaces should be included as part of the Rayburn Renewal project.[11]	Architect of the Capitol, CAO, CHA
Recommendation 20: Requiring House Information Resources (HIR) to reform the approval process for outside technology vendors.	**Current:** Closed-In Progress with Partner Office **Previous:** Open-In Progress	While the House has made progress on streamlining this process for cloud-based vendors, more work is needed to update, clarify, and make transparent the vendor approval process for all outside vendors. In 2024, the Subcommittee held two closed-door roundtables on this topic and continues to work with the CAO on clarifying and making public their approval processes for all vendors.[12] The CAO has updated the "Doing Business with the House" webpage to clarify and make more transparent the approval process.	CHA, CAO

[11] HVC 215, which is currently controlled by the Minority Leader's office, is similarly structured and has the technical capacity to be used for roundtable hearings. While the room is currently not listed on the House's Room Reservation Portal, committees can contact the Minority Leader's office for information on how to request reserving the space.

[12] The Committee on House Administration has also determined that updating the House procurement guidelines falls within the committee's jurisdiction and has established a staff working group to determine what updates to the guidelines are needed.

Recommendation 185: The House should provide more public information to potential technology vendors and streamline the vendor approval and onboarding process.	**Current:** Closed-In Progress with Partner Office **Previous:** Open-In Progress with Subcommittee	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. The procurement guidelines internal working group (described in footnote 14) will include this recommendation in its review. The CAO has updated the "Doing Business with the House" webpage to clarify and make more transparent the approval process.	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:** Closed-In Progress with Partner Office. **Previous:** Open-In Progress with Subcommittee	CRS has raised feasibility concerns with regard to developing and maintaining a list of local contacts. Doing so would require substantial staff work on an ongoing basis to keep the list current. CRS does regularly update its Congressional Liaison Offices at Select Federal Agencies report and suggests that staff can ask those offices for local agency contact information.[13] Additionally, the CaseCompass platform will eventually provide a module for sharing this information.	CRS
Recommendation 128: Bipartisan committee websites: Committees should have a bipartisan, public-facing website with basic, nonpartisan information about the committee and its operations.	**Current:** Closed-Not Implemented **Previous:** Open-Needs Attention	Recommendation is based on the Senate's practice of committees having one, bipartisan website to create consistency across congresses. The Senate is a continuous body, which makes it easier/more practical for committees to maintain one website as compared to the House, which is not a continuous body. One website could also help with the ongoing maintenance of committee documents and information for archival purposes. Implementation would require committee support for switching to one committee website rather than maintaining separate Democrat and Republican websites. The Subcommittee, on a bipartisan basis, determined that the committee support needed to implement this recommendation currently does not exist. It is, however, possible that the support needed to implement this recommendation may exist in the future.	Committees

[13] See Congressional Liaison Offices at Select Federal Agencies: https://crs.gov/Reports/98-446?source=search

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:** Closed-Partially Implemented **Previous:** Open-Needs Attention	Implementing the recommendation as drafted would require changing the Members' Congressional Handbook and likely increase costs associated with district office leases. District office setups have long been a pain point for Members-elect, in part because technology setups (i.e., House router/switch deliveries and installs, telecom wiring and installs, etc.) are performed by House contractors and can take up to 20 business days. To help ensure Members-elect have district operations up and running as quickly as possible, CHA explored ways to ensure they have access to operating district offices at the start of each Congress. More specifically, CHA and CAO explored the feasibility of either: 1. requiring departing Members to extend an office lease three months beyond the end of a Congress for Members-elect to assume on day one, or 2. requiring Members-elect to assume a district office of their predecessor for three months at the start of a new Congress (*this would require departing Members to maintain certain office operations through the end of their term*) Ideally, in either instance, the requirement would be specific to the departing Members' "designated" office with House-provisioned technologies. Upon review, the two potential requirement scenarios presented multiple limitations to implementation. Specifically, departed Members could have to retain personal liability for space they no longer occupied. The House would have no legal recourse or enforcement mechanisms should a departing Member, understandably, refuse to extend the lease beyond his/her term. For Members-elect, CHA would need to change the Members' Congressional Handbook to effectively require they use MRA funds to enter into the short-term lease. And, if required, the short-term	CAO, CHA

		lease would likely be more costly than the traditional two-year lease. For these reasons, the Subcommittee determined that neither requirement is feasible. However, significant steps to expedite Member-elect day-one district operations have been taken, including: • the creation of a CAO DO Connect Team intended to streamline district office technology setups • the issuance of a new requirement for departing Members to refrain from closing their "designated" district offices until November 30th of an election year – giving Members-elect time to consider and execute office assumptions • an increase in communications and outreach to Members-elect explaining the benefits of office assumptions During the 119th Transition, 44 percent of Members-elect opted to assume the "designated" office of their predecessor and 52 percent assumed one or more office from their predecessor. If successful, these new measures will increase these assumption rates and, hopefully, Member constituent services at the start of each Congress.	
Recommendation 23:[14] Creating a customer service portal to improve technology services in the House.	**Current**: Closed-In Progress with Partner Office	CAO's Tech Partner program has made it easier for customers and support staff to communicate about tech issues. Members and staff should view their assigned Tech Partner as the starting point for any tech-related question, including questions	CAO

[14] The Select Committee described the intent of this recommendation as follows: "In order to continually improve beyond these specific recommendations for upgrading HIR, the Committee recommends establishing a new customer service portal for staff to review the services and assistance they receive from HIR. Right now, Members and staff make technology decisions based on word of mouth or vendor outreach. This system does not empower individual offices to make the best decisions for their districts. A customer service portal would serve as a resource where all Members could access in-depth information about technology or request direct assistance. In addition, a formal, annual survey to measure staff satisfaction with HIR will increase accountability and provide helpful feedback to consistently improve. This survey should also include questions geared toward district staff and district-specific technology concerns, as well as information on the technologies that Members and staff would like to use but have not yet received HIR approval. This feedback will help HIR to improve over time and reduce miscommunication between Member offices and HIR." See pg. 163, Final Report for the 116th Congress at https://www.govinfo.gov/content/pkg/GPO-CRPT-116hrpt562/pdf/GPO-CRPT-116hrpt562.pdf

	Previous: Open-Needs Attention	about software and services. As part of a larger project to improve its vendor-related services, the CAO plans to update the Authorized Cloud Services page on Housenet with usage metrics for each product so that Members and staff can see how many offices are using a particular product, as well as access additional information about a service. CAO sends follow-up surveys to staff after Tech Partner services are received as a way of tracking customer satisfaction with the service received. Consistent with the recommendation, the Subcommittee urges the CAO to develop a more robust system for measuring customer satisfaction in an ongoing, rather than transactional way.	
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.[15]	**Current:** Closed – Resolved **Previous:** Open-Needs Attention	Subcommittee staff consulted with the Ethics Committee regarding the provision of outside organizations and resources to members who wish to enhance constituent engagement. Ethics advised the following: • Members can share with each other the names of organizations they have worked with or resources they have used. • If Members or committees decide that they would like to work with an organization or access resources, House Rules require that they contract with that organization. Accepting services for free would violate House Rule 24 and would also be considered a solicitation violation. Members are not permitted to use campaign funds to pay for such services.	CHA, CAO

[15] The Select Committee's Final Report for the 117th Congress provided this explanation of Recommendation 173: "At a May 2022 roundtable on civic engagement, the Committee heard from various organizations and researchers about best practices and new tools for fostering and improving constituent engagement. These tools and methods for engagement could help Members better understand issues faced by constituents, the range of different views and concerns, and potential solutions. For example, outside organizations could assist Members and committees with hosting deliberative town halls with a statistically representative group of constituents. Information on organizations that can provide assistance, and support could be available through the Congressional Member Leadership Development Program. Guardrails should be established for the information provided to ensure there is no undue influence by outside organizations. In addition, outside organizations must be vetted and approved by the Committee on House Administration and information must be provided in accordance with House Ethics guidelines." See page 163 at chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.govinfo.gov/content/pkg/GPO-CRPT-117hrpt646/pdf/GPO-CRPT-117hrpt646.pdf

		• However, Members and committees may accept services for free if the service meets the criteria of a "widely available benefit," as established in House Ethics Rules.[2] Members and committees would need to consult with House Ethics to determine whether an exception applies. The Subcommittee also determined that some initiatives currently in the works may address some of the recommendation's goals. Specifically, the Constituent Engagement Innovation Project and the vendor approval process modernization project, as both will potentially provide Members with more visibility into constituent engagement tools and access to service providers. It should also be noted that the CAO Coach hosts a regularly updated website of creative constituent engagement ideas, all submitted by Member offices.[16]	
Recommendation 37: Encourage House-wide bulk purchasing of goods and services to cut back on waste and inefficiency.	**Current:** Closed-Partially Implemented **Previous:** Open-Partially Implemented	Report language was provided in FY 2023 Legislative Branch Appropriations Act.[17] Most office equipment is bulk-purchased, including flatscreen TVs, and further progress has been made through tech store purchasing. Further assessment and a more formalized expansion of bulk technology and equipment purchases, especially in digital applications, is still needed. The CAO also purchases subscriptions in bulk for Member offices and have adjusted the program based on Member needs and changing markets. The CAO does use government wide contracts and make their contracts available to other Legislative Branch offices (Adobe, for example, was made available to House offices). CAO reports	CAO

[16] See https://caocoach.house.gov/creative-outreach-ideas.

[17] See FY 2023 Legislative Branch Appropriations Report (pg. 19) at: https://www.congress.gov/committee-report/117th-congress/house-report/389/1?outputFormat=pdf. Report states, "The Committee believes that fragmented and duplicative contracts cause inefficiencies and unnecessary costs for Member, Committee, and Leadership offices. The Committee supports the use of government wide contracts and General Services Administration (GSA) when practicable."

		that they are always looking for opportunities to bulk purchase for cost-saving purposes. But because Members have choice in terms of what they purchase, determining items that make sense to purchase in bulk can be challenging, as they lack visibility into Member office purchases.	
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:** Closed-In Progress with Partner Office **Previous:** Open-In Progress	The Office of Congressional Workplace Rights (OCWR) inspects the facilities and covered entities in the legislative branch for compliance with the Americans with Disabilities Act (ADA) at least once each Congress. To date, the AOC has removed 64% of accessibility barriers identified by OCWR's annual review. Of the over 3,000 barriers remedied, the AOC is actively working to address those remaining. Since 2015 the AOC has remediated 214 barriers to access in the Cannon House Office Building including removing barriers at 8 doors, replacing door or stall handles in 4 locations to make them usable with one hand and installing directional signage for nearest accessible exit doors. In April 2026, the AOC completed remediation on three remaining accessibility barriers in Longworth HOB. Automatic door openers were installed in two public restrooms and door handles were replaced with ADA accessible hardware in LHOB 1204A (Health Unit) In Rayburn HOB, there are 23 existing accessibility barriers concerning doors which require the installation of automatic door openers and one that requires the replacement of door handles. The Rayburn Renewal Project will include significant ADA updates.	Architect of the Capitol
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:** Closed-Not Implemented **Previous:** Open-Needs Attention	Graves/Kilmer offered an amendment (#797) to the FY 2023 National Defense Authorization Act containing implementing language for this recommendation, but it was not included. CAO laid out options for increasing the staff cap more generally in a December 2021 report. It was noted then that very	CHA

		few offices meet the total staff cap of 22. According to the CAO, the overall average number of staff per personal office was 16.95 in 2024 and 16.75 in 2025. In both 2024 and 2025, fewer than 10 offices had 21-22 staff serving. To fulfill the recommendation, CHA needs to assess statutory and/or regulatory paths forward for adjusting (or removing) the current caps for disaster related support. It should also be noted that unless the MRA is increased, member offices will have difficulty paying for any additional staff hired. The House does offer disaster response assistance through the Business Continuity/Disaster Recovery (BC/DR) Office, which helps prepare House offices for natural disasters and other emergencies and assists with the continuity of business services and disaster recovery efforts.[18] Additionally, the Staff Academy Coaches program offers some disaster response training and GAO has provided in-district response training for staff.	

Closed Recommendation Categories

- *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.

[18] BC/DR connects offices with security, legal, technological, logistical, and emotional support resources needed post emergency. BCDR also provides important guidance on continuity support to district offices and administers the Government Emergency Telecommunication Service calling card program for Members and other authorized staff. See: https://housenet.house.gov/page/4439?SearchId=1785980

- *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.