

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

**June 29, 2017**

Chairman Lankford, Ranking Member Murphy, and Members of the Committee, I am honored to be here today, and I appreciate the opportunity to present the United States Capitol Police budget request for fiscal year 2018. I am joined here by some members of my Executive Team and Executive Management Team, including Chief of Operations, Assistant Chief Steven Sund; Chief Administrative Officer Richard Braddock; Chief Financial Officer Jay Miller; General Counsel Gretchen DeMar; and Inspector General Fay Ropella. Also in attendance today is Officer Gus Papathanasiou, the USCP FOP Labor Committee Chairman.

First, I would like to thank the Committee for its unwavering support of the United States Capitol Police. On behalf of the entire Department, I would like to express our appreciation to the Members of this Committee and the entire Congress for providing the necessary funding to support our personnel and operations. The women and men of the U.S. Capitol Police work tirelessly to ensure that the Congress is able to securely conduct its legislative responsibilities without disruption, all the while exhibiting the utmost respect for the institution, the Constitution and protecting First Amendment rights of all individuals.

I am thoroughly impressed with their performance, which is both seen and unseen by the community. And, I am thankful for their commitment to our mission and their steadfast dedication every day to ensuring the safety and security of Members, staff, and the millions of visitors who come to the United States Capitol.

As we have seen over the past several months, our officers are well prepared and highly trained to deal with any circumstances that they may encounter. What at first may appear to be routine or even mundane, may in fact be a threat to the safety and wellbeing of the Capitol Complex or Members of Congress. We also are always aware that the dynamic nature of any threat can change very quickly as the circumstances unfold.

This point is exemplified with the incident on June 14, 2017, in Alexandria, Virginia. The extensive training and quick response by Special Agents Crystal Griner and David Bailey saved lives. I would like to commend them for their heroic and professional response in protecting the Members of Congress and others that day during the practice session for the Congressional charity baseball game. We have often discussed the Department's need to remain agile while also continuing to enhance our capabilities, and I believe that in the environment in which we operate, it will be necessary to provide increased coverage for Member events going forward. In doing so, we appreciate the Congress' continued support of our mission and its recognition of the need to provide additional resources as we identify new and increasing threats.

Mr. Chairman, the tremendous support of the Committee and the Capitol Police Board has contributed to our success in achieving our mission, as well as our ability to recognize and address the immediacy and dynamic

nature of current threats. You and your staff have taken great time and made significant efforts to work closely with the Department's leadership team, and we are truly grateful for your keen understanding of the complexity of our mission and the challenges we face.

We have developed our fiscal year 2018 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 U.S. Capitol safe and secure. Our overall fiscal year 2018 request is \$426.6 million, and represents an increase of approximately 8% over fiscal year 2017.

As with all other law enforcement agencies, personnel salaries and overtime make up the majority of our annual budget. However, we could not do what we do without our dedicated law enforcement officers and professional staff. We have continuously worked throughout the Department to effectively and prudently allocate our existing resources to achieve the best possible balance of staffing to meet mission requirements. We are routinely analyzing 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.

Further, our 2018 budget request continues to address the Department's new responsibility of protecting and securing the O'Neill House Office Building, which took effect on June 8, 2017. The Committee has been very understanding and cognizant of what this requirement adds to the Department's mission and its demands on our resources. Therefore, I am grateful to you and your staff for working with my team over the past several months to address our resource needs with this new responsibility.

As I noted earlier, around the world and even in the shadow of the Capitol Dome, we are seeing the nature of threats changing. Today, there are no routine traffic stops. There are no routine activities, as we have seen a rise in terrorist organizations attacking public venues. There have also been increased occurrences of homegrown, violent extremist "lone wolf" episodes, as we saw on June 14, 2017. As a result, we have seen an escalation in the number of mass causality events around the world and in the continental United States. As such, every event on Capitol Grounds, from demonstrations to concerts to Members crossing the street for votes, must be considered as presenting a risk.

Based on this rise in terrorist events and the tactics displayed by the assailants, the U.S. Capitol Police are continuing to review our operational and tactical postures to ensure that the Department is taking every measure possible to maintain the security of the Capitol Complex, while allowing the legislative process to continue to function in an open environment. Working in close coordination with the Capitol Police Board, the Department has determined that additional screening of various means must be employed. This involves implementing additional screening and pre-screening at various building access points, deploying security measures to better secure and screen in the House garages, and utilizing enhanced screening portals.

Instead of immediately requesting an increase in additional sworn personnel, the Department looked at its current mission load and worked closely with the Capitol Police Board to identify areas to modify or eliminate mission requirements to offset these new mission requisites. Additionally, the Department reviewed duties currently performed by officers that could be civilianized, and we began our initial efforts to reassign officers currently

filling these roles to utilize their training and skills to better meet operational requirements.

For the seven years preceding fiscal year 2016, our number of Full Time Equivalents (FTEs) remained flat. However, faced with the new mission requirements detailed above, we continue to need additional sworn personnel to successfully implement all of these security enhancements throughout the Capitol Complex.

Therefore, our fiscal year 2018 request includes base funding for 1,871 sworn and 372 civilian positions, which is consistent with the staffing levels funded in fiscal year 2017. In addition, the request includes half-year funding for an additional 72 sworn officers and 48 civilians for the purpose of enhancing garage security, adding pre-screening capabilities, and civilianizing certain positions as part of a multi-year plan to bolster Capitol Complex security. To support these efforts, the fiscal year 2018 funding request reflects an 8% percent increase over the fiscal year 2017 enacted level for personnel costs. This increase is necessary to address the annual cost of living and benefit cost increases incurred by the Department, additional staffing requirements, and overtime costs to meet mission requirements.

Currently, the Department's 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,

holiday concerts, and projected unscheduled events such as demonstrations and late-night sessions. 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 has struggled to take our sworn personnel from their posts to conduct training. In order to provide mandatory training, we must utilize overtime to ensure that the officers may 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. If the requested staffing levels for fiscal year 2018 are funded, the Department's overtime projection is approximately \$40.7 million. This amount will cover base mission requirements, 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 necessary training. This also includes overtime funds to provide coverage for the O'Neill House Office Building until the officers hired in fiscal year 2017 can be deployed. That specific overtime requirement will dissipate once the officers are deployed.

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. In planning for increases in both the number of facilities we will be protecting and staffing requirements, we are requesting \$75.2 million for general expenses, which is an increase of \$7.2 million over the fiscal year 2017 enacted level. This funding will address increases in operating costs including investments in training, recruiting and outfitting new employees, replacing key equipment and systems that are becoming obsolete, and restoring annual levels reduced in previous fiscal years to meet vital Department needs.

An important new requirement included in this request is a necessary \$2.1 million investment in equipping a fully functioning Alternate Command Center. If the current Command Center at USCP Headquarters cannot be utilized due to power or access issues, at this time, the alternative is a room at another building that is sparsely populated with a limited amount of aging equipment. The proposed Alternate Command Center would include back-up power, emergency notifications systems, connectivity to the Senate, House and USCP messaging systems, secure communications, campus and airspace monitoring abilities, and stations for the commanders to conduct command and control oversight functions to ensure stakeholders are continuously provided situational awareness. As the level and type of threats have changed, we need to have all of the tools necessary to respond quickly and appropriately at our disposal. I believe having a fully functional, state-of-the-art Alternate Command Center at the ready is essential for the Department to be able to maintain the security of the Legislative Branch of government.

As the Chief of Police, it is my fiduciary responsibility to look at every possibility within the Department to accomplish our mission before asking for additional resources. The Committee and the Congress have been very supportive of the Department, and I would not ask for additional resources unless we have identified a great need. We put in much time and planning while formulating our budget request each year.

For the past seven 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 2018 budget went through multiple layers of review and validation, and is tied to supporting documentation for each budget element.

Further, I am pleased to report that the Department received its sixth consecutive unmodified "clean" opinion on our financial statements from the USCP Office of Inspector General (OIG). The Department truly values the OIG's assistance in our efforts to further improve operations and performance, and 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 am also proud to note that the Department was awarded the Gold Standard from the Commission on Accreditation for Law Enforcement



Agencies during our fifth accreditation in 2014. This is the highest rating that a law enforcement agency can receive, and is reserved for organizations that exhibit strong organizational health. In 2017, the Department once again is seeking the Gold Standard accreditation, and will be going through an onsite assessment in August. This regular accreditation process ensures that we are continuously reviewing our programs and functions, sharing and receiving lessons learned with peer law enforcement agencies, and most importantly, constantly implementing best law enforcement practices into our operations.

In closing, Mr. Chairman, I want to assure the Committee that the U.S. Capitol Police is committed to always being at the ready to ensure that the Capitol Complex is safe and secure.

Our fiscal year 2018 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 Committee 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 appear before you today. I would be pleased to answer any questions you may have at this time.