

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

March 1, 2016

Chairman Capito, Ranking Member Schatz 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 2017. I am joined here today by Assistant Chief Matthew Verderosa, our Chief of Operations, and Mr. Richard Braddock, our Chief Administrative Officer, as well as some of the members of my Executive Management Team and our Inspector General.

First, I would like to thank the Committee for its sustained and unwavering support of the United States Capitol Police. I would specifically like to express our appreciation to the Committee and the Congress for providing the necessary salaries and general expenses funding for fiscal year 2016 to support our personnel and operations. The women and men of the Capitol Police work tirelessly to ensure that the legislative process of our government functions without disruption or lapses in security or safety 24

hours a day, 365 days a year. But none of this would be possible without your support and that of the Capitol Police Board.

My management team and I are very proud of the close partnership that has evolved between us to make this possible. Your confidence in us, and the support you have provided to the Capitol Police over the years, has undeniably been a remarkable contributor to our success in achieving our mission. 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.

While our mission has not changed, the scope of the threats that we face is changing – and the ways in which we must continue to adapt to those threats has to change. We will continue to meet our mission by adapting and improving our capabilities while remaining true to our core values. Our ability to thwart attacks and safeguard the Capitol Complex hinges on our flexibility to efficiently adapt operational and administrative capabilities to the ever-changing environment.

Before I begin the specifics of the Department's fiscal year 2017 budget request, I would like to express again our appreciation to the

Committee and the Congress for providing the essential salaries and general expenses funding for fiscal year 2016 to support our personnel and operations, which has ensured a high-level of capability and mission readiness. Since we last met, the USCP has been proud to support four Joint Meetings of Congress, which included addresses from the Prime Minister of Israel, Benjamin Netanyahu, the President of the Islamic Republic of Afghanistan, Ashraf Ghani, the Prime Minister of Japan, Shinzo Abe, and His Holiness Pope Francis of the Holy See.

During fiscal year 2015, we published and began the implementation of the USCP Strategic Plan – FY 2015-2019. I, along with my management team worked to communicate the importance of this effort through a variety of efforts across various media, including videos, electronic messages, training for USCP employees (including new recruit officers) and face to face discussions at roll-calls, across all three shifts.

These efforts were meant to communicate the importance of our Strategic Plan as well as to answer any questions USCP employees might have relating to ongoing efforts to improve organizational effectiveness in the accomplishment of agency goals and our mission. We identified a vision for the future, articulated the USCP's Core Values, established transformational priorities and laid out a path for continuous improvement

and adaptation. This effort identified strategic mission stances, lines of business, and led to the development of purpose statements for all USCP programs and functions. To support these efforts, Strategic Working Groups have been convened led by USCP executive managers and senior staff to assist with addressing key transformational priorities outlined in the Strategic Plan.

During fiscal year 2015, we began the process of identifying and establishing key performance indicators, measures, and a formal process for monitoring program performance. This provides the foundation for the Department to continue to improve our programs and functions to meet Congress' expectations and our mission both today and tomorrow.

I was proud to discuss last year that the Department was awarded the Gold Standard from the Commission on Accreditation for Law Enforcement Agencies. This is the highest rating that a law enforcement agency can receive, and is reserved for organizations that exhibit strong organizational health. Efforts continue to ensure that we are prepared for our next accreditation which will occur in fiscal year 2017. We continue to refine our programs and functions and participate in mock assessments and work within our region with peer law enforcement agencies to share best practices and lessons learned.

Our fiscal year 2017 mission-focused request is grounded in the framework of our Strategic Plan. To achieve our vision as a nationally recognized results-oriented law enforcement organization, the Department continues to reinforce a culture that supports effective planning, performance management, communication, accountability, and employee empowerment. We are currently developing the internal framework to employ smart policing by taking a results-oriented, data-driven approach that effectively meets current and future threats and challenges. Further, we will continue to deliver safety and security by deploying effective law enforcement services through collaboration, adaptability and innovation. It is the Department's position that we will achieve organizational excellence by promoting accountability through employee engagement and a positive work environment, as well as maximizing our effectiveness through the adoption and implementation of best practices.

At this time, I would like to offer the Committee an overarching summary of our fiscal year 2017 request. I will follow this summary with a discussion of specific budget items of particular significance to you and the Department.

The Department's fiscal year 2017 request totals nearly \$410 million and represents an overall increase of nearly \$35 million or 9% over the fiscal year 2016 enacted funding level of \$375 million.

As with other law enforcement agencies, personnel salaries and overtime represent the majority of our budget each year. As you know, we are a service organization, and we need dedicated and trained professionals to provide that service.

The Department's fiscal year 2017 personnel request reflects our continuous efforts at all levels of management to effectively and prudently manage our existing resources to achieve the best possible balance of staff versus overtime to meet mission requirements. We are constantly analyzing our workforce to align job functions, assignments, workload, risk management, and organizational readiness, along with the ever-changing threat assessments and mandatory mission requirements, within a dynamic environment.

Our fiscal year 2017 request includes base funding for 1,823 sworn and 373 civilian positions. These are the staffing levels funded during fiscal year 2016. In addition, the request also includes half year funding for an additional 72 sworn officers and 51 civilians.

With the rise of ISIL, the continued efforts of Al Qaida and other terrorist organizations to attack public venues, as well as increased occurrences of homegrown violent extremist "lone wolf" episodes, we have seen a rise in the number of mass causality events around the world and in the continental United States. Based on this rise in terrorist events and the tactics displayed by the assailants, the United States Capitol Police have once again reviewed its operational and tactical posture to insure 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. In close coordination with the Capitol Police Board, the Department believes that additional screening of various means must be used. These include the implementation of security measures to better secure and screen within the House garages, the full implementation of additional screening and pre-screening at various building access points, and the implementation of enhanced screening portals. The additional sworn personnel are meant to enhance the Department's ability to detect, impede and address threats and risks that currently exist and that continue to evolve.

Before requesting additional sworn personnel, the Department looked at its current mission load and worked closely with the Capitol Police Board on areas to modify or eliminate mission requirements in order to offset new

mission requirements. Additionally, the Department has reviewed duties currently performed by officers that could be civilianized in order to repurpose current officers to better meet operational requirements. Funding for 48 new civilian positions requested will be utilized for this civilianization process and funding for 3 new civilian positions will support the increasing physical security infrastructure. The funding request represents an overall increase of approximately 8% percent over the FY 2016 Salaries enacted level. This increase is necessary to addresses the natural salary increases incurred by the Department, additional staffing requirements and increased overtime costs to meet our needs, especially for the 2017 presidential inauguration.

As you are aware, the Department's current sworn staffing levels do not entirely provide the necessary resources to meet all 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, and balances the utility of available staff with annual salary and overtime funding along with known mission requirements such as post coverage, projected unscheduled events such as demonstrations, late sessions and holiday concerts, and unfunded requirements that occur after the budget is enacted, such as unforeseen critical emergency situations. Because of the need to fill

the mission requirement gap through overtime, the Department has struggled to pull our sworn personnel offline to conduct training. In order to achieve 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 in other law enforcement agencies in offsetting or deferring daily requirements to allow for training that our unique mission does not afford.

Thus, 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. The Department is currently in the process of implementing an automated scheduling system to improve efficiency through information-based management. Once fully implemented, this will result in enhancements to a number of policies and procedures that have a direct and indirect impact on our overtime needs. At the requested funded staffing levels, the Department's fiscal year 2017 overtime projection is approximately \$35 million. This amount will cover base mission requirements, the inauguration, our support of non-reimbursable events at the Library of Congress and the ability for sworn employees to be backfilled while they attend necessary and/or mandatory training.

The second area I want to cover in some detail is our requested general expenses budget, which includes protective travel; hiring, outfitting, and training new sworn personnel; supplies and equipment; management systems; non-personnel presidential inauguration support and other non-personnel needs. We are requesting \$76 million for general expenses, which is an increase of \$10 million over the fiscal year 2016 enacted level. The increase results from normal increases in operating costs, inauguration cost, cost to train, recruit and outfit the new employees previously mentioned, the cost to life cycle key items and routine equipment and systems, and the restoration of annual levels reduced in previous fiscal years to meet regular Department needs. The request also includes an additional requirement to equip a fully functional Alternate Command Center at a cost of \$1.6 million. If the current Command Center at USCP Headquarters cannot be utilized due to power or access issues, a room at another building, with very limited equipment is the only other solution at this time. The proposed Alternate Command Center would include back-up power, emergency notifications systems, connectivity to the House, Senate and USCP messaging systems, secure communications, campus and airspace monitoring ability and stations for the commanders to conduct command and control oversight functions and to ensure stakeholders are continuously provided situational awareness.

With resources provided to the Department, our officers provide a safe environment for the facilities of Capitol Hill. For the U.S. Capitol Building alone, we provided a secure and open environment for well over 1.5 million square feet, over 600 rooms, approximately 850 doorways, and miles of corridors; which speaks to the vast magnitude of our mission and how our ability to remain agile and prepared to respond is key to the accomplishment of our mission. In fiscal year 2015, the Department performed over 8.9 million screenings of people entering Congressional buildings (including over 1.5 million visitors to the Capitol Visitor Center). Outside the buildings we kept the Capitol grounds safe by conducting more than 132,000 K-9 vehicle sweeps and nearly 33,000 offsite vehicle inspections.

For the sixth year in a row, the Department has implemented uniform procedures to effectively measure and justify USCP planning, program, and resource requirements through a comprehensive, standardized, and repeatable management process, which we call the "Force Development Business Process." It provides for a transparent decision-making process, including reviews and approvals by an Investment Review Board made up of key agency management, and 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 2017 budget went through multiple

layers of review and validation, and is traceable to supporting documentation for each budget element.

Further, we continue our work to close audit recommendations and to address our material weaknesses from prior audits by working closely with our Inspector General and the Government Accountability Office to address identified issues and by providing the evidence necessary to close findings. In particular, I am pleased to report that the Department received a fifth consecutive unqualified "clean" opinion on our financial statements. Also in fiscal year 2015, we have worked closely with the Office of Inspector General to close 29 recommendations and have closed another 12 recommendations so far in fiscal year 2016. Additionally, we are working on the resolution of a number of other recommendations in order to achieve greater efficiency and effectiveness with our administrative programs. The long-term resolution of recommendations related to internal controls, business processes and material weaknesses remains of the highest importance to our management team.

In closing, I am grateful for your time today. The United States Capitol Police will continue to work closely with you to ensure that we meet the needs of the Congress and our mission in a reasonable and responsible manner. And lastly, I would like to thank the women and men of the USCP

for their commitment to our mission and their unwavering dedication every day to ensuring the safety and security of Members, staff, and the many visitors who come to the Capitol to see our great democracy in action. It is truly inspiring.

Thank you for the opportunity to appear before you today and I would be pleased to answer any questions that you may have at this time.