

**Testimony of  
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Committee on Appropriations  
Subcommittee on Legislative Branch**

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Chairman Cole, Ranking Member Wasserman Shultz 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 2015. I am joined here today by Assistant Chief Daniel Malloy, 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.

At the outset, we at the Capitol Police are proud of the role we play in enabling a safe environment on Capitol grounds for the people of this great country. As the persistent threats to safety and security continuously evolve, we must adapt and evolve as well to effectively address them and maintain our readiness to mitigate threats and tactics of groups trying to do the Capitol Complex harm. We strive to accomplish that through collaborating with all stakeholders and other federal partners, employing robust and timely capabilities, and maintaining world-class readiness.

I have the distinct honor of leading this great organization that is made up of extraordinarily professional and capable women and men, who are dedicated to their work. I also have come to appreciate the interests of the Congress, and especially this Committee, in the continued safety and security of the legislative process. 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 indeed been a remarkable contributor to our success in achieving our mission. You and your staffs have taken the time to work closely with the Department's leadership team and have shown a keen awareness of the complexity of our mission and the challenges we face.

I consider the United States Capitol Police to be America's Police Department: a premier federal law enforcement agency that works to ensure that the legislative process of our government can function without disruption or lapses in security or safety. Our mission is to protect the facilities we all work in and around; to protect you and your fellow Members, your staff, the Capitol Hill community and the millions of visitors who come here to be a part of the democratic process on a regular basis. We practice the best in American policing, represent the country we serve, and protect

the Democratic process. We consider all of the people and facilities we protect and the legislative business that we secure as one community that we serve. Although we are professionals dedicated to public service and public safety, the employees of the Department gain strength and encouragement from your recognition of our accomplishments.

Before I begin the specifics of my fiscal year 2015 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 FY 2014 to support our personnel and operations, which has ensured a high-level of capability and mission readiness. In fiscal year 2013, the Department realigned resources to meet the mission under reduced funding without compromising safety and security, which was accomplished with the oversight the Capitol Police Board. We reduced a number of manned access points to the Capitol, thus reducing the total manpower needs and resulting overtime costs. We also delayed expenditures for many of the General Expenses related to training, lifecycle replacement, equipment and technology upgrades to maintain our operations within our funding limits. I assure the Committee that my team understands the need to maintain a balance between security and facilitation of Congress, and as such, we continue to look at our use of personnel and resources to meet the mission in an efficient manner.

My management team and I are aware that the fiscal situation in the Federal government requires that we manage ourselves and plan for our future responsibly and accurately. Having worked a large portion of my 38-year law enforcement career in local government, I can tell you that I have a first-hand understanding of the hardships faced by all levels of government and by average citizens in communities across the country. Therefore, I believe it is our responsibility to submit a budget request that is accurate, reasonable, responsible, and based on critical requirements necessary to mitigate and address both identified and emerging threats and risks. Our fiscal year 2015 budget request focuses on those critical mission requirements necessary for the Department to address the security of the Congress, so that it may conduct its Constitutional responsibilities in an open and safe manner without disruption from crime or terrorism.

Our mission-focused request is grounded in the framework of our Strategic Plan. To achieve our mission as a premier law enforcement organization, the Department continues to reinforce a culture that supports effective planning, communication, accountability and employee empowerment. We are 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. We will continue to deliver

safety and security by deploying effective law enforcement services through collaboration, adaptability and innovation. We will strive for organizational excellence to maximize efficiency and effectiveness through best practices, while promoting accountability through employee engagement and a positive work environment. We believe that our people are the key to our continued strength and success; and we want to focus on the future, keeping our employees at the top of their game.

One project that I know you have provided a great deal of support for is our Radio Modernization Project. I am pleased that our new state of the art radio system is operational, as it allows our officers to have reliable situational awareness and the ability to communicate effectively, which keeps all of us safe in the process. The planning, building, and implementation of this system has eliminated considerable risk in our future capability to communicate and to direct mission-critical activities. Because the ability to communicate is critical to life and safety of our officers, we took the necessary time to design, procure, install and test the new radio system. We appreciate the patience of the Congress during this journey. I also want to express my gratitude to our partners in this endeavor; the Capitol Police Board, the Architect of the Capitol and NAVAIR. Not only were we able to complete the project within the planned scope, and within the

funding you provided – but we found efficiencies that allowed us to include the O'Neill Building in the project.

At this time, I would like to offer the Committee an overarching summary of our fiscal year 2015 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 2015 request totals nearly \$356 million and represents an overall increase of 5 percent, or \$17 million over the FY 2014 enacted funding level of \$338 million.

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

The Department's fiscal year 2015 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 of a dynamic Congressional community.

In light of the fiscal constraints of the Department and the entire Federal government, our fiscal year 2015 request again includes funding for only 1,775 of our 1,800 sworn authorized positions and 370 of our authorized 443 civilian positions. These are the staffing levels funded during fiscal year 2014. While the staffing levels remain static in the 2015 request, the funding request represents an overall increase of approximately 4 percent over the FY 2014 enacted level. This increase is necessary to address the natural cost of living and within grade salary increases incurred by the Department.

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, holiday concerts,

et cetera, 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 and we are grateful that you have provided us the means to conduct this training in fiscal year 2014.

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 implementing an action plan that is simultaneously evaluating our staffing processes to find more efficiency through information-based management, while developing training and guidance for supervisors on methods for reducing overtime. At the same time, we are considering enhancements to a number of policies and procedures that have an indirect impact on overtime needs. At the requested funded staffing levels, the Department's fiscal year 2015 overtime projection is \$23.45



million, which is just over a half a million dollars more than our overtime allocation for fiscal year 2014. This amount will cover base mission requirements, support of non-reimbursable events at the Library of Congress and an offset to allow for appropriate security staffing so that sworn employees can be backfilled while they attend necessary and 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 of new sworn personnel; supplies and equipment; management systems; and other non-personnel needs. We are requesting \$64 million for general expenses, which is an increase of nearly \$5 million over the fiscal year 2014 enacted level. No new initiatives or program increases are included in this request. The increase results from normal increases in costs and restoring annual levels reduced in previous fiscal years to meet immediate needs. The amount of the general expense request is slightly lower from last year's request and we will continue to identify areas that we can target for further efficiency or elimination.

With your support, the Department continues to successfully perform our operational mission and has achieved several key accomplishments over the last year, some of which have resulted in greater efficiencies for the

Department, which include addressing several administrative challenges and improving corresponding business practices.

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 2013 the Department performed over 9.8 million screenings of people entering Congressional buildings (including over 1.6 million visitors to the Capitol Visitor Center). Outside the buildings we kept the Capitol grounds safe by conducting more than 150,000 K-9 vehicle sweeps and over 27,000 offsite vehicle inspections.

The Department continues to implement uniform procedures to effectively measure and justify U.S. Capitol Police 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, in order to ensure the accuracy of our budget request, our fiscal year 2015 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 third consecutive unqualified "clean" opinion on our financial statements. Also thus far in fiscal year 2014, we have worked closely with the Office of Inspector General to close 18 recommendations and have completed actions that we believe could lead to closure of another eight recommendations. Further, we are working on the resolution of a number of other recommendations in order to achieve efficiency and effectiveness of 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.

Before I close my remarks, I want to talk a little bit about our future. The Department has evolved from a lone watchman in the early 1800's to a

professional and unique law enforcement and homeland security force. Over the past thirteen years, we have adopted new capabilities to address our fluid threat environment. These changes have led to an increase in personnel, tools, special skills and new levels of accountability. Over the past year, we have been in the midst of updating our Strategic Plan to ensure that our existing structures are sufficiently aligned and resourced to support our mission requirements into the future. While I gave you a high level summary earlier in my testimony, in the near future we will be unveiling our new Strategic Plan in its entirety.

As we look towards the future, we will be transforming and strengthening our culture to continue to meet 21st Century challenges with a focus on results. We will be engaging you and our other stakeholders more as we further develop this new plan of action. Some of our transformational priorities include improving our management and planning processes; improving communications; enhancing our future leadership capacity; establishing clear expectations and accountability for all personnel; and evolving the Department into an organization that learns from our experience and shares knowledge within our workforce. These will be the foundations upon which we will build a nimble, data-driven, community-focused law enforcement agency for the future.

I am grateful for your time today. As I said earlier, we realize that we have to function within the parameters of the economic and fiscal realities facing the country and specifically the Legislative Branch. We will continue to work closely with you to make sure that we meet the needs of our mission in a reasonable and responsible manner. I want to thank the women and men of the USCP for their support; I appreciate the opportunity to appear before you today and would be glad to answer any questions you may have at this time.