

**Testimony of
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**Before the Committee on House Administration
U.S. House of Representatives**

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Good morning, Chairperson Lofgren, Ranking Member Davis, and Members of the Committee. Thank you for this opportunity to update you on United States Capitol Police (USCP) operations, workforce, and priorities in carrying out our mission to protect the Congress and to secure the U.S. Capitol Complex in an environment of increasing threats.

This week marks my first month as Chief of the United States Capitol Police. Having served in law enforcement for more than 27 years, with the last 2½ as the USCP Assistant Chief of Police, I cannot think of a nobler place to serve our country as a law enforcement officer than at the U.S. Capitol. I want to thank the Committee for the opportunity to lead this outstanding organization, and I appreciate your continued support of the women and men of the Department as well as Congress' generosity in providing the resources necessary to support our crucial mission.

The USCP has a unique role – we are the only police department responsible for protecting the Congress, the legislative process, and the U.S. Capitol Complex. I believe that the Department represents the best in American policing. I am truly honored to have been selected to lead such an outstanding organization as the United States Capitol Police. From our civilian employees who play a critical role in our daily operations and success, to our sworn members of all ranks who are out getting the job done in all types of weather and conditions, I value each and every one of their contributions to our mission. I strongly believe in our mission, and I know that our team is the best at what we do in successfully achieving our mission each and every day.

Among those who are deeply committed to serving the Department are my Executive Team who are here with me today, including Chief of Operations, Acting Assistant Chief Chad Thomas,

Chief Administrative Officer Richard Braddock, and General Counsel Gretchen DeMar, as well as members of my Executive Management Team, to include my Diversity Officer, Natalie Holder.

I'm also joined at the witness table today by the Honorable Paul Irving, House Sergeant at Arms and member of the Capitol Police Board; Mr. Michael Bolton, USCP Inspector General, and Officer Gus Papatnasiou, Chairman of the USCP Fraternal Order of Police. Also attending today's hearing are representatives of the USCP International Brotherhood of Teamsters, who represent our bargaining unit civilian employees. They and their organizations are important partners in the Department's overall success.

The Department also receives tremendous support and direction from the Capitol Police Board. I coordinate closely with the Capitol Police Board each day to ensure that we are meeting the security and law enforcement needs of the Legislative Branch community. Since joining the Department, I have worked closely with Mr. Irving on critical security requirements, such as Member protection, pre-screening, securing the O'Neill House Office Building, and House Garage Security. It is these close working relationships, including our close relationship with the Chairperson, Ranking Member, and your staffs, that have made it possible for us to successfully achieve these very critical security requirements.

The Office of Inspector General (OIG) plays a very important role in assisting the Department in improving our operations and performance. I am pleased to note that the Department received its seventh consecutive unmodified "clean" opinion on our Fiscal Year 2018 financial statements from the OIG, and we are actively working to provide them with the information they need to conduct our FY 2019 financial statement audit. In addition, the OIG routinely conducts audits, reviews, and investigations and makes recommendations for business improvements. The resolution of OIG recommendations regarding the Department's internal controls and business processes is among the top priorities of our leadership team. Since 2006, when the OIG was established, the Department has successfully closed nearly 91 percent of the recommendations made by the OIG. Today, the Department continues to make significant progress in closing open recommendations by developing long-term resolutions to the issues identified by the OIG. I am very proud of our level of success in improving the Department's practices and procedures, which is due to our relationship with the OIG and the hard work of my team.

I have also had the pleasure over the past 2½ years of working with the USCP's FOP Labor Committee Chairman, Gus Papathanasiou, and his leadership team to collaboratively implement policy and procedures, as well as address personnel concerns with the shared goal of supporting our overall mission. I value our relationship with the Labor Committee and the Chairman, and recognize their role in the Department's mission. I believe that we have an effective relationship and the respect for each other's positions that allows us to address issues facing the workforce.

The type of policing that our Department engages in is unlike that of other police departments. It is highly specialized to focus on the unique requirements of protecting our nation's legislative process, the First Amendment rights of our citizens, maintaining an open campus so that visitors from around the world can witness representative democracy in action, and preventing crime and terrorism. No other law enforcement agency in this country has these equivalent responsibilities.

As the Chief of Police, I will continue to hold my team to the highest professional standards. When we look and act professional, we portray an aura of preparedness and unassailability. The Department's success also depends upon our ability to connect and work with the communities we protect and serve. This includes providing outstanding customer service and continuing to strengthen our partnerships with our employee unions, the Capitol Police Board, the Congress, and all who work in and visit the U.S. Capitol Complex.

Our officers interact with thousands of people each day, in a professional manner, and in a highly-visible environment. In fact, in 2018, our officers screened 11.2 million individuals at building entrances and interior checkpoints. We manage an ever-increasing number of demonstrations, which are approved for specific outdoor demonstration areas; and we manage responses to numerous instances of prohibited civil disturbances across the U.S. Capitol Complex.

We balance this public interaction with the need to be prepared at all times to respond to potential threats and other emergency situations. For example, in October 2018, two of our officers responded to a jogger who suffered a heart attack, collapsed, and struck his head on a parked car. The officers began CPR, and using an Automated External Defibrillators (AED), they revived the man as DC Fire and EMS arrived on scene. I'm pleased to note that the jogger has made a complete

recovery. From the time they were installed throughout the campus, I know our officers have saved numerous lives with the AEDs.

Police officers are often the first to arrive on the scene of incidents involving critical injuries. Studies have shown that lives can be saved if immediate efforts are implemented by first responders to control bleeding. While I was serving as Assistant Chief, it was a priority of mine to deploy Tactical Combat Casualty Care (TCCC) Kits and ensure that our sworn personnel received the proper training to use them during an emergency. The mandatory eight-hour training course teaches officers techniques to control life-threatening bleeding as well as how to evacuate victims from a potentially hostile environment. Upon the successful completion of the training, USCP officers are required to carry the TCCC Kits with them while on duty. Since December 2018, we have trained more than 700 officers and officials in the kits' use, and since May 2014, all USCP recruits have received this training while attending the USCP training academy; bringing our total workforce trained to nearly 1,300.

In May 2019, our TCCC Kits were utilized when three of our officers attended to a man with life-threatening wounds near the Library of Congress. He had already suffered a tremendous loss of blood, and they knew they did not have much time to respond to his emergency needs. The officers immediately utilized a TCCC Kit, applied a tourniquet and special bandages, and were able to control the bleeding until emergency responders arrived.

Our daily reality is that the U.S. Capitol Complex is a desired target of foreign and domestic terrorists. Therefore, we must continually assess the risks and adjust our strategies for addressing any threat. As we have seen over the past several years, communities are increasingly vulnerable to "lone wolf" attacks in public places such as schools, churches, work sites, and baseball fields. As a result, there also is a heightened awareness by Members and staff of how important it is to be cognizant of their surroundings for their own personal safety and security. Consequently there is increased reporting of unusual activities and individuals to the USCP.

The Department continues to work closely with the Capitol Police Board to augment and strengthen the formal processes related to off-campus security and Member protection. Over the past five years, the number of threat assessment cases that we have opened and investigated has

been steadily increasing. Our investigators are aggressively pursuing all leads and investigating threats from many sources. As a result of their efforts, we have made several high-profile arrests in threat cases involving Members of Congress, including the doxing incident last fall. Based on the thoroughness of our investigations, these cases have been successfully prosecuted and tried by our law enforcement partners in U.S. Attorney's Offices across the country.

The Department also maintains a significant, visible presence throughout the U.S. 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 coordinate 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. 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. Additionally, we have increased our focus on Member events in the National Capital Region.

Protecting the facilities and other physical assets throughout the U.S. Capitol Complex goes hand-in-hand with our overall operational plans. One of the major projects that the Department has testified about at previous hearings is the effort to enhance security in and around the House garages.

Now that the Architect of the Capitol is completing final construction in the Rayburn Garage, we are preparing to implement our House Garage security perimeter plan. We are training officers on the security plan, and we will begin staffing garage security posts on August 5, 2019. We are working closely with the Sergeant at Arms, our Oversight Committees, and House Leadership on communicating the new procedures to Members and staff prior to implementation. While we know this will be a significant change in process for Members and staff, we are grateful for the Committee's support, and for the leadership of Mr. Irving, in implementing this very important security enhancement.

While physical security elements are an important part of any operations plan, our officers who are on the job 24 hours a day, 365 days a year, are our greatest assets to help prevent threats or

to respond to any crisis. Congress has continued to provide the necessary resources to staff the Department in accordance with our operational plans, and we are very appreciative for your steadfast support of our efforts. In fact, the additional resources we have received from Congress over the past several fiscal years have allowed us to realize several of our strategic security enhancement goals.

Another significant effort of the Department is to ensure that we have the appropriate level and scope of leadership and supervision to successfully carry out our mission. This has required a critical look at the Department's organization, the manner in which we have aligned our current leadership span of control, and the level of supervision needed for the various new security enhancement initiatives. In my new role as Chief of Police, I am continuing this evaluation and look forward to discussing future recommendations with the Capitol Police Board.

In June, the Department promoted 29 officers to the ranks of Sergeant, Lieutenant, Captain, Inspector, and Deputy Chief. The assignments given to these new commanders are determined based on operational needs, and the Department's overall objective to further develop well-rounded, experienced leaders who can successfully achieve and perform at higher ranks and leadership positions within the Department. All promotions are based on merit, and are designed to identify, train, and mentor the Department's next generation of leaders. I am heartened to see the group of highly-qualified professionals currently in our sworn and civilian leadership and supervisory ranks.

In order to ensure the success of the Department, I believe we must continue our efforts to expand its diversity to include the representation of women and underrepresented populations, as well as diversity of thoughts and experiences. Therefore, I have asked my Chief Administrative Officer (CAO) to continue our efforts to recruit and hire the best qualified candidates with a focus on women, African Americans, Hispanics, Asians, and other underrepresented groups we may identify.

According to 2017 data from the U.S. Department of Labor, in the United States the national average with regard to women in law enforcement is 14.1 percent. While the Department's sworn workforce is nearly 18 percent female, and 40 percent are from underrepresented populations, I am committed to increasing that level during my tenure.

Under the leadership of the CAO, our Diversity Officer continues to lay a strong foundation for promoting and institutionalizing diversity, equity, and inclusion throughout the Department. Over the past three years, the Department has provided resources to the Office of Inclusion, Diversity, Equity, and Action (IDEA) to develop the framework for these critical efforts. Our Diversity Officer leads an internal diversity council that is charged with prioritizing our initiatives and moving the Department to the intersection where leadership and diversity management meet. It has yielded focus group data that has led the Department to focus on peer support and crisis management; inclusive mentoring to support career navigation and succession planning; and increased our cultural competencies. Further, Ms. Holder is working with a well-regarded consulting firm to design and provide unconscious bias training for our leaders. We have also strengthened our relationships with Asian-American, African American, Latinx, LGBTQIA, and women-focused professional associations in law enforcement through our involvement in conferences, meetings, and recruiting events. Ms. Holder also has identified training opportunities for our employees to attend that teach strategies for critical thinking about management and operational practices and creative problem solving in a cognitively and demographically diverse workplace. This year, we have added both a training manager and program manager to the IDEA Office to ensure we offer consistent training, programs, and resources to our workforce.

I personally value my relationships with organizations such as the Women in Federal Law Enforcement (WIFLE), and other professional organizations, and look forward to continuing and expanding these relationships during my tenure as Chief of Police.

While police departments across the country are struggling to find and hire qualified applicants, we continue to work hard to attract the necessary level of highly-qualified candidates to hire without having to compromise our hiring standards. The women and men who make up our recruit classes are the top one percent of the candidates who have applied to work with us. Our recruiting staff has been very successful in reaching out to colleges and universities, as well as exploring other avenues, to meet and recruit very diverse groups of applicants. For example, our most recent recruit officer class that graduated in June has brought a wealth of talents, skills, and experiences to the USCP. Many of them are skilled in various languages including Arabic, Creole, French, German, Gujarti, Italian, and Spanish. Several have prior military service, and all have a deep commitment to our mission.

However, our goal is not just to fill our recruit officer classes, but to hire only those candidates who meet the standards to serve as law enforcement officers within the Congressional community. Although these standards are high, we have been mindful to constantly evaluate our processes to ensure that we identify and eliminate any barriers, and that all candidates have an opportunity to be a part of our Department.

It is not enough to simply attract the best and the brightest. As Chief, it is my responsibility to ensure that we continue to invest in our employees by providing them with the training they need to grow personally and professionally; to obtain and upgrade key equipment and systems they need to do their jobs efficiently and effectively; and to give them the proper tools to ensure that they achieve and maintain a well-rounded life.

Our CAO has been diligently developing a number of new initiatives designed to increase employees' well-being and enrich their personal and professional development. Last year, the CAO began working with the staff of the House Wellness Center, along with the Offices of the House Sergeant at Arms and House Clerk, to develop a comprehensive health and well-being platform. This was inspired to help employees understand their current health and financial wellness status; set realistic goals; provide personalized guidance; and identify programs and resources to ensure success in their health and well-being journeys. Some of the programs currently available to USCP employees include seminars and training sessions on creating household budgets and spending plans; providing access to numerous online tools to enrich their mental, physical, and nutritional health; access to a personal trainer in the USCP gyms; and contracting with experts to provide advice on healthy eating habits and money management.

In order to provide focus and set meaningful goals in any organization, it is important to have a strategic plan. Upon assuming leadership of the Department, I asked my Executive Management Team to begin the process of updating the Department Strategic Plan. In addition to setting key strategic goals and performance measures for the Department for the next five years, the new Strategic Plan will institutionalize the commitments we have made to support and promote our employees. Our updated Strategic Plan will not only define the Department's vision and goals, it will focus on ensuring that diversity, inclusion, and equity within our workforce are woven into all of our programs and initiatives. Under the direction of our CAO along with the executive staff from

our Human Resources, Recruiting, Training, and IDEA offices, we also are developing a Human Capital Plan that will focus on providing the tools and services our employees need throughout their entire USCP careers – from recruitment to retirement – and include strategies for employee retention, promotion, and succession planning.

Over the next 18 months, the Department will be playing a critical role in a number of very high profile events. In July 2020, the Democratic National Convention will take place in Milwaukee, Wisconsin, and in August 2020, the Republican National Convention will take place in Charlotte, North Carolina. On January 20, 2021, the United States Capitol once again will be the center of global attention as it hosts the Presidential Inauguration. Each of these events requires extensive planning and resources from the USCP. In fact, we have already begun planning for the two conventions, and are in the initial stages of planning for the Presidential Inauguration. The USCP has significant experience in handling major events of this nature, and has a proven track record of successfully coordinating these events with the various agencies and committees involved. The successful execution of this event every four years is a great source of pride of all the women and men of the Department.

For 191 years, the United States Capitol Police has stood in the shadow of the Capitol Dome, quietly and professionally protecting the Congress, staff, and the visiting public from harm. As Chief, I will continue building upon our legacy. We will continue to work 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 U.S. Capitol Complex.

One of my highest priorities is to ensure that our employees always have the resources they need so that everyone can perform their jobs safely and effectively. I will continue to enhance our protective capabilities by providing training and career development opportunities, to procure state-of-the-art equipment to help keep everyone safe, and to develop and implement policies that address new and emerging issues. Throughout these efforts, I will continue to rely on and appreciate the support of my Executive Team, Executive Management Team, the Capitol Police Board, Congress, our Inspector General and our two supportive labor unions to successfully accomplish our goals. I am very proud of our sworn and civilian workforce, and am humbled and honored to serve as their Chief of Police.

Chairperson Lofgren, I want to thank you again for this opportunity to provide an update on the Department's priorities and activities. I look forward to continuing to work with the Committee to ensure that the Department successfully accomplishes its mission today, while preparing for the challenges and the opportunities of tomorrow.