

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

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Chairman Graves, 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 2016. 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.

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 2015 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 indeed been a remarkable contributor to our success in achieving our mission. You and your staff 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.

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

Before I begin the specifics of my fiscal year 2016 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 2015 to support our personnel and operations, which has ensured a high-level of capability and mission readiness.

During fiscal year 2014, we were able to provide training to all of our officers in the areas of active shooter and security screening, which are key skills that need to be constantly refreshed for our officers in this environment. In addition, the Department was awarded the Gold Standard in Advanced Law Enforcement Accreditation, our fifth Accreditation, from the Commission on Accreditation for Law Enforcement Agencies. The Gold Standard is awarded to law enforcement agencies that have exhibited strong organizational health and an absence of issues that detract from the professionalism of the agency. Assessors were onsite validating policies and procedures, interviewing employees, and performing field observations.

Our fiscal year 2016 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, 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. As we carry out these programs, employees are engaged through routine communications and are given an opportunity to provide feedback.

At this time, I would like to offer the Committee an overarching summary of our fiscal year 2016 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 2016 request totals nearly \$379 million and represents an overall increase of 8.9 percent, or nearly \$31 million over the fiscal year 2015 enacted funding level of \$348 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 2016 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.

In light of the fiscal constraints of the Department and the entire Federal government, our fiscal year 2016 request again only includes funding for 1,775 sworn and 370 civilian positions. These are the staffing levels funded during fiscal year 2015. While the staffing levels remain static in the fiscal year 2016 request, the funding request represents an overall increase of approximately 7 percent over the FY 2015 enacted level. This increase is necessary to address the natural salary increases incurred by the Department, and increased overtime costs to meet our needs, especially for the 2016 presidential conventions.

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 find more efficiency through information-based management, while developing training and guidance for supervisors on

methods for reducing overtime. 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 2016 overtime projection is \$30.9 million. This amount will cover base mission requirements, the conventions, 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 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; non-personnel presidential convention support and other non-personnel needs. We are requesting \$71.4 million for general expenses, which is an increase of \$10 million over the fiscal year 2015 enacted level. No new initiatives or program increases are included in this request. The increase results from normal increases in operating costs, convention costs, 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.

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 2014, the Department performed over 9.6 million screenings of people entering Congressional buildings (including over 1.4 million visitors to the Capitol Visitor Center). Outside the buildings we kept the Capitol grounds safe by conducting more than 125,000 K-9 vehicle sweeps and nearly 27,000 offsite vehicle inspections.

For the fifth year in a row, the Department has implemented 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 2016 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 fourth consecutive unqualified “clean” opinion on our financial statements. Also in fiscal year 2014, we have worked closely with the Office of Inspector General to close 29 recommendations and have completed actions that we believe could lead to closure of another eight recommendations. Also, the Department successfully closed all findings from outstanding GAO reports and closed four complete OIG audits that have been open since 2008. 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.

I am grateful for your time today. 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 commitment to our mission and 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.