

Office of the
Chief Administrative Officer
U.S. House of Representatives
Washington, DC 20515-6860

December 2, 2021

The Honorable Zoe Lofgren
Chairperson
Committee on House Administration
U.S. House of Representatives
Washington, D.C. 20515

The Honorable Rodney Davis
Ranking Member
Committee on House Administration
1216 Longworth House Office Building
Washington, D.C. 20515

Dear Chairperson Lofgren and Ranking Member Davis,

Section 104 of House Resolution 756 - Moving Our Democracy and Congressional Operations Towards Modernization Resolution required the Chief Administrative Officer working with an outside entity to examine the feasibility of adjusting the statutory limitation on the number of employees of Member offices.

The CAO requested the Office of House Inspector General conduct the research and analysis required by House Resolution 756. Please find attached their report entitled "Feasibility of Adjusting the Statutory Limitation on Number of Employees of Member Office." I am grateful for the OIG's report and detailed analysis of this issue.

If you have any questions, please do not hesitate to call on me.

Sincerely,



Catherine L. Szpindor
Chief Administrative Officer

CC: Joe Picolla
House of Representatives Office of Inspector General

Feasibility of Adjusting the Statutory Limitation on Number of Employees of Member Offices

This document presents the demographic, technology, and salary analysis, pursuant to House Resolution 756 (H. Res. 756, 116th Cong. (2020), Sec. 104.)

October 2021

Prepared by: U.S House of Representatives Office of Inspector General (OIG) for the
Office of the Chief Administrative Officer

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Executive Summary

Section 104 of House Resolution (H. Res) 756 required the Office of the Chief Administrative Officer (CAO) to enter into a contract with an outside entity to prepare and submit a report examining the feasibility of adjusting the statutory limitation on the number of employees who may be employed in a Member office. The CAO entered into an agreement with the U.S. House of Representatives (House) Office of Inspector General (OIG) to prepare and submit this report that includes:

1. Information regarding the size and demographic makeup of each Congressional district including the number and coverage area of each district office.
2. Average number of employees for each district office, including common tasks by position.
3. Recommendations regarding the optimal number of employees in both offices located in House office buildings and district offices to address common workflows and constituent requests, including changes in technology that have occurred recently and are expected to occur in the near future that would have an effect on such number.
4. Recommendations regarding employee salaries and costs, including recommendations for necessary changes to the Members' Representational Allowance (MRA) that would be necessary to carry out such recommendations.

Requested information from the four reporting requirements includes the following:

1. The median land area of a congressional district is 2,148 square miles¹. Most congressional districts have one to three district offices and serve a median constituent base of 743,225². Additionally, approximately 40 percent of these constituents are between 25 and 54 years of age. The Requirement 1 section of this report provides more details on this subject.
2. Member district office staffing levels vary with an estimated average of seven employees. However, the House does not track duty stations for most employees. The common positions in district offices are: 1) Constituent Services Representatives/ Caseworkers, 2) Field Representatives/ District Representatives, 3) District Directors, 4) Staff Assistants, 5) Digital Media Directors/ Assistant Press Secretaries, and 6) Office Managers/ Schedulers/ Executive Assistants. The Requirement 2 section of this report provides information on the common tasks performed by each position.
3. A short-term solution regarding the optimal number of employees is a legislative change to increase the permanent staff cap to 25 (from 18) and the additional³ staff cap to 10 (from 4) in

¹ https://www2.census.gov/geo/relfiles/cdslid18/natl/natl_landarea_cd_delim.txt.

² <https://www.census.gov/mycd/> 2019 American Community Survey (ACS) 1-year estimates. The ACS is an annual household survey developed by the U.S. Census Bureau. This count differs from the Census Bureau's April 26, 2021 announcement that the U.S. population was 331,449,281 because Congressional districts include U.S. territories. The April 26, 2021 estimate includes only the 50 states and the District of Columbia. Also, estimates from 2019 were used as the Census Bureau announced on July 29, 2021 that it will not release its standard 1-year estimates from the 2020 ACS because of the impacts of the COVID-19 pandemic on data collection. The Census Bureau will release a series of experimental estimates from the 1-year data in November 2021. Because of the underlying quality concerns, the Census Bureau urges caution in using experimental estimates as a replacement for standard 2020 ACS 1-year estimates.

³ Additional staff are sometimes referred to as part-time staff but include part-time, temporary, shared, and leave without pay staff.

Member Offices⁴ based on a survey of Chiefs of Staff (CoS)⁵. A long-term solution would be to eliminate the statutory limits on staffing in Member offices to allow Members greater flexibility in staffing their offices as needed subject to the budget limits of the MRA. Adjusting the statutory limitation on the number of employees allowed in Member offices is feasible but requires legislative change and logically an increase to the MRA. The Requirement 3 section of the report provides more detail on these solutions. The Requirement 4 section of this report provides information on the additional MRA funding needed to support additional staffing levels for these solutions.

The additional job functions needed to address common workflows and constituent requests according to the CoS survey⁴ were the following:

- Communications Director/ Press Secretary/ Press Assistant.
- Legislative Director/ Counsel/ Assistant/ Aide/ Correspondent.
- Caseworker/ Constituent Services Representatives.

The Requirement 3 section of this report provides more information on the number of employees needed in Member offices to address common workflows, including changes in technology.

4. The House should establish and maintain pay parity with Executive branch⁶ salaries and make the necessary adjustments to the MRA to achieve pay parity⁷. As a result of the actions by the Select Committee on the Modernization of Congress, House Leadership, and the analysis in this report, four distinct recommendations emerge regarding employee salaries and costs, including changes to the MRA to account for additional staffing needs (refer to Requirement 3) and achieve pay parity with the Executive branch. As of the date of this report, the House has implemented two of the four recommendations. While implementing all four recommendations is the ideal solution, each individual recommendation can be implemented independently if concerns over costs prohibit full implementation. The four recommendations are:

Annual Cost of Living (COLA) Adjustment MRA Component. An annual COLA adjustment component needs to be added to the Clerk-Hire calculation of the MRA⁸. The Executive branch model could be used for this component with either one nationwide rate or the multiple geographic locality rates. The 2020 Clerk-Hire MRA component was \$994,671. Using 2020 as an example, the Clerk-Hire component of the MRA would have been \$1,020,532 using the base increase of 2.60 percent or \$1,029,683 using the Washington DC – Baltimore locality increase of 3.52 percent.

⁴ Per section 5321 of Title 2 of the United States Code the statutory limit is 18 permanent employees and 4 additional staff.

⁵ The OIG worked with the CAO to survey Chiefs of Staff in Member Offices to address Section 104 of H. Res. 756 reporting requirement 3.

⁶ Private and federal benchmark data referred to in this report is from the 2019 U.S. House of Representatives Compensation and Diversity Study conducted by the Office of the Chief Administrative Officer. The report uses the Bureau of Labor and Statistics Occupational Employment Statistics dataset.

⁷ In its final report the Modernization Committee expressed concern regarding pay parity between House staff and similar Federal and private positions. The 2019 House of Representatives Compensation and Diversity Study Report also concluded that in most instances Member office positions have salary levels less than similar Federal positions.

⁸ Members of the House have one consolidated allowance, the MRA, to operate their offices. Three components comprise the MRA: Official Expenses, Official Mail, and Clerk-Hire expenses. Clerk-Hire expenses, is the same for each Member and is designed to cover personnel compensation. The 2020 Clerk-Hire amount was \$994,671 per Member office.

Unlink the Staff Salary Cap from the Members' Salary. Linking the staff salary to a benchmark that automatically adjusts instead of the Member salary, which has not changed since 2009, allows better pay parity for House staff. A possible Federal benchmark that can be used as a salary cap is the rate of pay for Senior Executive Service employees. The Speaker of the House issued a pay order effective August 1, 2021 raising the maximum annual rate of pay to \$199,300 equivalent to the 2021 Senior Executive Service Level (SES) level II compensation amount in the Executive branch, effectively de-linking staff salaries from member salaries. To maintain parity, the House staff salary cap should change each time the (SES) level II salary changes. Any potential benefits derived from implementing other actions will gradually disappear among senior staff if the staff salary cap is linked to the Members' salary.

Develop Pay Banding for Key Member Office Positions. For the top 35 most common positions in Member Offices funded entirely by the MRA⁹, each additional employee added to the current statutory limit would impact the MRA by an estimated average increase of \$24,216 to \$119,701 to the MRA. Although not part of the MRA, the House also incurs additional costs (a burden rate) for employee provided benefits such as agency health insurance, retirement contributions, and thrift savings plan matching contributions. The fiscal year 2020 burden rate is 40.8 percent. By including the burden rate into this calculation, the estimated average 2020 cost increase to the House for each additional employee is \$30,060 to \$173,715.

One-Time Increase to the MRA. The FY 2022 Legislative Appropriations Bill proposed increased funding for Congressional offices by 21 percent¹⁰. This additional funding may be used to close the pay parity gap between House employees and the Executive branch and private sector. To match the benchmarks identified in the 2019 House Compensation and Diversity Study Report⁶, the House would need to increase the Clerk-hire portion of the MRA by an average of \$13,440 per Member office employee to match private industry benchmark or an average of \$42,036 per Member office employee to match the Federal benchmark. Including the burden rate, the estimated average cost increase to the House to achieve initial pay parity for each additional employee is \$17,971 and \$59,816.

⁹ Excludes any other proposed adjustments to close the pay parity gap between House salaries and private and other federal salaries.

¹⁰ H.R. 4346, Legislative Branch Appropriations Bill 2022.

Background

In 1975, section 5321 of Title 2 of the United States Code (2 USC 5321)¹¹ set the statutory limit on the number of staff Member offices may employ. Under the Members' Representational Allowance (MRA), each Member of the U.S. House of Representatives (House) may employ not more than 18 permanent staff and 4 additional⁵ staff in the following categories: interns¹², part-time employees, shared employees, temporary employees, and employees on leave without pay. Although that limit remains in effect today, the number of constituents per Congressional district has grown by over 240,000¹³. The number of communication channels a Member office may have to support has also grown significantly from primarily letters and telephone calls to email, web-site submissions, texts, and social media platforms. For example, the Communicating with Congress service¹⁴, processed approximately 4.6 million messages during 2015. Message volume peaked in 2017 at 28 million messages; and message volume for 2020 was 24.5 million.

Section 104 of House Resolution (H. Res) 756 required the Office of the Chief Administrative Officer (CAO) to enter into a contract with an outside entity to prepare and submit a report examining the feasibility of adjusting the statutory limitation on the number of employees who may be employed in a Member office. The CAO entered into an agreement with the House Office of Inspector General (OIG) to prepare and submit this report that includes:

1. Information regarding the size and demographic makeup of each Congressional district including the number and coverage area of each district office.
2. Average number of employees for each district office, including common tasks by position.
3. Recommendations regarding the optimal number of employees in both offices located in House office buildings and district offices to address common workflows and constituent requests, including changes in technology that have occurred recently and are expected to occur in the near future that would have an effect on such number.
4. Recommendations regarding employee salaries and costs, including recommendations for necessary changes to the Members' Representational Allowance (MRA) that would be necessary to carry out such recommendations.

¹¹ 2 USC 5321, *Employees of Members of House of Representatives*.

¹² Public Law 115-244, Section 120, established an allowance separate from the MRA for compensation of interns. Pursuant to Public Law 116-94, each Member office is authorized to use up to \$25,000 per year from this allowance to pay interns.

¹³ https://en.wikipedia.org/wiki/United_States_congressional_apportionment.

¹⁴ The Communicating with Congress service is designed to provide advocacy vendors with an efficient means to deliver mass communication to Members of the House.

Methodology

The sources for the information in this report are: the U.S. Census Bureau¹⁵, the House staff directory system, the staff payroll system, the 2019 House of Representatives Compensation and Diversity Study Report, draft job profiles prepared by the CAO Chief Human Resources Officer, and outside entities that have previously studied ways to modernize Congress. We worked with the CAO to survey Chiefs of Staff (CoS) in Member offices to gain their input regarding the optimal number of employees in Member offices to address common workflows, technology needs, and constituent requests. We also interviewed representatives from CAO business units including Human Resources, House Information Resources, the Customer Experience Center, Vendor Management, Payroll and Benefits, and Financial Counseling.

Unless otherwise noted, data contained in this report is as of the 116th Congress and applies to the Congressional district as a whole. Data was not available for each district office within Congressional districts. It is also worth noting that the Census Bureau produces population estimates.

The scope of work performed did not constitute an audit under Generally Accepted Government Auditing Standards (GAGAS). However, the OIG did perform the work in conformance with the GAGAS Independence Standard. As this engagement was not an audit, the OIG did not perform any validation procedures to confirm the accuracy of information provided by any stakeholder, including the CAO, that may be included in this report. As such, management retains responsibility for the subject matter under review, substantive outcomes, and management decisions.

¹⁵ At the time the review began, Census data by Congressional District was not available for the 2020 Census.

Requirement 1: Congressional District Size, Demographic Makeup, Population, and Coverage Area of Each District Office.

There are 1,024¹⁶ Member district offices. For the purposes of this analysis, part-time and mobile district offices¹⁷ were included in this count when fixed addresses were identified. District office counts ranged from 1 to 18 district offices with most Members maintaining 1 to 3 district offices. Table 1 summarizes the number of district offices maintained by Members. A complete listing of district office counts is available as Appendix A of this report.



Table 1. District Offices Maintained by Members (116th Congress)

Number of District Offices	Number of Members/ Delegates/ Resident Commissioner	% of Members
1	137	31%
2	141	32%
3	104	24%
4	34	8%
5	15	3%
>5	10	2%
Total	441	100%

Land Area. The land area of Congressional districts varied from 10 to 570,641 square miles¹⁸. The median size of a Congressional district was 2,148 square miles¹⁹. Appendix A lists the total land area for each Congressional district.



Population. The total population for all Congressional districts was 332,340,477²⁰.

Population can vary significantly among Congressional districts due to *At Large* states and territories with only one Congressional district. The total population per Congressional district ranged from 53,883 (Northern Mariana Islands) to 3,725,789 (Puerto Rico). The median population per Congressional district was 743,225. Appendix A lists the population of each Congressional district.



¹⁶ www.house.gov/representatives as of 10/13/2020.

¹⁷ For example, if Members' websites list a part-time or mobile office in "Room 508 of City Hall open from 10:00 AM until noon on the first Wednesday of the month" we included it in the count.

¹⁸ https://www2.census.gov/geo/relfiles/cdslid18/natl/natl_landarea_cd_delim.txt.

¹⁹ https://www2.census.gov/geo/relfiles/cdslid18/natl/natl_landarea_cd_delim.txt.

²⁰ <https://www.census.gov/mycd/> 2019 American Community Survey 1-year estimates. The American Community Survey is an annual household survey developed by the U.S. Census Bureau. This count differs from the Census Bureau's April 26, 2021 announcement that the U.S. population was 331,449,281 because Congressional districts include U.S. territories. The April 26, 2021 estimate includes only the 50 states and the District of Columbia.

Congressional district population varied by age bracket, with approximately 40 percent of the population ranging from 25 to 54 years of age. Table 2 summarizes age demographics per age bracket.

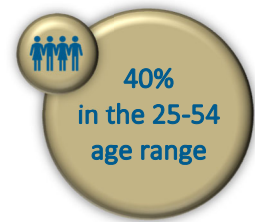


Table 2. Age Demographics of Congressional Districts Population

Age Range	Population	% of Population
<5 years	19,662,818	5.92%
5-9 years	19,962,723	6.01%
10-14 years	21,725,780	6.54%
15-19 years	21,670,300	6.52%
20-24 years	21,754,364	6.55%
25-34 years	46,117,772	13.88%
35-44 years	42,453,586	12.77%
45-54 years	41,402,014	12.46%
55-59 years	21,727,239	6.54%
60-64 years	21,218,887	6.38%
65-74 years	31,906,462	9.60%
75-84 years	16,315,688	4.91%
>85 years	6,422,844	1.93%
Total	332,340,477	100%

Requirement 2: Average Number of Employees for Each District Office Including Common Tasks.

Members have full discretion over the number of district offices they maintain and staffing levels for those offices. However, the total number of employees assigned to individual Member district offices cannot be definitively determined because the House does not track duty stations for all employees²¹. Using available information, for the 116th Congress, Member district offices operated with an estimated total average of seven²² employees. The number of employees with presumed district office duty stations ranged from 1 to 15. Appendix A lists the number of employees with district office addresses by Congressional District.



Members may use different organizational structures and staffing models for their district offices. For example, 84.6²³ percent of Chiefs of Staff report that their primary duty station is in Washington DC, while 15.4 percent report the district office is their primary duty station. Table 3 lists positions with a significant district office presence and common tasks performed by individuals in those positions.

Table 3. Common Tasks by Position in Congressional District Offices.²⁴

Position	Common Tasks
Constituent Services Representative/Caseworker	<ul style="list-style-type: none"> • Serves as a liaison with federal, state, and local government entities for the Member and constituents. • Monitors, screens, and refers cases, when appropriate to other government entities. • Maintains accurate and complete files on all assigned casework matters. • Acts as a community representative for the Member. • Monitors and updates Member and District Director on district level issues. • Answers casework correspondence. • Communicates with constituents. • Provides personal assistance to Member at district events.

²¹ Only district office interns paid outside of the MRA are tracked in the staff payroll system as district office employees.

²² The average number of employees for each District Office was obtained from directory.house.gov as of October 29, 2020.

²³ The 2019 House of Representatives Compensation and Diversity Study Report.

²⁴ The common tasks by position were obtained from the House of Representatives Compensation and Diversity Study Report: Member Committee and Leadership Offices Guide for the 116th Congress, 2019 and the 90 Day Roadmap to Setting up a Congressional Office, Congressional Management Foundation 2020.

Position	Common Tasks
Field Representative/ District Representative	<ul style="list-style-type: none"> ● Serves as liaison with Federal, district, and local agencies for Member and constituents. ● Assesses casework for problems requiring legislative action. ● Makes recommendations to District Director and Chief of Staff. ● Provides personal assistance to Member at district events.
District Director	<ul style="list-style-type: none"> ● Ensures District Office strategies and operating plans align with the Member's strategic vision and goals. ● Facilitates communication and information sharing between the Member's District Office(s) and DC office. ● Represents Member in district. ● Assigns staff in district. ● Travels throughout district to keep abreast of local concerns.
Staff Assistant	<ul style="list-style-type: none"> ● Captures input from constituents on policy matters for Member office's consideration. ● Works with Member's Scheduler to ensure appointments are on time. ● Greets and screens visitors. ● Responds to constituent request for information. ● Maintains handout literature for district. ● Handles incoming calls. ● Performs general administrative duties.
Digital Media Director/ Assistant Press Secretary	<ul style="list-style-type: none"> ● Monitors national and local media/social media coverage. ● Drafts press releases and social media posts. ● Organizes press events and supports drafting of press releases, media advisories, and newsletter. ● Compiles and disseminates daily news clips to office staff. ● Produces graphics and videos. ● Proofreads written materials.
Office Manager/ Scheduler/ Executive Assistant	<ul style="list-style-type: none"> ● Maintains Member's schedule. ● Coordinates official travel and meeting planning activities. ● Schedules staff meetings. ● Schedules press interviews, radio, and television time with Press Secretary. ● Monitors and tracks incoming calls and manages messages. ● Processes official travel vouchers and office expenses for reimbursement and maintains important files. ● Provides personal assistance to Member during district events.

Requirement 3: Recommendations Regarding Optimal Number of Employees in House Office Buildings and District Offices to Address Common Office Workflows, Constituent Requests, and Recently Deployed and Planned Technology.

Overall Recommendation(s). A short-term solution regarding the optimal number of employees is a legislative change to increase the permanent staff cap to 25 (from 18) and the additional³ staff cap to 10 (from 4) in Member Offices based on a survey of Chiefs of Staff (CoS)²⁵. A long-term solution would be to eliminate the statutory limits on staffing in Member offices²⁶ to allow Members greater flexibility in staffing their offices as needed subject to the budget limits of the MRA. In moving towards this solution, decisions would need to be made regarding which positions would be eligible for benefits, whether current time limits on payroll would remain in place for certain staff²⁷, and the administrative or technical changes required in the staff payroll system. Both short and long-term solutions would require legislative change and logically an increase in the MRA to accommodate the additional staff. The Requirement 4 section of this report contain information regarding establishing and maintaining pay parity between House employees and the Executive branch and private sector.

Member Office Staff Counts. The CoS recommendation for full-time staff ranges from one to thirty with a median of 20. Approximately 82 percent of the CoS surveyed recommend between 18 and 25 full-time Member office staff (Figure 4 illustrates recommendations for full-time Member office staff). Additional (part-time) staff needs range between one and ten, with a median of 5 staff (Figure 5 illustrates recommendations for additional staff).

²⁵ To address this reporting requirement, the OIG worked with the CAO to survey CoS in Member Offices from August 4, 2021 to August 16, 2021. Ninety-eight CoS responded to the survey and provided feedback. Recommendations are drawn from their input.

²⁶ The Senate does not have a statutory limit on the number of employees in a Senator's office; however, funding is allocated based on the population of the Senator's district.

²⁷ Paid interns may work for no more than 120 calendar days in a 12-month period, per employing authority. Temporary employees may not be employed for more than 90 calendar days in a 12-month period, except that the term of such employment may be extended with the written approval of the Committee on House Administration.

Figure 4. CoS Recommendations for Full-Time Member Office Staff

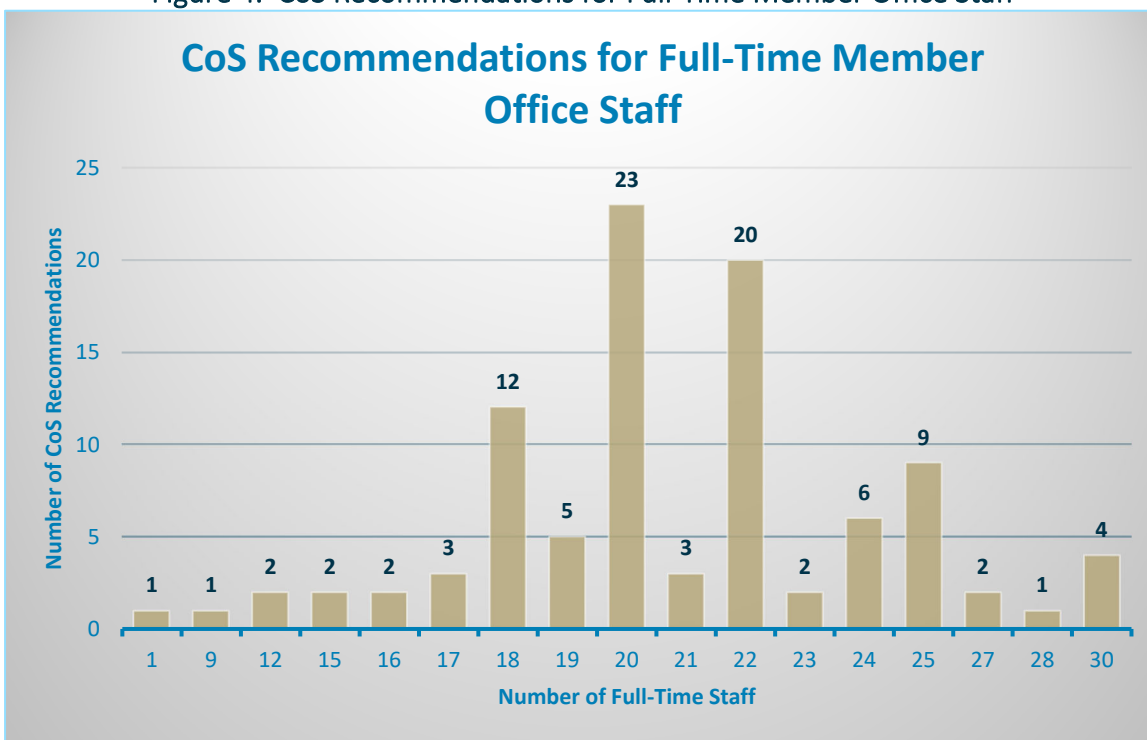
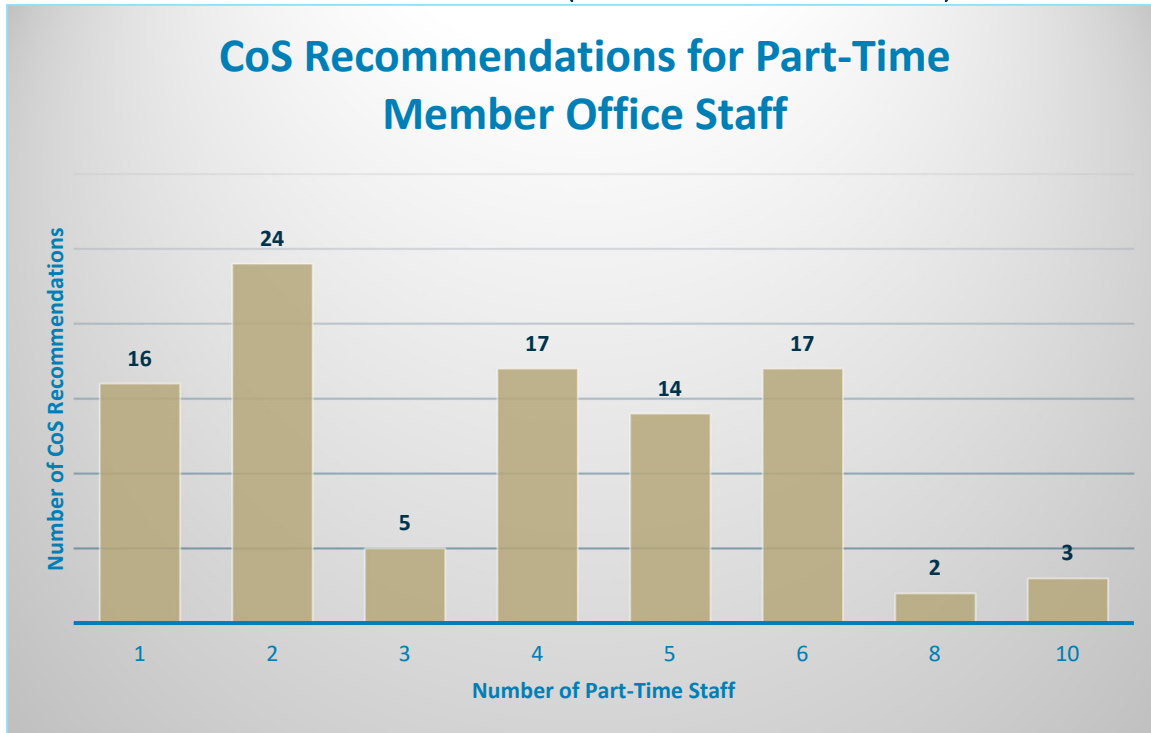


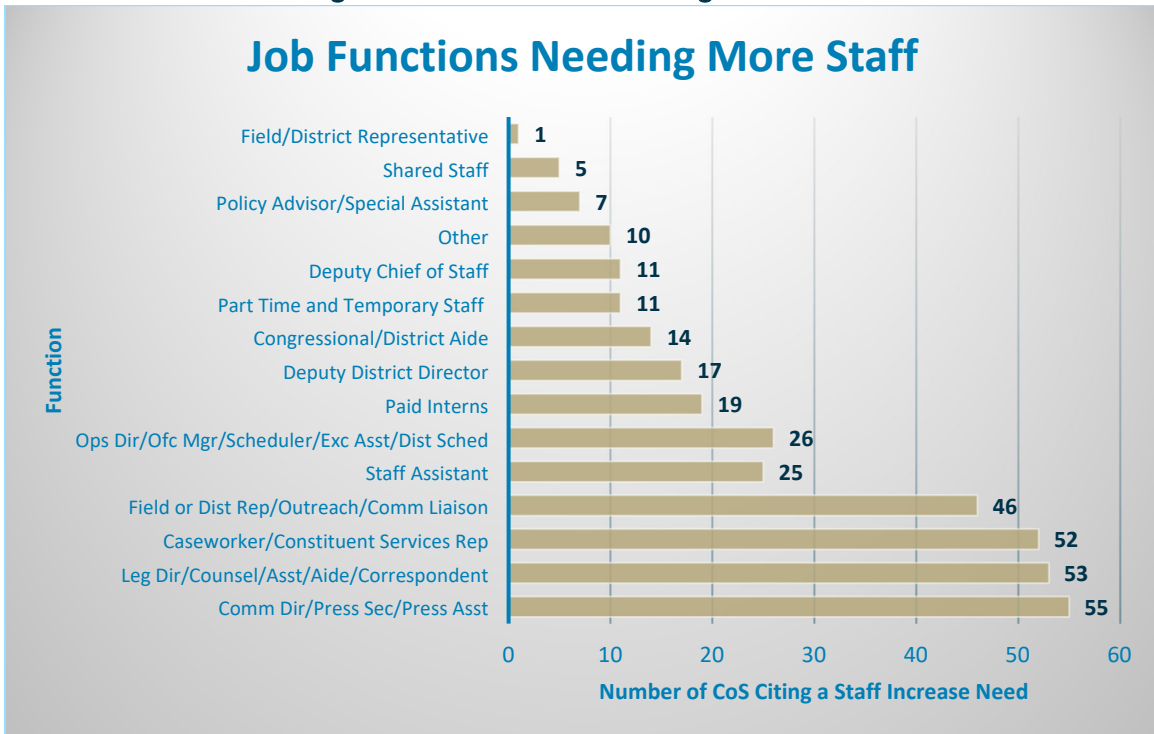
Figure 5. CoS Recommendations for Additional (also referred to as Part-Time) Member Office Staff



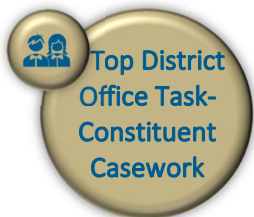
If given the opportunity to hire more staff for their Member offices, CoS most frequently cited the following job functions/ categories:

- Communications Director/Press Secretary/Press Assistant
- Legislative Director/Counsel/Assistant/Aide/Correspondent
- Caseworker/Constituent Services Representatives

Figure 6. Job Function Needing More Staff



Member Office Tasks and Workflows. The top three workflows identified for DC staff are legislating, media and press inquiries, and Member scheduling. The top three workflows for district office staff are constituent requests/casework, outreach/attending events, and Member scheduling.



With respect to constituent casework, the top three tasks are federal agency assistance, responding to constituent feedback on pending legislation, and state and local agency assistance. Figures 7 and 8 lists the top workflows for DC and District office staff as identified by the CoS survey. Figure 9 lists the top tasks associated with constituent casework.

Figure 7. Top Workflows for DC Member Office Staff.

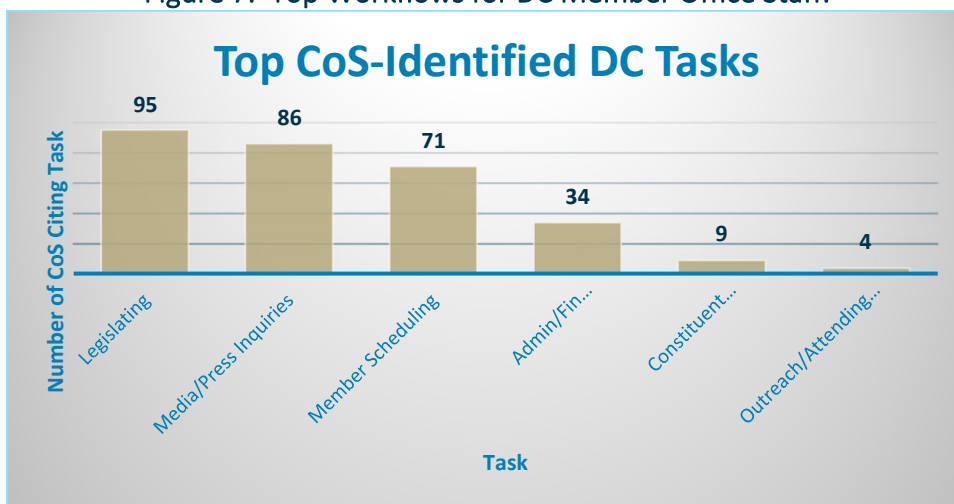


Figure 8. Top Tasks for District Office Staff.

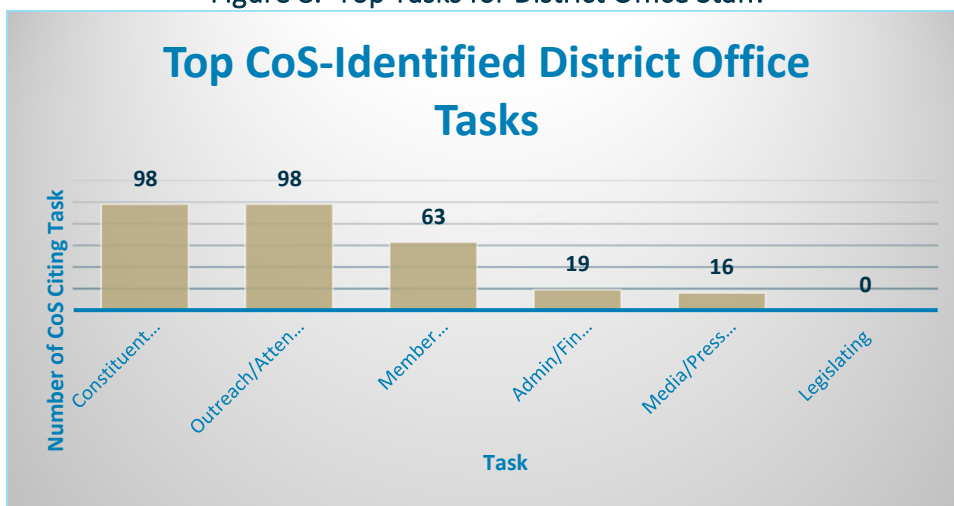
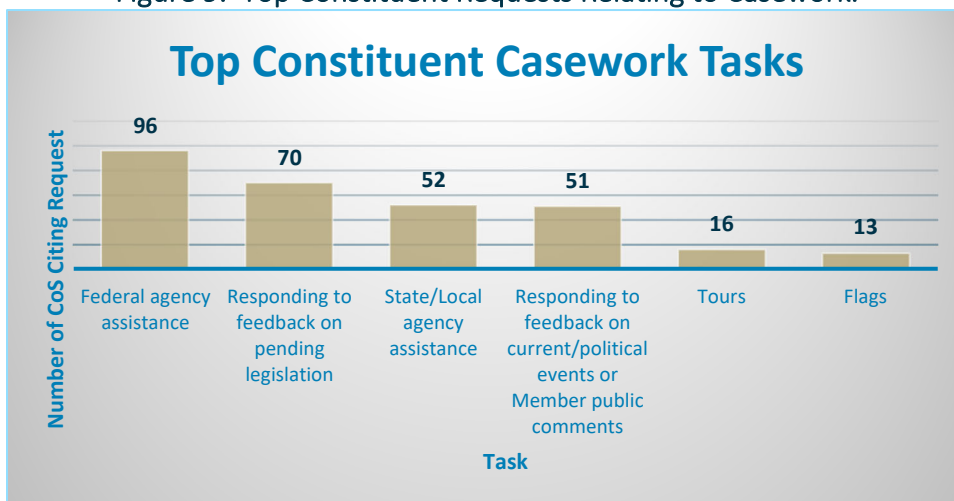


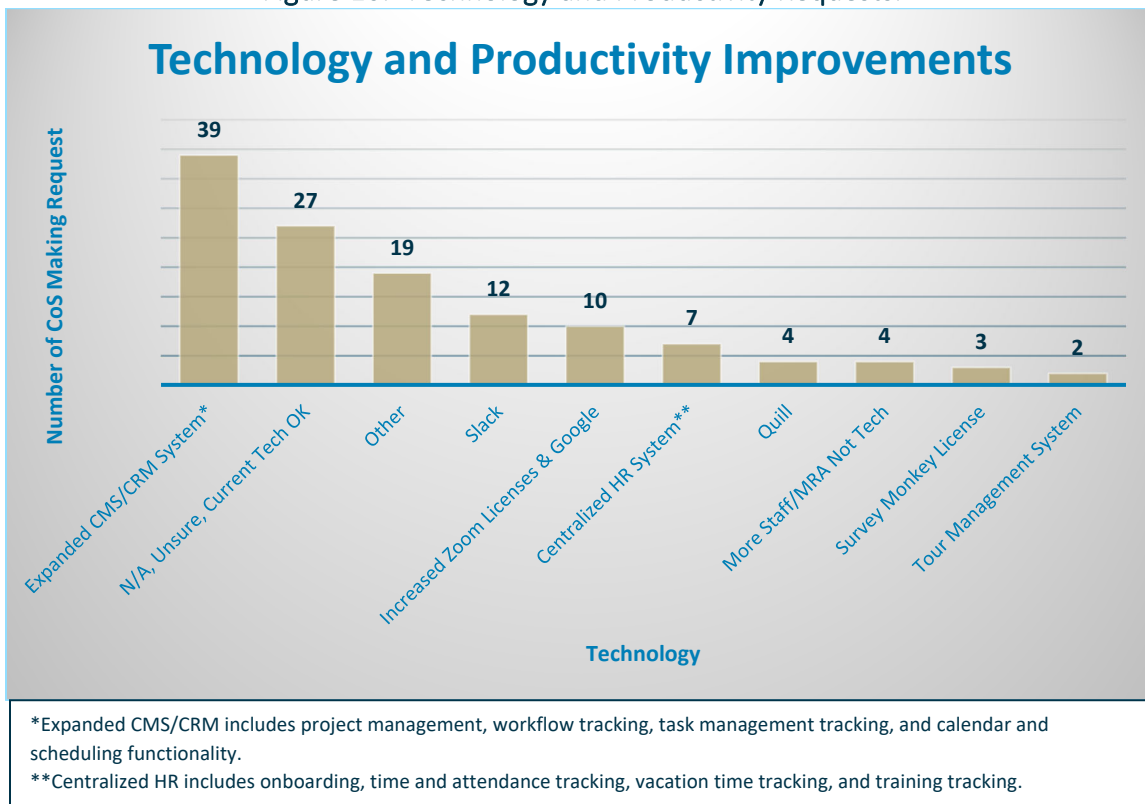
Figure 9. Top Constituent Requests Relating to Casework.



Technology Improvements. The top technology request to support Member office workflows based on the survey include enhanced Constituent Management Systems (CMS) or a request for a Customer Relationship Management (CRM)²⁸ system. Within the common theme of an enhanced CMS/ CRM system several specific functionalities were requested, including project management, workflow tracking, task management tracking, and calendar and scheduling. Slack, individual zoom licenses, and a centralized human resource system²⁹ are some of the more popular requests. Figure 10 lists the summarized technology and productivity request to support workflows.



Figure 10. Technology and Productivity Requests.



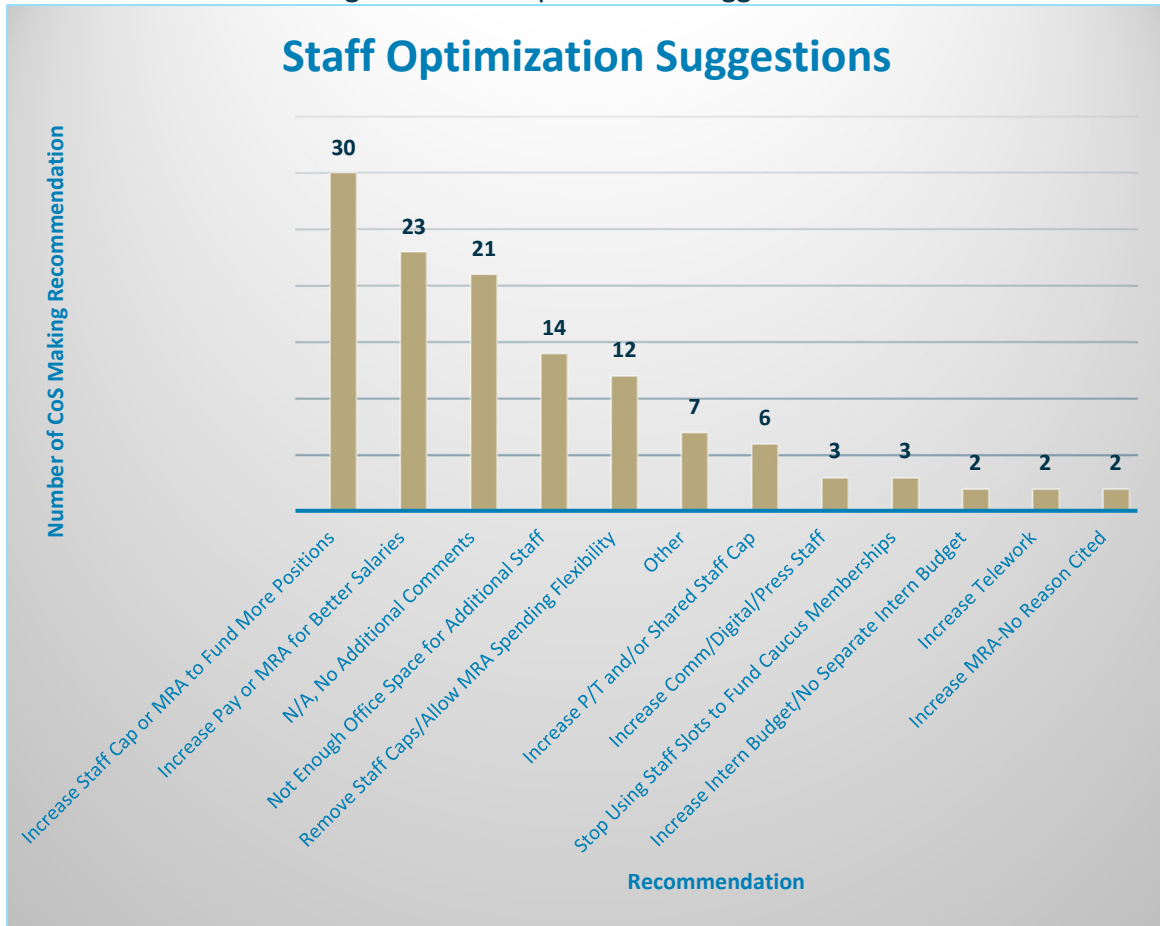
As an additional note, the survey cited satisfaction with technology that has been recently implemented. Specifically, Quill, Slack, Zoom, and Teams were cited as beneficial tools. Applications that may address CoS functionality requests are listed in Appendix B.

²⁸ Customer Relationship Management (CRM) is a process in which a business or other organization administers its interactions with customers, typically using data analysis to study large amount of information.

²⁹ Within the overall category of a centralized human resource system, requested functionality included onboarding, time and attendance tracking, vacation time tracking, and training tracking.

Other Considerations. According to the survey²⁰, approximately 31 percent of CoS suggest an increase in staff or an increase in the MRA for more staff. Additionally, around 23 percent suggest an increase in pay or an increase in the MRA for better salaries. Figure 11 summarizes other considerations for staff optimization.

Figure 11 Staff Optimization Suggestions.



Appendix C lists recommendations to improve productivity in Member office from the survey.

Requirement 4: Recommendations Regarding Employee Salaries and Costs, and Necessary Changes to the MRA.

Overall Recommendation(s). The House should establish and maintain pay parity with Executive branch salaries and make the necessary adjustments to the MRA to achieve such. As a result of the actions taken by the Select Committee on the Modernization of Congress, House Leadership, and the analysis in this report, four distinct recommendations emerge regarding employee salaries and costs, including the changes to the MRA to account for additional staffing needs (refer to Requirement 3) and achieve pay parity with the Executive branch. As of the date of this report, the House has implemented two of the four recommendations. While implementing all four recommendations is the ideal solution, each individual recommendation can be implemented independently if concerns over costs prohibit full implementation. The four recommendations include:

- Adding a COLA/locality component to the Clerk-hire portion of the MRA⁷,
- Unlinking the staff salary cap from the Member’s salary,
- Developing pay banding, and
- Instituting a one-time increase to the MRA to match the benchmarks identified in the 2019 House Compensation and Diversity Study Report.

Adding an Annual COLA/Locality component to the Clerk-Hire Portion of the MRA. If the House wishes to maintain ongoing pay parity with either Federal or private benchmarks, an annual COLA adjustment component could be added to the Clerk-Hire calculation of the MRA. The Executive branch compensation model could be used for this component with either one nationwide rate or geographic locality rates. Annual pay increases for employees in the Executive branch are indexed to wage and salary increases in the private sector using the Bureau of Labor and Statistics Economic Cost Index and 54 geographic reporting areas (localities) of the country, with the goal to keep federal wages competitive with the private sector³⁰. Table 12 shows the previous ten years of base pay increases and pay increases for the Washington DC – Baltimore Locality (includes areas of DC, MD, VA, WV, and PA).

³⁰ The President may limit the annual increase by executive order, including limiting locality increases.

Table 12. Federal Base Pay and Washington DC-Baltimore Locality Increases

Year	Base Increase	Locality Increase (Includes Base)
2021	1.00%	1.00%
2020	2.60%	3.52%
2019	1.40%	2.27%
2018	1.40%	2.29%
2017	1.00%	2.88%
2016	1.00%	1.46%
2015	1.00%	1.00%
2014	1.00%	1.00%
2013	0%	0%
2012	0%	0%

The 2020 Clerk-Hire MRA component is \$994,671. Using 2020 as an example, the Clerk-Hire component of the MRA would have increased to \$1,020,532 using the base increase of 2.60 percent, or \$1,029,683 using the Washington DC – Baltimore locality increase of 3.52 percent.

Unlink the Staff Salary Cap from the Members’ Salary. As mentioned in the Select Committee on the Modernization of Congress’ final report, retaining senior staff is critical to improving institutional capacity. For 2020, only 34 MRA-paid employees³¹ experienced salary caps. However, if Members do not vote for salary increases, in three years 179 of Member office staff, mostly Chiefs of Staff³², would face salary limitations given the average reported COLA of 3 percent³³. Table 13 lists the progression of Member office staff impacted by linking salary caps to the Member salary.

Table 13. Member Office Staff Impacted by Salary Caps Linked to Member Salary.

Base Year (Employees)	Year 1 (3% COLA)	Year 2 (3% COLA)	Year 3 (3% COLA)
34	104	146	179

Linking staff salary to a benchmark that automatically adjusts instead of the Member salary which has not changed since 2009, allows better pay parity for House staff. A possible Federal benchmark used as a salary cap is the rates of pay for the Senior Executive Service. The Speaker of the House issued a pay order effective August 1, 2021 raising the maximum annual rate of pay to \$199,300 equivalent to the 2021 Senior Executive Service Level (SES) level II compensation amount, effectively de-linking the staff salary from the Member pay rate. To maintain parity, the House staff salary cap should change each time the (SES) level II salary changes. If the House decides to implement other recommendations, any potential benefits derived will gradually disappear among senior staff if as long as the staff salary cap is linked to the Members’ salary. Table 14 lists the basic salary rates of pay for the five levels of Senior Executive Service since 2018.

³¹ This count excludes shared employees and select interns because they are not always paid 100 percent from an MRA.

³² Of the projected 179 impacted positions in three years, 164 are Chiefs of Staff impacting around 37 percent of Member offices.

³³ About 10 percent of employees in Member offices reported receiving an average COLA of 3 percent.

Table 14. Senior Executive Service (SES) Rates of Basic Pay.

SES Level	2018	2019	2020	2021
I	\$210,700	\$213,600	\$219,200	\$221,400
II	\$189,600	\$192,300	\$197,300	\$199,300
III	\$174,500	\$176,900	\$181,500	\$183,300
IV	\$164,200	\$166,500	\$170,800	\$172,500
V	\$153,800	\$156,000	\$160,100	\$161,700

Develop Pay Banding for Key Member Office Positions and Eliminate the Permanent and Additional Employee Statutory Distinction in Member Offices. In its final report, the Select Committee on Modernization noted that an established, nonbinding pay band system will encourage staff to stay on Capitol Hill longer, as they will have greater clarity regarding what they can expect to be paid. If adopted by all Members, such a system could prevent pay discrepancies between congressional offices. The Committee also expressed interest in reliable data on staff salaries, specifically by position. In order for pay banding to work, greater standardization is needed for position titles in Member offices. Currently, there is significant variation in position titles in Member offices. For example, in the September 2020 pay cycle, 6,571 employees paid exclusively from MRAs in Member offices had 1,114 unique position titles. In addition to being shared between multiple offices, staff in Member offices may have unique or multiple job titles such as Chief of Staff/Legislative Director or Caseworker/Scheduler. However, by capturing the 35 most common listed, approximately 72 percent of Member office staff funded entirely through an MRA can be represented. Table 15 lists the minimum, median, and maximum salaries as of September 2020³⁴ for the top 35 most common positions in Member Offices funded entirely by the MRA.

³⁴ House Staff Payroll System pay period ending September 30, 2020.

Table 15. Minimum and Maximum MRA Funded Salaries of 35 Common Member Office Positions.

Position Title	Number of Employees with Title	Minimum Salary	Median Salary	Maximum Salary
Chief of Staff	371	\$90,000	\$157,500	\$173,900
Deputy Chief of Staff	103	\$15,530	\$102,500	\$173,900
District Director	324	\$12,000	\$93,000	\$173,900
Deputy District Director	81	\$45,000	\$68,000	\$145,000
Director of Operations	39	\$43,000	\$65,000	\$138,000
Office Manager	27	\$40,000	\$58,000	\$94,000
Scheduler	173	\$30,000	\$51,000	\$173,900
Executive Assistant	36	\$30,000	\$50,000	\$109,500
District Scheduler	46	\$32,000	\$43,000	\$82,400
Communications Director	274	\$18,000	\$72,250	\$173,900
Press Secretary	81	\$33,500	\$50,000	\$115,274
Press Assistant	38	\$12,000	\$40,000	\$85,000
Legislative Director	286	\$55,000	\$85,000	\$173,900
Legislative Counsel	25	\$46,000	\$68,000	\$95,000
Senior Legislative Assistant	99	\$38,200	\$62,000	\$167,000
Legislative Assistant	491	\$30,000	\$53,000	\$164,000
Legislative Aide	75	\$12,000	\$46,000	\$135,000
Legislative Correspondent	244	\$27,000	\$42,000	\$107,500
Senior Advisor	37	\$4,250	\$71,461	\$168,411
Senior Policy Advisor	50	\$30,000	\$70,000	\$95,000
Special Assistant	38	\$10,000	\$42,000	\$121,000
Staff Assistant	499	\$4,160	\$37,000	\$152,000
Congressional Aide	48	\$3,000	\$49,500	\$95,000
District Aide	22	\$20,700	\$49,000	\$107,000
Caseworker	223	\$19,760	\$49,750	\$140,000
Constituent Services Representative	235	\$15,000	\$47,000	\$122,500
Constituent Advocate	40	\$32,445	\$45,000	\$65,000
Constituent Liaison	35	\$30,000	\$44,955	\$73,000
Outreach Coordinator	27	\$14,400	\$47,000	\$79,000
Community Liaison	32	\$30,000	\$48,375	\$65,000
Field Representative	234	\$6,000	\$46,000	\$130,000
District Representative	117	\$15,000	\$48,000	\$84,450
Part-Time Employee	248	\$1,200	\$24,416	\$93,000
Temporary Employee	20	\$1,200	\$19,760	\$96,500
Paid Intern	26	\$1,200	\$15,600	\$21,600
Average Cost Range		\$24,216		\$119,701

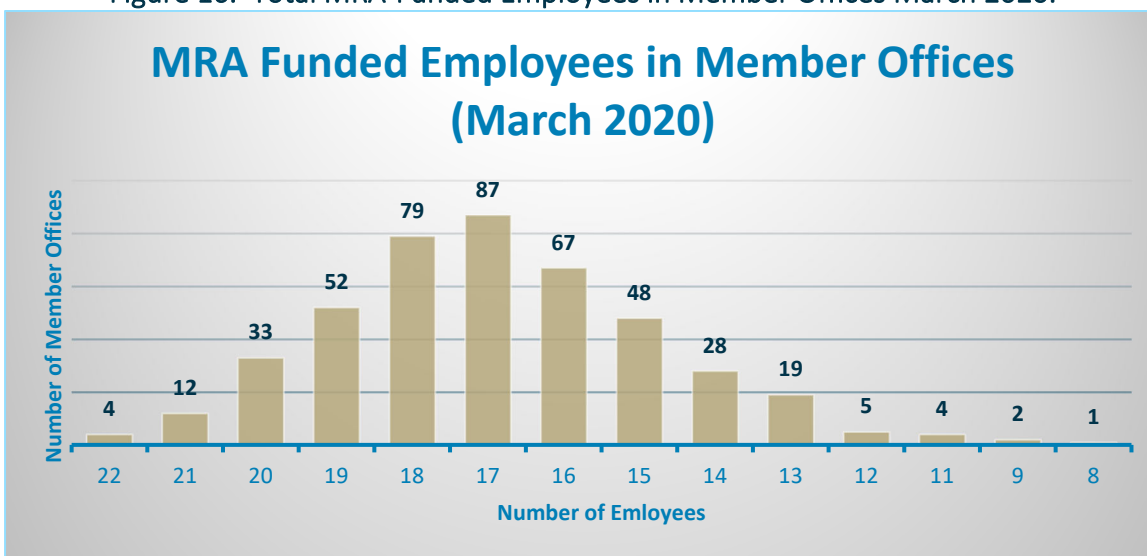
To establish pay banding and excluding any adjustments to close the pay parity gap between House salaries and those for the Executive branch and private sector, each additional employee added to the statutory limit would impact the MRA by an average increase of \$24,216 to \$119,701 to the MRA. Although, not part of the MRA, the House also incurs additional costs (a burden rate) for employee provided benefits such as agency health insurance, retirement contributions and thrift savings plan matching contributions. By including the current 40.8 percent burden rate into this calculation, the estimated average 2020 cost increase to the House for each additional employee is \$30,060 to \$173,715³⁵. Requirement 3 of this report includes information on staffing level increases.



One-time Increase to Clerk-Hire MRA.

The \$994,671 (2020) Clerk-Hire component of the MRA⁷ calculation does not appear to be sufficient for all Member offices. According to the December 2020 Statement of Disbursements, approximately 279 Member offices spent more than that amount on Personnel Compensation. Further, an analysis of the March and September 2020 staff pay periods shows that only four and six Member offices respectively had all 22 of their statutorily allotted positions filled. The median number of positions was 17, with approximately 63 percent of Member offices utilizing between 15 and 18 positions³⁶ (Figures 16 and 17 illustrates these staff utilization rates). This suggests Member offices may not be utilizing the 22 statutorily allowed positions due to funding levels.

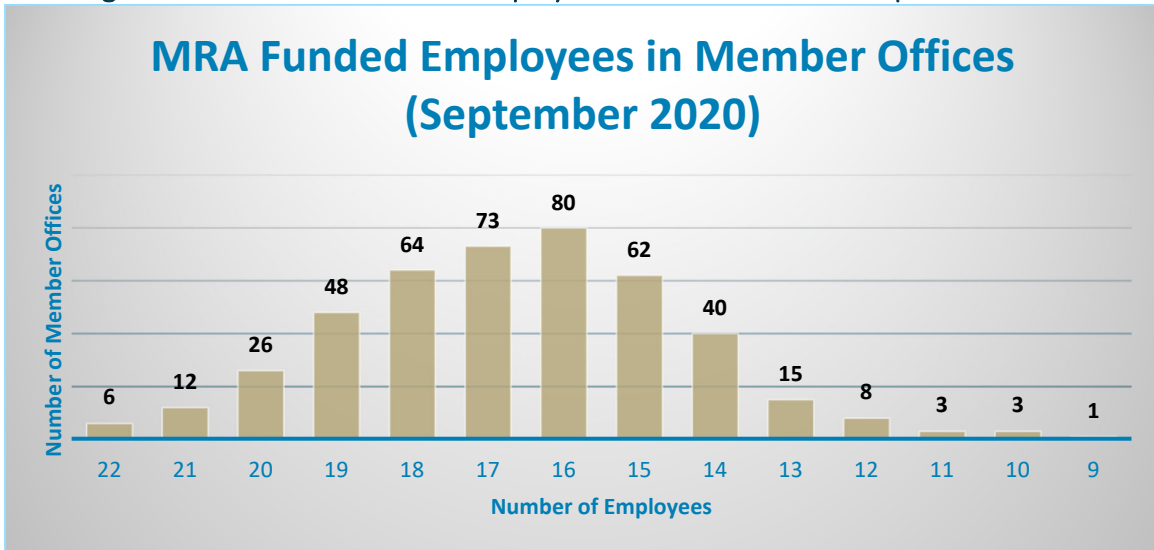
Figure 16. Total MRA-Funded Employees in Member Offices March 2020.



³⁵ Paid Interns and Temporary employees are excluded from this calculation because they are not eligible for benefits.

³⁶ This count includes employees that were on leave without pay during September 2020. It may also include employees that terminated mid-month and were later replaced with another employee during the same pay period and shared employees that split their time in the office for a portion of the month.

Figure 17. Total MRA-Funded Employees in Member Offices September 2020.



The FY 2022 Legislative Appropriations Bill proposed increased funding for Congressional offices by 21 percent. This increase may be used to close the pay parity gap between House staff and the Executive branch and private sector as noted in the benchmarking data from the 2019 Compensation and Diversity Study Report. Accordingly, the House would need to increase the Clerk-hire portion of the MRA by an average of \$13,440 per Member office employee to match the private industry benchmark or an average of \$42,036 per Member office employee to match the Federal benchmark in the first legislative year³⁷. Table 18 illustrates the average MRA increase by position to close the pay parity gap between federal and private benchmarks.

³⁷ These averages were derived by taking the median private and Federal benchmarked salaries from the report and increasing the private salaries by 2.8 percent (Private wages increased by 2.8 percent for the 12-month period ending December 2020 according to the Bureau of Labor and Statistics Economic Cost Index) and Federal salaries by 2.6 percent (Base federal COLA for 2020). The median House September 2020 salaries were then subtracted from the adjusted benchmarks to arrive at an increase to the MRA per position title.

Table 18. Average MRA Increase Per Position to Achieve Pay Parity with Private and Federal Benchmarks

Position	House Median Salary (9/2020)	Median Private Salary Benchmarks	Median Federal Salary Benchmark	MRA Increase to Meet Private Benchmark ⁷	MRA Increase to Meet Federal Benchmark ⁷
Chief of Staff/ Deputy Chief of Staff	\$150,000	\$103,221	\$152,643	\$(46,779)	\$2,643
District Director	\$93,000	\$103,221	\$136,807	\$10,221	\$43,807
Legislative Director/ Deputy Legislative Director	\$84,750	\$103,221	\$133,072	\$18,471	\$48,322
Senior Counsel/Counsel	\$72,000	\$131,214	\$148,934	\$59,214	\$76,934
Legislative Assistant/ Legislative Aide	\$52,000	\$81,546	\$99,214	\$29,546	\$47,214
Legislative Correspondent	\$42,000	\$38,324	\$38,249	\$(3,676)	\$(3,751)
Communications Director/Press Secretary	\$68,000	\$120,975	\$161,349	\$52,975	\$93,349
Digital Media Director/ Deputy Press Secretary	\$45,250	\$61,598	\$97,501	\$16,348	\$52,251
Office Manager/ Scheduler/ Executive Assistant	\$50,993	\$62,749	\$67,716	\$11,756	\$16,723
Staff Assistant	\$37,000	\$37,152	\$52,275	\$152	\$15,275
Constituent Services Representative/Caseworker	\$47,000	\$49,467	\$105,514	\$2,467	\$58,514
Field Representative/ District Representative	\$47,000	\$49,467	\$105,514	\$2,467	\$58,514
Paid Intern	\$15,600	\$37,152	\$52,275	\$21,552	\$36,675
Average MRA Increase				\$13,440	\$42,036

The House also incurs an additional burden rate for employee provided benefits such as agency health insurance, retirement contributions, and thrift savings plan matching contributions. In including the burden rate in these calculations, the estimated average cost increase for the House to achieve pay parity would be \$17,971 to \$59,816³⁸ for each additional employee.



³⁸ Paid Interns and Temporary employees are excluded from this calculation because they are not eligible for benefits.

Appendix A: Key District Office Data (116th Congress)

State/Territory	District	District Office Count	Land Area (Sq. Miles)	Total Population	Total MRA Funded Employees in Office (Of 22 Statutory)	Employees in District Offices (Per Directory)
Alabama	01	2	6,066.83	717,438	15	5
Alabama	02	3	10,141.63	674,920	16	6
Alabama	03	2	7,543.86	717,896	15	6
Alabama	04	4	8,888.77	687,453	18	7
Alabama	05	3	3,677.31	735,858	14	6
Alabama	06	3	4,170.78	699,605	15	4
Alabama	07	4	10,156.13	670,015	19	8
Alaska	At Large	2	570,640.95	731,545	18	5
American Samoa	Delegate	1	76.35	55,519	19	12
Arizona	01	3	55,039.61	782,088	18	10
Arizona	02	2	7,838.12	733,197	17	8
Arizona	03	3	15,688.79	801,531	16	8
Arizona	04	2	33,199.45	825,763	13	5
Arizona	05	1	293.47	849,917	15	4
Arizona	06	1	625.07	814,971	20	8
Arizona	07	1	205.12	853,856	17	5
Arizona	08	1	539.66	798,544	18	7
Arizona	09	1	164.79	818,850	19	5
Arkansas	01	4	19,318.29	719,048	16	7
Arkansas	02	2	4,978.12	767,662	14	3
Arkansas	03	3	5,400.99	829,149	19	9
Arkansas	04	4	22,338.08	701,945	15	6
California	01	3	28,089.47	711,905	18	9
California	02	5	12,952.23	708,434	17	8
California	03	2	6,183.59	755,811	16	3
California	04	1	12,836.20	757,806	11	7
California	05	3	1,730.82	726,072	19	9
California	06	1	175.04	781,943	14	7
California	07	1	548.65	756,668	20	7
California	08	2	32,867.21	723,311	16	6
California	09	2	1,245.28	784,956	16	8

State/Territory	District	District Office Count	Land Area (Sq. Miles)	Total Population	Total MRA Funded Employees in Office (Of 22 Statutory)	Employees in District Offices (Per Directory)
California	10	1	1,818.79	764,859	17	6
California	11	2	493.61	765,504	13	5
California	12	1	38.97	779,824	16	6
California	13	5	96.79	768,889	16	8
California	14	1	259.50	742,980	16	5
California	15	1	599.45	782,312	17	7
California	16	2	2,839.51	753,152	16	10
California	17	1	184.85	790,519	16	6
California	18	1	696.12	753,806	19	7
California	19	1	915.34	737,535	18	8
California	20	2	4,874.22	741,838	19	6
California	21	2	6,729.94	729,460	15	5
California	22	2	1,165.12	768,917	14	7
California	23	1	9,898.00	741,557	16	8
California	24	3	6,883.35	737,443	18	8
California	25	3	1,690.50	718,949	15	8
California	26	2	939.12	725,535	15	6
California	27	2	699.90	712,783	18	8
California	28	2	218.45	693,299	18	7
California	29	1	92.03	717,659	20	6
California	30	1	135.94	764,062	18	7
California	31	1	218.24	753,576	15	6
California	32	1	124.23	700,726	14	7
California	33	2	288.58	703,908	18	8
California	34	1	47.66	730,042	16	7
California	35	1	168.88	764,643	15	6
California	36	2	5,912.64	755,764	17	7
California	37	1	55.26	733,668	16	6
California	38	1	101.46	704,515	18	7
California	39	3	204.40	717,176	16	7
California	40	1	57.69	715,934	17	8
California	41	1	316.54	786,719	16	5
California	42	1	935.96	840,562	15	6
California	43	1	72.03	748,092	13	5
California	44	4	79.36	717,140	17	8
California	45	1	330.39	791,311	18	1
California	46	1	71.72	734,651	18	8

State/Territory	District	District Office Count	Land Area (Sq. Miles)	Total Population	Total MRA Funded Employees in Office (Of 22 Statutory)	Employees in District Offices (Per Directory)
California	47	2	216.21	717,594	17	8
California	48	1	145.47	718,359	16	8
California	49	2	553.08	731,366	17	5
California	50	2	2,787.35	758,142	10	5
California	51	2	4,791.61	740,797	15	5
California	52	1	267.00	767,151	19	7
California	53	1	135.43	782,599	15	6
Colorado	01	1	189.62	852,816	17	6
Colorado	02	2	7,538.05	824,050	18	7
Colorado	03	4	49,731.77	756,569	14	6
Colorado	04	2	38,102.74	868,302	15	6
Colorado	05	1	7,265.72	820,255	19	6
Colorado	06	1	474.66	828,201	18	5
Colorado	07	1	339.33	808,543	17	7
Connecticut	01	1	675.45	703,138	19	11
Connecticut	02	2	1,987.68	701,590	17	8
Connecticut	03	1	470.34	717,989	20	10
Connecticut	04	2	460.73	737,733	20	9
Connecticut	05	1	1,248.16	704,837	19	6
Delaware	At Large	2	1,948.54	973,764	18	6
District of Columbia	Delegate	2	61.05	705,749	15	6
Florida	01	2	4,016.30	798,305	16	6
Florida	02	2	11,002.06	720,777	15	8
Florida	03	4	3,560.21	758,939	15	8
Florida	04	1	1,569.15	836,235	14	5
Florida	05	2	3,817.45	742,643	17	8
Florida	06	3	2,171.24	790,455	17	6
Florida	07	3	392.67	814,980	15	7
Florida	08	1	1,752.06	780,036	15	6
Florida	09	5	2,313.12	931,872	19	8
Florida	10	1	436.46	811,634	16	7
Florida	11	4	2,386.23	813,112	14	9
Florida	12	2	858.62	811,308	17	8
Florida	13	3	181.74	731,658	16	6
Florida	14	1	275.75	831,508	17	8
Florida	15	2	1,087.32	801,294	13	4

State/Territory	District	District Office Count	Land Area (Sq. Miles)	Total Population	Total MRA Funded Employees in Office (Of 22 Statutory)	Employees in District Offices (Per Directory)
Florida	16	2	1,293.24	873,875	18	6
Florida	17	3	5,571.56	804,754	14	3
Florida	18	3	1,512.84	795,742	19	8
Florida	19	2	750.37	833,013	12	3
Florida	20	2	2,160.92	802,463	17	11
Florida	21	1	256.85	786,566	15	5
Florida	22	12	167.31	760,953	19	9
Florida	23	2	190.26	762,858	17	5
Florida	24	3	102.33	754,731	15	11
Florida	25	2	3,500.99	796,422	16	7
Florida	26	3	2,184.68	780,951	16	6
Florida	27	1	113.02	750,653	16	6
Georgia	01	2	7,982.81	749,949	16	6
Georgia	02	3	9,626.23	671,831	20	13
Georgia	03	1	3,838.27	750,998	15	5
Georgia	04	1	496.60	782,142	17	10
Georgia	05	1	264.91	788,996	14	6
Georgia	06	1	298.76	742,932	18	7
Georgia	07	1	392.61	844,773	12	6
Georgia	08	2	8,711.64	706,237	17	7
Georgia	09	1	5,210.81	771,168	16	6
Georgia	10	3	7,096.22	757,807	18	8
Georgia	11	3	1,071.25	782,704	19	9
Georgia	12	4	8,185.27	732,810	20	9
Georgia	13	2	714.95	802,943	16	8
Georgia	14	2	3,623.16	732,133	16	7
Guam	Delegate	1	209.87	159,358	15	8
Hawaii	01	1	209.22	720,786	15	5
Hawaii	02	1	6,213.40	695,086	21	9
Idaho	01	3	39,418.02	934,826	17	8
Idaho	02	3	43,225.09	852,239	16	7
Illinois	01	1	258.38	711,039	16	5
Illinois	02	3	1,080.67	685,695	19	10
Illinois	03	4	237.18	702,503	18	9
Illinois	04	2	52.45	676,674	17	4
Illinois	05	2	95.71	739,401	17	8
Illinois	06	2	378.78	710,626	19	4

State/Territory	District	District Office Count	Land Area (Sq. Miles)	Total Population	Total MRA Funded Employees in Office (Of 22 Statutory)	Employees in District Offices (Per Directory)
Illinois	07	1	62.52	727,761	21	15
Illinois	08	1	205.52	717,115	19	6
Illinois	09	2	105.35	719,256	16	9
Illinois	10	3	299.78	706,189	16	8
Illinois	11	2	280.95	721,594	17	7
Illinois	12	5	5,008.21	679,002	15	8
Illinois	13	6	5,793.65	698,830	17	8
Illinois	14	2	1,597.60	727,525	18	6
Illinois	15	3	14,695.67	685,859	14	8
Illinois	16	3	7,917.49	694,262	18	8
Illinois	17	3	6,933.08	666,201	18	7
Illinois	18	4	10,515.95	702,289	15	6
Indiana	01	1	1,157.02	719,122	16	8
Indiana	02	2	3,958.58	721,469	15	9
Indiana	03	1	4,180.37	753,051	16	5
Indiana	04	1	6,352.55	767,105	14	5
Indiana	05	2	1,924.76	791,257	18	6
Indiana	06	4	6,206.83	720,190	19	7
Indiana	07	1	303.84	777,205	16	8
Indiana	08	4	7,255.39	716,924	17	7
Indiana	09	2	4,486.77	765,896	14	4
Iowa	01	3	12,048.84	774,014	14	6
Iowa	02	2	12,261.92	782,989	15	8
Iowa	03	3	8,789.62	848,170	13	5
Iowa	04	5	22,756.75	749,897	14	6
Kansas	01	2	52,542.50	694,498	19	6
Kansas	02	2	14,143.34	715,881	14	6
Kansas	03	2	757.20	779,860	16	5
Kansas	04	1	14,315.68	723,075	15	5
Kentucky	01	3	12,079.50	717,704	14	7
Kentucky	02	3	7,177.44	774,897	16	8
Kentucky	03	2	319.34	742,543	19	7
Kentucky	04	3	4,382.19	761,936	15	6
Kentucky	05	3	11,235.15	689,793	19	11
Kentucky	06	1	4,292.72	780,800	17	8
Louisiana	01	4	4,030.23	799,917	19	6
Louisiana	02	3	1,268.48	788,021	17	8

State/Territory	District	District Office Count	Land Area (Sq. Miles)	Total Population	Total MRA Funded Employees in Office (Of 22 Statutory)	Employees in District Offices (Per Directory)
Louisiana	03	2	6,983.32	785,101	18	10
Louisiana	04	3	12,435.10	737,674	16	6
Louisiana	05	3	14,452.88	734,377	13	4
Louisiana	06	3	4,033.89	803,704	15	6
Maine	01	2	3,285.52	686,731	18	9
Maine	02	3	27,557.40	657,481	19	6
Maryland	01	3	3,977.06	737,341	19	9
Maryland	02	1	348.88	750,702	18	9
Maryland	03	3	304.14	779,502	16	5
Maryland	04	2	297.81	758,795	14	6
Maryland	05	2	1,481.24	756,743	17	6
Maryland	06	4	1,950.26	769,046	19	6
Maryland	07	3	488.03	717,158	12	11
Maryland	08	1	859.85	776,393	19	6
Massachusetts	01	2	2,350.29	723,831	15	8
Massachusetts	02	3	1,628.00	759,750	20	9
Massachusetts	03	5	757.86	771,723	22	7
Massachusetts	04	2	668.27	765,466	20	7
Massachusetts	05	9	265.08	768,043	18	5
Massachusetts	06	1	526.79	770,998	21	7
Massachusetts	07	1	62.67	819,035	17	5
Massachusetts	08	3	326.37	765,516	15	6
Massachusetts	09	3	1,214.74	748,141	16	8
Michigan	01	3	25,027.75	697,102	18	10
Michigan	02	2	3,281.19	746,998	15	7
Michigan	03	2	2,628.74	752,287	13	6
Michigan	04	2	8,457.80	702,887	17	8
Michigan	05	1	2,348.70	672,466	14	5
Michigan	06	2	3,546.74	721,508	16	7
Michigan	07	1	4,227.73	710,064	15	7
Michigan	08	2	1,503.18	740,750	22	8
Michigan	09	1	183.59	718,223	18	6
Michigan	10	1	4,140.44	721,753	14	6
Michigan	11	1	419.26	735,677	17	4
Michigan	12	2	403.21	704,912	19	8
Michigan	13	4	184.85	672,291	20	8
Michigan	14	1	185.73	689,939	16	4

State/Territory	District	District Office Count	Land Area (Sq. Miles)	Total Population	Total MRA Funded Employees in Office (Of 22 Statutory)	Employees in District Offices (Per Directory)
Minnesota	01	2	11,973.99	679,003	15	8
Minnesota	02	1	2,437.91	717,698	16	8
Minnesota	03	1	527.05	730,214	19	8
Minnesota	04	1	332.49	719,873	18	8
Minnesota	05	1	135.66	724,373	20	8
Minnesota	06	1	2,882.27	729,029	15	5
Minnesota	07	5	33,429.25	668,096	17	9
Minnesota	08	4	27,908.13	671,346	16	7
Mississippi	01	6	10,572.80	769,026	19	9
Mississippi	02	6	15,551.51	692,452	19	12
Mississippi	03	4	12,754.48	738,992	17	10
Mississippi	04	3	8,044.48	775,679	15	8
Missouri	01	3	225.36	727,772	18	3
Missouri	02	1	465.76	751,926	15	6
Missouri	03	3	6,851.54	802,919	14	6
Missouri	04	3	14,401.38	775,664	16	5
Missouri	05	3	2,424.85	777,659	22	10
Missouri	06	3	18,198.62	777,104	17	7
Missouri	07	2	6,272.84	787,917	19	9
Missouri	08	5	19,901.17	736,467	18	9
Montana	At Large	3	145,545.80	1,068,778	20	10
Nebraska	01	3	8,879.02	651,958	17	7
Nebraska	02	1	509.74	684,882	22	10
Nebraska	03	2	67,435.41	597,568	18	8
Nevada	01	1	104.50	712,411	18	7
Nevada	02	2	55,829.71	736,907	14	5
Nevada	03	1	2,848.99	857,197	16	6
Nevada	04	1	50,997.97	773,641	14	5
New Hampshire	01	2	2,463.65	686,735	19	6
New Hampshire	02	3	6,489.00	672,976	18	8
New Jersey	01	1	350.02	726,825	16	8
New Jersey	02	1	2,092.43	707,255	17	4
New Jersey	03	3	899.70	735,981	18	6
New Jersey	04	3	691.88	748,199	21	10
New Jersey	05	6	991.30	734,764	20	9
New Jersey	06	2	215.55	739,726	18	8
New Jersey	07	1	970.19	734,239	13	6

State/Territory	District	District Office Count	Land Area (Sq. Miles)	Total Population	Total MRA Funded Employees in Office (Of 22 Statutory)	Employees in District Offices (Per Directory)
New Jersey	08	3	54.69	766,357	16	9
New Jersey	09	4	95.34	762,322	16	8
New Jersey	10	3	75.92	761,783	14	6
New Jersey	11	1	504.97	717,657	19	6
New Jersey	12	2	412.23	747,082	18	8
New Mexico	01	1	4,600.14	691,229	18	7
New Mexico	02	4	71,739.49	705,615	18	8
New Mexico	03	6	44,958.52	699,985	22	9
New York	01	2	650.02	713,168	17	11
New York	02	1	182.01	698,974	13	6
New York	03	2	254.92	725,746	20	9
New York	04	1	110.85	730,314	17	9
New York	05	2	51.88	759,001	21	12
New York	06	2	29.78	714,299	20	10
New York	07	2	16.16	698,794	20	11
New York	08	2	29.66	776,825	19	10
New York	09	1	15.54	720,316	19	4
New York	10	2	14.25	732,732	17	8
New York	11	2	65.83	737,390	20	8
New York	12	3	14.79	725,760	22	10
New York	13	3	10.25	751,661	20	9
New York	14	2	28.29	696,664	18	2
New York	15	1	14.54	739,390	16	8
New York	16	3	78.37	739,893	17	9
New York	17	2	382.63	737,355	16	7
New York	18	1	1,353.42	718,624	20	7
New York	19	5	7,937.02	701,011	16	7
New York	20	3	1,231.28	725,669	16	6
New York	21	3	15,114.76	694,835	18	6
New York	22	2	5,077.45	688,391	21	7
New York	23	4	7,371.65	687,583	20	8
New York	24	4	2,388.56	701,841	13	5
New York	25	1	510.19	714,657	16	8
New York	26	2	219.13	703,114	17	10
New York	27	2	3,973.13	719,554	11	4
North Carolina	01	2	5,877.96	763,500	17	8
North Carolina	02	1	2,698.38	888,547	10	4

State/Territory	District	District Office Count	Land Area (Sq. Miles)	Total Population	Total MRA Funded Employees in Office (Of 22 Statutory)	Employees in District Offices (Per Directory)
North Carolina	03	4	7,212.52	761,753	20	7
North Carolina	04	2	732.61	873,270	19	8
North Carolina	05	2	3,968.95	765,013	19	7
North Carolina	06	3	3,911.32	791,470	20	8
North Carolina	07	3	5,940.29	816,402	17	8
North Carolina	08	4	2,954.88	815,055	17	4
North Carolina	09	2	3,873.97	796,413	14	0
North Carolina	10	3	2,588.73	771,791	17	7
North Carolina	11	18	6,606.27	772,612	9	8
North Carolina	12	1	420.33	891,792	21	9
North Carolina	13	2	1,831.70	780,466	15	5
North Dakota	At Large	2	69,000.80	762,062	15	5
Northern Mariana Islands	Delegate	3	182.35	53,883	15	7
Ohio	01	2	686.96	749,773	15	6
Ohio	02	2	3,221.62	730,151	19	7
Ohio	03	1	228.00	813,890	17	3
Ohio	04	3	4,664.87	712,261	17	7
Ohio	05	3	5,626.47	721,212	13	4
Ohio	06	4	7,215.03	698,284	18	7
Ohio	07	2	3,864.76	727,011	15	7
Ohio	08	3	2,450.49	733,811	14	5
Ohio	09	3	464.65	697,570	14	8
Ohio	10	1	1,129.76	723,716	15	6
Ohio	11	2	244.46	684,617	15	7
Ohio	12	1	2,271.91	788,335	18	6
Ohio	13	3	894.30	704,191	17	9
Ohio	14	2	1,953.14	714,870	15	5
Ohio	15	3	4,738.93	769,664	16	7
Ohio	16	2	1,205.34	719,744	15	7
Oklahoma	01	1	1,631.67	809,500	14	6
Oklahoma	02	3	20,995.35	747,337	16	7
Oklahoma	03	1	34,116.73	782,091	16	7
Oklahoma	04	3	9,777.28	792,928	18	8
Oklahoma	05	1	2,073.90	825,115	20	7
Oregon	01	1	3,007.00	858,875	18	6
Oregon	02	3	69,442.78	841,022	14	7

State/Territory	District	District Office Count	Land Area (Sq. Miles)	Total Population	Total MRA Funded Employees in Office (Of 22 Statutory)	Employees in District Offices (Per Directory)
Oregon	03	1	1,074.46	853,116	20	10
Oregon	04	3	17,274.04	820,504	21	10
Oregon	05	2	5,189.73	844,220	16	7
Pennsylvania	01	1	638.39	713,411	18	7
Pennsylvania	02	5	62.64	722,722	19	11
Pennsylvania	03	5	52.78	741,654	15	6
Pennsylvania	04	2	477.02	730,701	17	8
Pennsylvania	05	1	211.74	719,973	20	5
Pennsylvania	06	2	912.82	735,283	20	6
Pennsylvania	07	3	856.60	731,467	18	7
Pennsylvania	08	5	2,667.59	698,973	18	10
Pennsylvania	09	7	3,294.80	699,832	15	7
Pennsylvania	10	3	1,080.30	744,681	14	7
Pennsylvania	11	3	1,502.83	734,038	15	6
Pennsylvania	12	3	9,895.97	701,387	16	7
Pennsylvania	13	4	6,019.43	697,051	15	0
Pennsylvania	14	2	2,847.82	678,915	18	3
Pennsylvania	15	3	9,734.99	672,749	17	9
Pennsylvania	16	3	3,311.53	678,333	18	7
Pennsylvania	17	3	882.92	706,961	15	0
Pennsylvania	18	4	292.54	693,858	16	8
Puerto Rico	Resident Commissioner	1	3,424.23	3,725,789	17	5
Rhode Island	01	1	268.49	530,066	17	7
Rhode Island	02	1	765.32	529,295	17	9
South Carolina	01	2	1,547.86	821,107	18	8
South Carolina	02	2	3,022.17	722,542	19	8
South Carolina	03	2	5,268.28	706,961	16	7
South Carolina	04	2	1,299.30	754,148	17	6
South Carolina	05	2	5,505.54	738,205	17	8
South Carolina	06	3	8,062.93	665,215	19	11
South Carolina	07	2	5,354.62	740,536	19	8
South Dakota	At Large	3	75,811.00	884,659	15	6
Tennessee	01	2	4,141.92	725,173	17	8
Tennessee	02	2	2,320.68	758,519	14	7
Tennessee	03	3	4,570.32	743,225	17	6
Tennessee	04	4	5,984.84	812,697	12	6

State/Territory	District	District Office Count	Land Area (Sq. Miles)	Total Population	Total MRA Funded Employees in Office (Of 22 Statutory)	Employees in District Offices (Per Directory)
Tennessee	05	1	1,248.57	778,094	21	7
Tennessee	06	2	6,474.21	799,365	14	5
Tennessee	07	2	9,160.44	800,536	21	9
Tennessee	08	3	6,850.53	711,068	14	5
Tennessee	09	1	483.39	700,497	19	7
Texas	01	5	7,858.86	726,094	18	6
Texas	02	2	308.75	787,271	16	4
Texas	03	1	480.88	913,161	17	5
Texas	04	3	10,122.99	782,743	12	6
Texas	05	2	5,043.85	759,749	11	5
Texas	06	1	2,148.41	818,442	14	3
Texas	07	1	161.94	762,826	17	6
Texas	08	2	6,053.76	895,861	17	5
Texas	09	1	165.64	769,335	17	12
Texas	10	4	5,070.95	925,348	16	4
Texas	11	6	27,832.17	790,264	17	7
Texas	12	1	1,441.16	844,563	13	5
Texas	13	2	38,349.24	714,733	12	6
Texas	14	3	2,441.39	760,530	15	6
Texas	15	5	7,804.07	804,562	17	10
Texas	16	1	710.35	747,648	19	6
Texas	17	3	7,651.16	786,023	14	7
Texas	18	4	235.20	827,015	14	2
Texas	19	2	25,835.59	729,664	19	6
Texas	20	1	199.68	832,518	17	4
Texas	21	3	5,920.89	829,628	19	7
Texas	22	2	1,032.84	960,957	18	6
Texas	23	5	58,059.18	786,712	17	7
Texas	24	1	262.76	832,445	13	5
Texas	25	2	7,620.70	818,807	12	5
Texas	26	1	907.15	920,865	16	5
Texas	27	2	9,128.25	745,526	16	8
Texas	28	3	9,378.53	772,410	18	12
Texas	29	1	187.07	783,915	14	4
Texas	30	1	356.27	792,445	16	7
Texas	31	2	2,154.49	916,064	16	12
Texas	32	1	185.66	778,087	17	4

State/Territory	District	District Office Count	Land Area (Sq. Miles)	Total Population	Total MRA Funded Employees in Office (Of 22 Statutory)	Employees in District Offices (Per Directory)
Texas	33	2	211.94	751,182	16	7
Texas	34	4	8,190.32	712,596	16	6
Texas	35	2	593.77	857,654	16	7
Texas	36	4	7,125.83	758,238	18	8
Utah	01	3	19,560.79	787,582	10	4
Utah	02	2	39,987.95	788,484	16	5
Utah	03	1	20,070.54	779,460	16	6
Utah	04	1	2,550.35	850,432	15	6
Vermont	At Large	1	9,216.66	623,989	17	7
Virgin Islands	Delegate	2	134.37	106,405	14	3
Virginia	01	3	4,212.05	824,492	14	5
Virginia	02	3	1,108.80	723,927	17	4
Virginia	03	1	626.51	760,127	18	7
Virginia	04	2	3,643.93	768,382	17	6
Virginia	05	2	10,029.79	735,766	15	5
Virginia	06	4	5,930.02	755,012	19	8
Virginia	07	2	3,118.54	802,921	16	4
Virginia	08	1	149.24	813,568	16	4
Virginia	09	3	9,113.87	704,078	18	8
Virginia	10	2	1,372.24	857,693	15	6
Virginia	11	2	185.09	789,553	13	5
Washington	01	2	6,186.47	791,545	18	5
Washington	02	2	1,015.02	760,064	16	5
Washington	03	2	9,114.01	756,675	14	7
Washington	04	3	19,250.22	735,797	16	6
Washington	05	3	15,473.13	734,322	21	7
Washington	06	3	6,902.73	726,540	16	9
Washington	07	1	144.13	817,787	21	6
Washington	08	2	7,359.70	770,177	17	7
Washington	09	1	183.43	751,595	15	8
Washington	10	2	826.67	770,391	16	7
West Virginia	01	3	6,275.56	601,811	13	5
West Virginia	02	2	8,017.31	623,039	18	8
West Virginia	03	3	9,745.33	567,297	16	2
Wisconsin	01	3	1,727.92	721,691	15	5
Wisconsin	02	2	4,536.69	773,663	15	6
Wisconsin	03	2	11,111.79	723,169	18	6

State/Territory	District	District Office Count	Land Area (Sq. Miles)	Total Population	Total MRA Funded Employees in Office (Of 22 Statutory)	Employees in District Offices (Per Directory)
Wisconsin	04	1	128.35	704,146	17	6
Wisconsin	05	1	1,890.75	733,314	12	4
Wisconsin	06	1	4,918.39	715,828	16	7
Wisconsin	07	1	23,037.26	714,544	15	6
Wisconsin	08	1	6,806.67	736,079	16	6
Wyoming	At Large	4	97,093.14	578,759	18	7

Appendix B: Cloud Services Authorized for Use in House Offices³⁹

Product	Function
Affinity	CRM
AlertTek	Voice, Email, Text Alerting
Airmoto	Video Editing
Asana	Task Management
Basecamp	Task Management, Time Tracking
Box	Workflow
Descript	Audio/Video Editing
Forms (Microsoft)	Surveys
GoCo	Onboarding, Time-Tracking, Time-Off Policy
Google	Calendar
GovDelivery	Email Management
Hubstaff	Timesheets, Project Management
Lumen5	Video Creation Platform
Planner (Microsoft)	Project and Task Management
Poliscribe	CMS/CRM Letter Generation
Retarus Global Messaging	Global E-mail Messaging within Applications
Slack	Communication/Collaboration
Smartsheet	Task, Project, and Time Management
SurveyMonkey	Surveys
Teams Live Events	Video Conferencing for Individuals/Groups Outside the House Community
Timesheets.com	Time and Attendance, Leave Requests, and Time-Off
ToDoist	Task Management
TourTrackr	Tour Request Management System
TrackVia	Workflow
VSee	Video Calls, Video Town Halls
YayNay	Survey Polls
Zoom	Web and Video Conferencing

³⁹ <https://housenet.house.gov/technology/cloud-services>

Appendix C: Recommendations to Improve Productivity in Member Offices (Individual Responses)

Chiefs of Staff Individual Responses (excluding N/A)
Project management tools
Expanded, more user-friendly CMS
HR system to track staff time
Need more information to know what exactly is available.
Better CRM (salesforce or equivalent), project management software
Zoom, Slack, Quill, other tech
An office wide workflow solution to help integrate comms and leg and help us interact with other offices more efficiently.
Indi-Gov
CMS options that can actually keep up with emerging technologies
Current House approved technologies are great - but need to continue post pandemic. Additional systems for visual voicemails, tours, academy nominations would be helpful
Centralized HR and CMS. I think we would be much more effective if HR was handled by the House and one Constituent Management System that was administered by the House would be utilized by every Member office.
We heavily use Slack, it would be helpful if it were provided by House. Enhancements to CMS system are always helpful.
Improve and expand the constituent management systems to better data track our workflow, contacts, and outreach efforts.
We use Slack and Zoom, which are great.
Expanded CMS
Zoom/Teams, Quill
Task management systems
Expanded CMS
CMS
Better scheduling software would help.
Catalist or other voter file
A functioning One Drive (ours is constantly deleting itself and/or not syncing, and our IT folks can't figure out why)
Having budget to hire full-time press assistant and another caseworker will better balance workflows in the office.
System that allows for scheduling to be web based internally and externally
Slack, expanded constituent management systems
Video chat capability for our whole staff in DC to be on camera and see the whole district staff.
More staff!!

Chiefs of Staff Individual Responses (excluding N/A)
Slack, professional editing software, a CMS that better tracks outreach
Expanded CMS. I believe Fireside is working towards this, but current systems require pieces of everything to be in a million different places. i.e., the info we have on an individual constituent's priorities and interactions with the office is spread out between the Member's calendar, info emailed or handed to leg staffers, meeting requests sent to the scheduler, notes from the Field Team in Fireside, survey results in Fireside, etc.
Better constituent management system. Easier scheduling platform.
Slack, google
Excited for Quill.
A good constituent management system that tracks outcomes of meetings w/ staff and the boss and into which we can all out our business cards and contacts. A good system that automates where and when our constituent meetings were.
A more-full offering of services in all areas would be great. A funded "sandbox" where offices and private sector entities could visit more often and find ways to solve problems in this area would also be great to have. We need more offerings, not less, especially in the CRM world.
Constituent Management System
I would highly recommend changing or updating the technology infrastructure in the house to be more excepting of Apple and Mac devices. The productivity increase that is gained from using Apple devices is tremendous and well worth investing in an infrastructure that is more accommodating. In addition to this I think it would be beneficial for every office if the house were to invest in partnering with a third-party that could allow for texting communications between offices and constituencies either for Casework communications, legislative correspondences, or general outreach.
Expanded Constituent Management, technology for improved remote work
We would like for every staffer to be able to start zooms from their own personal account. Right now, only 1 person on staff can start zoom meetings. I also would like a House of Representatives conference call line. Survey Monkey account would also be great
Expanded internal communications systems
Zoom
A constituent management system that works more like Salesforce - so you're tracking not just people but also groups, meetings, etc
Better and faster connection with server when on campus. Remote connection is faster and more responsive when working remotely.
More integrated and easier to navigate systems for documenting incoming calls, mail, meeting requests, etc.
Technology can be great, but adoption is very uneven. I'm not optimistic I can get staff who have worked for my boss for 10+ years to switch systems and just crank in a CMS or work platform.
Slack, expanded CMS, more tech forward websites to get constituents the answers they are looking for without having to reach out to staff if not necessary.
Slack, Google Workspace, Monday.com
Additional funding for technology, similar to the Senate technology fund, to eliminate technology upgrades or additions (like computers for telework) from MRA.

Chiefs of Staff Individual Responses (excluding N/A)
Zoom, Quill and LEidos all help improve productivity.
IQ Zoom
Slack, scheduling software, software to manage incoming emails to staff.
Project management tools - electronic and skills
Honestly, I don't really know which tech we don't use currently could make a difference. Certainly, the broad adoption of virtual platforms has helped in many respects as has Teams (in lieu of Slack etc).
Updating the phone system so we don't have to physically go into the office every day.
Something to track internal projects and deadlines; survey monkey; zoom
Expanded use of social media and 499 flexibility
Our specific management system
More laptops. More WiFi.
More personnel are needed, not necessarily more technology.
Better CRMs, shared/streamlined HR and financial admin resources.
Slack would be helpful. I'd also be interested in how Salesforce could be worked into the CRM space to provide a common vendor.
Onboarding / mandatory training tracking
Less expensive telephone townhalls
Better Wi-Fi in the house office buildings
Time off/PTO/Workflow software?
CMS expansion and unlimited zoom accounts
Better CMS - frankly IQ and iCon and the rest aren't great
The House should pay for all subscriptions. BGov, POLITICO PRO, WSJ.
Common and shared mail system that we don't have to pay for out of the MRA that is updated regularly.
More intuitive CMS platform(s), HR Management system for leave balances, leave requests, timesheet management, and personnel files.
Vacation Tracker on Teams
Survey monkey, better use of surveys for official work.
The single greatest item to increase productivity and morale is to increase the MRA so I can increase salaries.
Slack, Google
Calendly or similar scheduling tools
Expanded CMS/CRM System