

**Testimony of
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**Before the United States Senate
Subcommittee on Legislative Branch, Committee on Appropriations**

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Chairman Hyde-Smith, Senator Murphy, and Members of the Subcommittee, thank you for the opportunity to present the United States Capitol Police (USCP) budget request for Fiscal Year 2020. I am joined here by some members of my Executive Management Team, as well as my Executive Team: Chief of Operations, Assistant Chief Steven Sund; Chief Administrative Officer Richard Braddock, and General Counsel Gretchen DeMar. Also joining me are Chief Financial Officer Dominic Storelli; Inspector General Michael Bolton; USCP Fraternal Order of Police (FOP) Chairman Gus Papathanasiou, and USCP International Brotherhood of Teamsters Chair Karen Gray-Thomas.

Mr. Chairman, the support of the Subcommittee, the Congress, and the Capitol Police Board has contributed to our success in achieving our mission, as well as our ability to recognize and address the dynamic nature of current threats. We greatly appreciate the support that you and your staff have given the Department, for your collaboration with our leadership team, and for your innate understanding of the complexity of our mission and the challenges we face.

Since 1828, the United States Capitol Police has steadfastly protected the United States Capitol. In fact, in 1801, a lone watchman, John Golding, was charged with taking “as much care as possible of the property of the United States,” before construction was completed on the Capitol Building.

In the 191 years that have passed, much about the Department has changed, but our mission is fundamentally the same: To protect the Congress – its Members, employees, visitors

and facilities – so it can fulfill its Constitutional and legislative responsibilities in a safe, secure, and open environment.

We consistently work to maintain the level of protection necessary to balance access and security. Over the past year, the Department has managed an ever-increasing number of demonstrations; has secured and supported two Lying in State ceremonies and a Lying in Honor ceremony; has swiftly responded to critical incidents and civil disobedience, most notably during the Senate Judiciary Committee hearings last fall; and, has investigated numerous, credible threats against Members of Congress or the U.S. Capitol.

In 2018, USCP officers screened 11.2 million individuals at building entrances and interior checkpoints. On any given day, we manage an ever-increasing number of permitted demonstrations, which are approved for specific outdoor demonstration areas. Daily, the Department facilitates the free exercise of First Amendment rights of individuals and coordinates these activities based on Capitol Police Board regulations under the *Traffic Regulations for Capitol Grounds*.

With the addition of pre-screener officers at numerous posts outside of the Senate and House office buildings, we have increased our abilities to better secure and screen at building access points, and thereby reducing the Capitol Complex's exposure to threats. Officers are posted to observe the public entering the buildings; provide direct communications with the interior officers in the event of an emergency; engage observed armed individuals; and, serve as a visible deterrent to those desiring to attack an entrance. The ultimate goal in deploying the pre-screeners is to identify and mitigate threats before they reach the interior security screening checkpoints. An added benefit to utilizing pre-screeners is that they also monitor and manage the lines of people queued to enter the buildings. The Department is sensitive to ensuring a positive visitor experience and our officers re-direct visitors to other entry doors for screening, which also enhances their overall safety and security.

In October, our highly-trained Hazardous Devices Section personnel safely contained a pipe bomb at the Congressional Mail Facility, one of 16 that were sent to elected officials and

public figures across the country. Our team also worked with the FBI to ensure that evidence was preserved to assist in the FBI identifying the suspect. The FBI Director noted that the suspect was linked to several packages from a fingerprint lifted from the package sent to Capitol Hill. This work led to the apprehension of the suspect within days of delivery of the pipe bombs.

Our special agents in the Investigations Division are aggressively pursuing all leads and investigating threats from many sources. As a result of the June 2017 baseball practice active shooter incident, there is a heightened awareness by Members and their staffs of how important it is to be aware of their surroundings and the actions of others for their own personal safety and security. Individuals are now more apt to report unusual activities. We have continued to see the number of threat assessment cases that we open and investigate grow each year.

The Department maintains a significant, visible presence throughout the Capitol Complex and other venues where groups of Members are assembled. This includes having a security presence even where we are not physically located. We routinely collaborate with the Senate and House Sergeants at Arms to assess Members' state and district office security and provide recommendations on ways to improve and enhance security measures and practices. We also continue to provide security awareness briefings for both local and district staff.

As law enforcement officers, we do not know what we may face each day. We train and prepare so we can respond to any threat in an instant because lives depend on it. We must be cognizant of any potential threats at all times. The reality is that the Capitol Complex remains an attractive target to foreign and domestic terrorists; therefore we must continually assess the risks and adjust our strategies for addressing any threat. We are constantly working to ensure that the Department's tactics do not become predictable or routine, and that our personnel are always prepared. It is with this in mind that we have worked to align these security realities with our strategic priorities and resources.

The Department continues to grow and transform to address new and emerging threats. We have also made great strides in implementing law enforcement best practices to further our strategic efforts as a model law enforcement agency. Therefore, we have developed our Fiscal

Year 2020 budget with a focus on continuing to equip and prepare our workforce to be agile and responsive to the operations of Congress, and keeping the Capitol Complex safe and secure. Our Fiscal Year 2020 request is \$463.3 million, and represents an increase of only 1.5 percent over Fiscal Year 2019 enacted levels to meet mandatory salary requirements, overtime for critical training, and general expenses.

The Department's greatest assets are its employees. And, for this reason, the Department is committed to working closely with the Capitol Police Board and Congress to ensure that we continue to invest our resources into training, updating and replacing key equipment and systems, and ensuring that our employees have the tools they need to successfully do their jobs as well as advance their careers within the Department. The Department implemented a number of new initiatives over the last year that I believe will enrich our employees' professional and personal development. These initiatives include, but are not limited to, a new performance evaluation and communication system; promotional processes for the ranks of Deputy Chief, Inspector, Captain, Lieutenant, and Sergeant; a new employee recognition program; anti-discrimination and anti-harassment training; and more opportunities to attend professional development training and conferences.

As Chief, it is my goal to recruit and retain officers who reflect the makeup of those working in and around the U.S. Capitol as well as those visiting and engaging in the legislative process. It is also imperative that we build a strong leadership bench to build upon the Department's legacy with a clear eye toward its future. In the coming months with guidance and assistance from our Diversity Officer, the Department will be implementing a formal mentoring program as well as a peer support program. We also will be updating the Department's strategic plan to specifically include diversity, equity, and inclusion within the plan's overall goals and objectives. Further, the USCP will be developing sub-strategic plans addressing human capital management, recruiting and retention, training, succession planning and career development, and diversity, equity, and inclusion. These consolidated efforts will help to ensure that the Department continues to provide a holistic framework to imbed these efforts into all aspects of the Department.

As with all law enforcement agencies, personnel salaries and overtime make up the majority of our annual budget. We regularly analyze our workforce distribution to align job functions, assignments, workload, risk management, and organizational readiness, along with the threat assessments and mandatory mission requirements, within a dynamic environment.

Our Fiscal Year 2020 budget includes base funding for 2,072 sworn and 442 civilian positions. These additional sworn personnel will be utilized to enhance the Department's ability to detect, impede, and address threats that currently exist and continue to evolve. Additionally, we are also requesting one civilian position for the Office of Inspector General for the purposes of conducting additional work related to cyber infrastructure and financial audits.

To support these efforts, the Fiscal Year 2020 funding request reflects a 0.87 percent increase over the Fiscal Year 2019 enacted level for personnel costs. This increase is necessary to fund the overtime needs of the Department for the 2020 Republican and Democratic National Conventions.

As you are aware, the Department's current sworn staffing levels do not provide the complete and necessary resources to meet all of our mission requirements within the established sworn officer utility or the number of work-hours in a year that each officer is available to perform work. This utility number is used to determine overall staffing requirements. It balances the utility of available staff with annual salary and overtime funding along with known mission requirements. These known requirements include post coverage and projected unscheduled events such as demonstrations, late-night sessions, and holiday concerts. The utility number also estimates unfunded requirements that occur after the budget is enacted, such as unforeseen critical emergency situations, and providing adequate police coverage of Congressional hearings.

Because of the need to fill the mission requirement gap through overtime, the Department must also utilize overtime to ensure that officers can be offline for training, while meeting our daily mission requirements. There are flexibilities that other law enforcement agencies have to offset or defer daily requirements to allow for officer training that our unique mission does not afford us.

Therefore, mission requirements in excess of available personnel must be addressed through the identification of efficiencies such as post realignment and/or reductions, technology, and cutbacks within the utility. Where necessary, we meet this requirement through the use of overtime. Based on the requested staffing levels for Fiscal Year 2020, the Department's overtime projection is approximately \$47 million. This amount will cover base mission requirements, Republican and Democratic National Convention support, our support of non-reimbursable events at the Library of Congress, and the ability for sworn employees to be backfilled while they attend mandatory and essential training.

For the Department's General Expenses budget, our request includes items such as protective travel; hiring, outfitting, and training new sworn personnel; supplies and equipment; management systems and technology upgrades; and other non-personnel needs. We are requesting \$85.3 million for general expenses, which is an increase of \$3.8 million over the Fiscal Year 2019 enacted level. This funding will address increases in operating costs due to the required protective services and travel needed to secure the 2020 Republican and Democratic National Conventions, as well as to support the pre-planning and preparation for the 2021 Presidential Inauguration ceremony.

As the Chief of Police, it is my fiduciary responsibility to look at every opportunity within the Department to accomplish our mission before asking for additional resources. In order to ensure consistent, transparent, and effective management practices, as well as measure our successes, we regularly benchmark our efforts to nationally recognized standards set by professional law enforcement organizations such as the International Association of Chiefs of Police, Police Executive Research Forum, and the Commission on Accreditation for Law Enforcement Agencies, Inc.

For the past nine years, we have implemented uniform procedures to effectively measure and justify USCP planning, program, and resource requirements through a comprehensive, standardized, and repeatable management process that we call the "Force Development Business Process." It provides a transparent decision-making process that includes reviews and approvals by an Investment Review Board made up of key agency management, and it provides a structure

that is results-driven and based on meeting operational needs. In addition, to ensure the accuracy of our budget request, our Fiscal Year 2020 budget went through multiple layers of review and validation, and is tied to supporting documentation for each budget element.

Our Executive Management Team, and the Department as a whole, has also benefitted from the assistance of the USCP Office of Inspector General (OIG). The OIG routinely conducts audits, reviews, and investigations and makes recommendations to the USCP for business improvements, including audits of our programs that I have requested. The Department continues to make significant progress in closing OIG recommendations. Since the OIG was established in 2006, the Department has successfully closed 90 percent of the 416 recommendations made by the OIG.

I value the OIG's assistance in our efforts to further improve our operations and performance. Michael Bolton was selected in January by the Capitol Police Board to serve as the third USCP Inspector General. He had served as the Acting Inspector General since March 2018, and also served as Assistant Inspector General for Investigations since August 2006. I appreciate the OIG's assistance in our efforts to further improve operations and performance. I also am pleased to report that the Department received its seventh consecutive unmodified "clean" opinion on our Fiscal Year 2018 financial statements from the OIG. The long-term resolution of recommendations related to internal controls, business processes, and material weaknesses remains of the highest importance to me and our management team.

I also work closely with the Fraternal Order of Police Labor Committee leadership on a host of issues of mutual concern. We have collaboratively worked to implement policy and procedures, as well as address the concerns of the rank and file. While we sometimes see issues through different lenses, the Chairman of the Labor Committee and I both want what is best for our employees. We understand that working for a police department requires maintaining an impeccable work ethic and requires accountability as we, as United States Capitol Police officers, are held to a higher standard. We and our staffs work diligently to ensure that we come to a resolution on topics with the shared goal of supporting our overall mission.

Madam Chairman, the United States Capitol Police is the only police department in the nation that does what we do and with the high visibility in which we do it. Mission focus will always be the key to our ability to be successful, to serve and protect, and to ensure our employees go home safe every day. The Congress relies on us to do our jobs so that you may do the people's work in a free and open manner.

In closing, I want to assure the Subcommittee that the United States Capitol Police is committed to always being at the ready to ensure that the Capitol Complex is safe and secure. Our Fiscal Year 2020 budget request was developed with great thought and discipline to ensure that the necessary mission requirements were at the forefront of our planning and prioritization.

We will continue to work closely with you and the Subcommittee staff to ensure that we meet the needs and expectations of the Congress, as well as our mission, in a reasonable and responsible manner. Again, I thank you for the opportunity to discuss the Department's FY 2020 budget request, its priorities, and activities. I would be pleased to answer any questions that you may have.