

**Testimony of
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“United States Capitol Police: Operations and Workforce”

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Good morning, Mr. Chairman, Ranking Member Brady, and members of the Committee. Thank you for this opportunity to discuss the continued, proactive efforts of the United States Capitol Police (USCP) to protect the Congress and to secure the U.S. Capitol Complex in an environment of increasing threats.

I am joined here by some members of my Executive Team and Executive Management Team, including our Chief of Operations, Assistant Chief Steven Sund, Chief Administrative Officer Richard Braddock, and General Counsel Gretchen DeMar. We all would like to thank this Committee, and especially the Chairman and Ranking Member as you near the end of your tenures, for your support of the Department, our personnel, and our operations. The Congress has been very generous in providing the resources and funding necessary to support our crucial mission. During my tenure as Chief and prior to that serving as the Assistant Chief, I have been fortunate to work with your staffs in a collaborative effort to keep this campus safe. Thank you for that opportunity.

Since I last testified before this Committee 16 months ago, we have seen many changes here on Capitol Hill and within the Department in response to current events. It was just over one year ago this month, that the active shooter incident at the Republican Congressional baseball team’s practice in Alexandria demonstrated that the threats that are made against Congress and Members are very real.

What our Special Agents did on that Alexandria baseball field was an example of our Department’s unwavering commitment to carrying out our mission. Their actions underscore the vital role we play in protecting and serving the Congressional community.

As law enforcement officers, we do not know what we may face each day. We train and prepare so we can respond to any threat in an instant because lives depend on it. We must be cognizant of any potential threats at all times. We are constantly working to ensure that the Department's tactics do not become predictable or routine and that our personnel are always prepared.

The reality is that the Capitol Complex remains an attractive target to foreign and domestic terrorists; therefore we must continually assess the risks and adjust our strategies for addressing any threat. The Department is working closely with the Capitol Police Board to augment and strengthen the formal processes related to off-campus security and Member protection.

It is with this in mind that we have worked to align these security realities with our strategic priorities and available resources. Our top priorities continue to be the Capitol Police Board's security initiatives that will mitigate vulnerabilities and enhance the overall safety of the Capitol Complex.

The USCP constantly works to maintain a level of security necessary to balance access and security. Over the past year, the Department has managed an ever-increasing number of demonstrations, has swiftly responded to critical incidents and civil disobedience, and has investigated numerous, credible threats against Members of Congress or the U.S. Capitol. At the same time, the number of visitors coming to the Capitol Complex has been steadily increasing. In 2017, USCP officers screened 12.5 million individuals at building entrances and interior checkpoints.

Our special agents in the Investigations Division are aggressively pursuing all leads and investigating threats from many sources. As a result of last June's active shooter incident, there is a heightened awareness by Members and staff of how important it is to be aware of their surroundings and the actions of others for their own personal safety and security. Individuals are now more apt to report unusual activities. Last year, the number of threat assessment cases that we opened and investigated nearly doubled.

We are continually assessing potential risks and adjusting our strategies for addressing any threat. This includes re-evaluating the size and structure of our dignitary protection teams and making adjustments where necessary as well as developing new ways to leverage uniformed assets into the overall protection model to provide an overarching protective program.

The Department maintains a significant, visible presence throughout the Capitol Complex and other venues where groups of Members are assembled. This includes having a security presence even where we are not physically located. We routinely collaborate with the House and Senate Sergeants at Arms to assess Members' state and district office security and provide recommendations on ways to improve and enhance security measures and practices. We also continue to provide security awareness briefings for both local and district staff.

Another key to keeping people safe is sharing information and building partnerships with other law enforcement agencies. We work closely and communicate daily with the numerous law enforcement agencies that share policing responsibilities throughout the National Capital Region. The Department coordinates activities with our partners to manage large scale events such as demonstrations, marches, and instances of civil disobedience in overlapping jurisdictions. For National Special Security Events, such as the State of the Union Address, multiple agencies collaborate to develop security plans and to staff joint incident command centers to execute these plans. Our special agents also work closely with state and local police departments to coordinate security arrangements for Members while they are at public events in their home states or districts.

We have also implemented or improved communication that provides important alerts to the Congressional community in case of emergencies that could be as routine as approaching inclement weather or as serious as a potential terrorist attack within the Capitol Complex.

In September 2017, the USCP, Architect of the Capitol, U.S. House of Representatives, and U.S. Senate launched a single Joint Emergency Mass Notification System (JEMNS) to eliminate duplicative systems and unify the messages and the means for distributing important information to Members and staff. Following the successful roll-out to the congressional community, the Library of Congress elected to utilize JEMNS for their employee notifications and is currently engaged in the testing phases for a planned rollout during Calendar Year 2018. Based on available data, the

overall transition to JEMNS has been seamless, and the overall project has been very beneficial to Legislative Branch entities through the consolidation of assets and the consistency and reliability of alerts and messaging.

Another joint initiative that the Department is engaged in is the planned upgrading of the Joint Audible Warning System. Following the September 11, 2001 attacks, the USCP developed and acquired an annunciator system that expanded audio alerts to areas within the Capitol Complex that were not covered by public address systems. Similar to the JEMNS project, the USCP and its Legislative Branch partners are preparing to upgrade the current annunciator system in the near future.

As I noted earlier, the Department has grown and transformed to address new and emerging threats over the past year. We have also made great strides in implementing law enforcement best practices to further our strategic efforts as a model law enforcement agency.

In order to ensure consistent, transparent, and effective management practices, as well as measure our successes, we regularly benchmark our efforts to nationally recognized standards set by professional law enforcement organizations such as the International Association of Chiefs of Police (IACP), Police Executive Research Forum (PERF), and the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA).

In November 2017, the USCP received its sixth consecutive accreditation from CALEA. The Department was awarded CALEA's Gold Standard with Excellence – the highest rating a law enforcement agency can receive during the evaluation process, which is reserved for Departments that exhibit strong organizational health, the efficient use of resources, and exemplary service delivery. In order to receive this distinction, the Department developed and implemented more than 400 professional standards that were established by CALEA and evaluated by their assessors. The USCP was further recognized for having been accredited for 15 or more continuous years with the enhanced Certificate of Meritorious Accreditation.

Our Executive Management Team, and the Department as a whole, has also benefitted from the assistance of the United States Capitol Police Office of Inspector General (OIG). The OIG

routinely conducts audits, reviews, and investigations and makes recommendations to the USCP for business improvements, including audits of our programs that I have requested. The Department continues to make significant progress in closing OIG recommendations. Since the OIG was established in 2006, the Department has successfully closed nearly 85 percent of the 403 recommendations made by the OIG.

As Chief, I value the OIG's assistance in our efforts to further improve our operations and performance. Mr. Bolton has been the Acting Inspector General since April 2018, following the retirement of our prior IG, and I appreciate the OIG's assistance in our efforts to further improve operations and performance. Further, I am pleased to report that the Department received its sixth consecutive unmodified "clean" opinion on our Fiscal Year 2017 financial statements from the OIG. 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 also work closely with the Fraternal Order of Police Labor Committee leadership on a host of issues of mutual concern. We have collaboratively worked to implement policy and procedures, as well as address the concerns of the rank and file. While we sometimes see issues through a different lens, the Chairman of the Labor Committee and I both want what is best for our employees. We and our staffs work diligently to ensure that we come to a resolution on topics with the shared goal of supporting our overall mission.

Protecting the facilities and other physical assets throughout the Capitol Complex goes hand-in-hand with our overall operational plans. On June 8, 2017, the USCP assumed responsibility for protecting the O'Neill House Office Building, thereby increasing the Department's security portfolio, and required integrating USCP physical security requirements into the facility, as well as increasing USCP manpower to staff the new, required posts.

Today, in anticipation of the opening of the new child care center in the O'Neill Building early next year, we are continuing to work with House Officers and the Architect of the Capitol to provide direction and expertise regarding the installation of necessary physical security upgrades and are examining the new staffing requirements associated with these new mission requirements.

When I testified before this Committee last February, I outlined a multi-year strategy that provides additional physical security throughout the Capitol Complex and addresses three critical new mission sets. In coordination with the Capitol Police Board and our oversight committees, we have worked to hire and train the necessary sworn personnel as the phases of these projects are completed and/or funding is appropriated.

Chief among these projects is the effort to enhance security in and around the House garages. In addition to supplementing personnel within the facilities, additional physical security hardware is being installed at the entrances from the garages into the House Office Buildings. When the Architect of the Capitol completes its construction projects in the Rayburn Garage and the Cannon House Office Building, the USCP will be positioned to complete the planned House Garage security perimeter. The Department anticipates implementing the staffing for garage security in May 2019.

Another important tool that we have successfully utilized in the past year is the enhanced screening portals located outside the House and Senate Galleries. Working in close coordination with the Capitol Police Board, this technology was installed outside the House and Senate Galleries last summer. This screening process is complementary to that used with the metal detectors currently in use throughout Congressional buildings. We are seeking additional resources in our Fiscal Year 2019 budget request to add sworn personnel to staff the enhanced screening portals at the Capitol Visitor Center entrances for secondary screening purposes, which will further strengthen our security posture against known and unknown threats.

While physical security elements are an important part of any security plan, our officers on post throughout the Capitol Complex 24 hours a day, 365 days a year, are truly our first responders and the last line of defense during any crisis or potential attack.

With the recent addition of pre-screeners at numerous posts outside of the House and Senate office buildings, we are increasing our abilities to better secure and screen at building access points and thereby reducing the Capitol Complex's exposure to threats.

The Capitol Police Board and I believe this initiative is critical to the safety and security of the Capitol Complex. Having pre-screeners at every access point, especially at the high volume door entrances, is necessary to ensure that any threat is met and stopped outside of our buildings. Specifically, they are posted to observe the public entering the buildings; to provide direct communications with the interior officers in the event of an emergency; to engage observed armed individuals, and to serve as a visible deterrent to those desiring to attack an entrance. The ultimate goal in deploying these pre-screeners is to identify and mitigate threats before they reach the interior security screening checkpoints.

An added benefit to utilizing pre-screeners is that they also monitor and manage the lines of people cued to enter the buildings. The Department is sensitive to ensuring a positive visitor experience and our officers re-direct visitors to other entry doors for screening, which also enhances their overall safety and security.

Congress has provided the necessary resources to continue to staff these positions in accordance with our multi-year plan, and we remain very appreciative for your unwavering support of this life-safety initiative that protects our officers, Members, staff, and the visiting public. In fact, the additional resources we have received from Congress in the past year have allowed us to realize several of our strategic goals. This includes recruiting the new officers and civilian employees needed to achieve enhanced security initiatives, and has allowed us to promote officers into leadership positions that has resulted in the appropriate supervisor ratio, furthering enabling us to move these initiatives forward while supporting our workforce.

The Department's greatest assets are its employees. And, for this reason, the Department is committed to working closely with the Capitol Police Board and Congress to ensure that we continue to invest our resources into training, updating and replacing key equipment and systems, and ensuring that our employees have the tools they need to successfully do their jobs as well as advance their careers within the Department.

The USCP promotion process is extensive, inclusive, and transparent. As I mentioned earlier, the Department recently received its sixth consecutive accreditation from CALEA. Included in the 400 CALEA professional standards that we have implemented is a detailed evaluation and

selection process that begins “with the identification of employees who appear to have the potential for assuming greater responsibility and who possess the skills, knowledge, and abilities required to perform at that level. All elements used to evaluate candidates for sworn personnel for promotion are job related and nondiscriminatory.”

The Department’s promotion processes for the ranks of Sergeant, Lieutenant, and Captain are administered by an independent third party. Executive level candidates are evaluated on their written responses to five executive core competencies and one mandatory technical competency statement. They also participate in an interview process where individuals are expected to explain why they are qualified for the position they are seeking and demonstrate the level and quality of the experiences that they will bring not only to the position but to the Department as a whole.

Those promoted are selected based on their performance during the interview processes as well as an evaluation of their overall employment records, their ability to communicate and articulate what skills and expertise they will contribute to the overall success of the Department, and their leadership abilities. The assignments given to the new commanders are determined based on operational needs, and the Department’s overall objective to further develop well-rounded, experienced leaders. All promotions are based on merit and are designed to move the agency forward for years to come.

Over the past year, the Department has promoted more than 90 officers to the rank of Sergeant, Lieutenant, Captain, Inspector, and Deputy Chief. I am pleased to announce that our newest Deputy Chief, Yogananda Pittman, has over 17 years of law enforcement experience as well as 14-years in our Uniformed Services Bureau. She will be attending the FBI National Academy, is a member of the National Organization of Black Law Enforcement Executives, and Women in Federal Law Enforcement, and for the past 2½ years has led our Office of Accountability and Improvement. She has also served as a mentor to new officers, and was a co-chair of our annual Combined Federal Campaign committee, among other collateral duties for which she volunteered. Deputy Chief Pittman, our new Inspectors, and all the other sworn personnel who have joined our command ranks all bring a wealth of experience and expertise to their positions. They have the Department’s full support, and I know the Congress joins me in congratulating them on their achievements.

The USCP is committed to practicing diversity management in order to leverage the unique skills, talents, and expertise that everyone brings to the Department. By embracing these differences, not only are we positioned to recruit, retain, and promote the best and the brightest, we will continue to successfully accomplish our mission. This includes identifying, training, mentoring, and promoting those individuals who will be the Department's next generation of leaders.

In this regard, I have asked our Chief Administrative Officer to lead an effort with our Diversity Officer to review the promotion, hiring, and other work development processes to determine if any barriers exist that would, either through perception or practice, keep our workforce from reaching its full potential. Additionally, I have asked them to continue to enhance these processes to ensure they are consistent with best practices, while remaining inclusive and equitable.

Later this year, we also will be implementing a number of new initiatives that will enrich our employees' professional and personal development. This includes moving to a new simplified performance evaluation program that focuses on performance planning, communication, and appraisals measured against straightforward competencies for each position in the Department. The revised process has been simplified and is designed to improve communication between supervisors and employees. We also plan to issue a revised discipline process that will continue to be transparent but more easily understandable by the employees not covered by discipline provisions in a collective bargaining agreement. In addition, we will be launching a new honorary recognition program that will reward employees for their excellence in executing our mission.

The Department has also been exploring several options for our employees to participate in wellness programs featuring professional development training as well as health and fitness classes to further help them maintain a healthy work/life balance. We are also establishing a formal mentoring program, as well as a peer support program, both that are championed by the USCP Diversity Officer, that we plan to rollout to the Department in 2019. These programs cross-cut through all sworn and civilian rank levels so that the USCP can better support our employees on their career paths.

As Chief, it is my goal to recruit officers who reflect the makeup of those working in and visiting our U.S. Capitol and engaging in the legislative process. It is also imperative that we build a strong leadership bench to build upon the Department's legacy with a clear eye toward its future. We are making every effort to expose our employees and commanders to new ideas and the newest technologies to help keep us competitive and prepared for new and emerging threats. We appreciate the support and resources that Congress has provided to us so that we can successfully achieve our mission.

As always, our mission continues to be serving and protecting the Congress and the legislative process. I also want to ensure that each one of our employees goes home safe every day. We continue to work very closely with our federal, state, and local law enforcement partners, and monitor national and world events to provide the level of security required to protect the Capitol Complex, Members of Congress, staff, and the visiting public.

Mr. Chairman, I want to thank you again for this opportunity to provide an update on the Department's priorities and activities. I know that we all are committed to serving our country whether we are elected or appointed officials, or we elected to put on the USCP uniform. What unites all of us is our dedication to public service and to keeping everyone safe and secure.