

**Formal Statement of Michael G. Sullivan,
Chief, United States Capitol Police**

before the

**Committee on Appropriations
Subcommittee on the Legislative Branch
of the
United States House of Representatives**

March 17, 2026

HEARING:

U.S. Capitol Police FY 2027 Budget Hearing

Chairman Valadao, Ranking Member Espaillat, and Members of the Subcommittee, thank you for the opportunity to present the United States Capitol Police (USCP or Department) budget request for Fiscal Year (FY) 2027.

I want to start by thanking the Subcommittee for its continued support. The Department has experienced tremendous growth in recent years, stemming from critical incidents that required immediate action and substantial investment. Thanks to the support of this Subcommittee, the Department has implemented strategies to enhance our protective model on the Capitol Complex and throughout the country.

Ensuring your safety, and the safety of your families, staff, and the community, is my number one priority. The men and women of the United States Capitol Police work 24/7 to secure the Capitol Complex. This work is plainly visible as officers staff posts and patrol the campus; however, the Department's mission extends far beyond these important duties. The Department's comprehensive protective model relies on sworn and professional staff, physical security measures, and robust intelligence capabilities to address current and emerging threats. Our workforce supports the congressional community directly through dignitary protection services, intelligence analysis and coordination, response deployment, and threat investigation. This full range of services requires trained personnel and operational infrastructure to address the demands of an increasingly complex and heightened threat environment.

The Department continues to prioritize efforts to enhance threat assessments and investigations. Our Protective and Intelligence Operations Center (PIOC) has been fully implemented, providing a central point of coordination for Member protection functions. Working in close collaboration with external stakeholders, internal resources, and local law enforcement agencies, the PIOC is able to quickly and efficiently address threats, suspicious activity, and emergency situations. With the funding made available to reimburse local law enforcement partners for providing mutual aid in support of our protective mission, the Department now has mutual aid agreements in all 50 states, more than doubling the number of agreements in place when I first arrived.

The Department continues to research and invest in advanced technologies that bolster protective measures throughout the Capitol Complex. The systems and infrastructure we are investing in provide interoperability capabilities we do not currently possess, and which will allow us to work more collaboratively with you and our many external stakeholders. We continue to strengthen partnerships within the intelligence community to inform operational activity. Our enhanced planning, coordination, and training capabilities provide a more integrated approach to ensure officers are prepared and equipped with the skills needed to make real-time decisions.

These accomplishments have resulted in more robust security measures that allow the Department to detect, mitigate, and deter threats against Members, your families, staff, and the public. Our workforce is the driving force behind all of these initiatives. With your support, the Department has steadily increased staffing levels and retained skilled employees who carry out these critical functions. This includes the professional staff who perform a wide range of administrative, technical, and strategic duties in support of the Department's mission.

The Department must continue to invest in these strategies to successfully meet growing demands resulting from the emerging threat environment. The Department's FY 2027 budget request reflects critical funding priorities to support necessary growth. It includes \$734 million to fund salaries and benefits, \$273 million to fund general expenses, and \$15.7 million in multi-year funding to support security enhancements. This funding request advances the Department's priorities to enhance Member protection, right-size the workforce, and modernize USCP security and technology infrastructure.

Enhance Member Protection:

Threats against Members continue to increase at an alarming rate. In 2025, the Department investigated nearly 15,000 concerning statements, behaviors, and communications directed against the Congressional community – this is a 58 percent increase from 2024, and for which we are on pace to exceed in 2026. The Department must be positioned to thoroughly and efficiently evaluate and respond to the current threat environment. It is not lost on us, however, that these threats are aimed at you, your families and your colleagues, so we are enhancing our feedback mechanisms so that you and your offices stay informed as cases are investigated.

The Department's protection responsibilities, within the borders of the Capitol Complex and nationwide, require a more robust protective model that balances workload and provides agile response as threats emerge. The Department must be resourced to staff Congressional Delegations, special events, and other protective detail services, which have grown in frequency over the past four years. This model, in combination with the mutual aid partnerships that continue to expand, allows the Department to efficiently deploy resources to meet the increasing demand on our protective services.

Our ability to provide a fully comprehensive protection strategy relies not just on the forward-facing staff attending to the protective work. It is dependent on the seamless integration of intelligence analysis, criminal research, investigation, monitoring, and duty assignments. With the full implementation of the PIOC, the Department has created a central command center that allows for a consistent and coordinated approach to our protective duties.

We continue to dedicate resources to strengthen the wraparound nature of Member protection. The FY 2027 budget request seeks additional funding to increase staffing and associated administrative costs to support the Department's protection and intelligence functions. These resources primarily support additional agents to staff protective details and investigate threats, as well as new professional staff positions to support investigative and intelligence operations. Of note, the budget includes funding to onboard personnel solely dedicated to communicating case investigation information to Member offices. I understand how disorienting receiving such threats can be – these ongoing updates and information are intended to allay safety concerns as well as provide situational awareness as cases are investigated and closed. It is important you know we are working on your behalf during all aspects of these investigations

Right-Size the Workforce

Our ability to carry out the Department's mission with a ready and resilient workforce requires continued investment. We have made substantial progress in recent years; however, this new and expanding workforce is now serving an every-evolving mission, and we simply must continue to increase staffing levels.

The Department's staffing shortages span all operational units. While the workforce has increased in recent years, the implementation of additional security measures on the Capitol Complex combined with the need to surge resources to address the recent rise in threats has overextended the Department's traditional staffing model. This is illustrated in the Department's overtime utilization. Overtime is inherent in any law enforcement agency. That said, I too am concerned about our reliance on overtime and the impact that it has on our officers and their wellbeing.

The FY 2027 budget request reflects the continuation of our multi-year plan to expand the workforce. Through a phased approach, the Department can maintain a steady flow of entry-level officers to stay ahead of attrition and allow for a balanced deployment of resources to address mission requirements. This includes promotion opportunities that provide long-term career paths and strengthen accountability, as well as new hiring and training strategies to adapt to workload demands, such as dedicated hiring pools of new recruit agents to support protective operations.

The Department continues to evaluate workload requirements and opportunities to minimize overtime utilization. The initial work of the Department's new staffing office has validated existing resource gaps, further solidifying our multi-year staffing plan to increase resources. As this work continues to be refined, the Department will be positioned to strategically align resource allocation with changes in workload demand, implement more robust in-service and professional training programs, and create a better work-life balance for our officers.

To support front-line operations, the Department's FY 2027 budget request also includes additional professional staff that are necessary to provide technical and administrative support, as well as an increase in our training capabilities to ensure officers are fully prepared for any situation. These functions are critical to the Department's future success. Without investment in these resources, we put the operational mission at risk.

Modernize USCP Security and Technology Infrastructure

The FY 2027 budget request reflects the continuation of our strategy to modernize and sustain the Department's physical and technical security infrastructure in response to evolving threats and operational demands. Our ability to deliver responsive, secure, and innovative protective services requires investment in advanced technologies that address expanding requirements. Funding included in our budget request allows the Department to maintain and upgrade security systems and controls throughout the Complex in coordination with and response to stakeholder needs. We must continue to conduct research and implement tools that allow the Department to adapt to emerging technologies that enhance our security posture. With additional funding, the

Department can more readily implement enterprise-level security measures that provide integrated command-and-control solutions.

Equally important is our investment to streamline and improve internal processes by leveraging technology within the Department. Providing solutions that give officers access to real-time information and tools that reduce administrative burden allows for more focused attention on mission responsibilities. Additional funding in the FY 2027 budget request supports continued investment in two-way radios, communication systems, and software solutions that enhance internal workflows and improve data integrity. The FY 2027 budget supports our goals of technology modernization by investing in resources that advance enterprise applications with enhanced security designed to combat cyber threats.

These investments are expensive but critical to our collective goals. With improvements to our processes and technology, the Department can continue to advance its operational posture, deploying an enhanced multi-layered protection model in support of our mission.

Conclusion

An incredible amount of effort has allowed the Department to rapidly transform over a period of a few short years. The resources and support provided by the Committees has positioned the Department to provide a higher level of security in an ever evolving and increasing challenging threat environment. As we embark on this next phase of transformation, it is imperative that we have systems in place that ensure this change is sustainable in the future.

To that end, I have already implemented several key initiatives to strengthen our organizational model and build a culture of accountability. Recognizing the need to maintain a single system of record to manage our threat casework, I prioritized the implementation of a new case management system. This platform is designed to seamlessly integrate workflows, reduce administrative burdens, and improve transparency and reporting to advance our investigative work while keeping you and your offices informed along the way. In January, I had the pleasure of formally promoting over 40 individuals to supervisory ranks within the Department. In doing so, we were able to fill critical gaps and improve accountability and performance. Finally, with the expansion of our mutual aid program, I have directed the establishment of a partner engagement team responsible for the control and administration of this essential line of effort to ensure the funding entrusted to the Department is judiciously managed.

This work is ongoing, but the impact is beginning to take effect. Our ability to effectively sustain the vast improvements that have been accomplished is largely dependent on the successful implementation of a systematic infrastructure and culture of continuous improvement that will endure long past my tenure. I remain committed to this goal so that we can provide you with the highest level of safety and trust.

Thank you for the opportunity to appear before you today and thank you to the men and women who serve our honorable mission.

I look forward to your questions.