

**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 Alexander, Ranking Member Wasserman Schultz 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 2014. I am joined here today by Acting Assistant Chief Matthew Verderosa, our Acting 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 Acting Inspector General.

I want to begin by saying that it is an honor for me to be sitting before you as the Chief of the United States Capitol Police. Having been in this position for over three months, I have observed the activity of the Department through an objective lens. I can say with no reservations that this organization is made up of extraordinarily professional and capable women and men, who are dedicated to their work. I also have come to appreciate the interest of the Congress, and especially this Committee, in our success. On behalf of the Department, I would like to thank you for the confidence and support you have shown the Capitol Police over the years.

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. With your support and that of the Capitol Police Board, the Department has been successful and will continue our efforts to maintain the safest posture possible for the Capitol Hill community 24 hours a day, 365 days a year.

Our mission is to protect the facilities you 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 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 who have dedicated ourselves to public service and public safety, the employees of the Department gain strength and encouragement from your recognition of our accomplishments.

While our overall mission and commitment is to protect the legislative process, our activities in response to over 600 special events and demonstrations last year ensured that citizens were provided the opportunity to exercise their constitutional rights in an orderly and safe manner. I also believe that, through our efforts and our presence in the larger Capitol Hill neighborhood, we have played a role in the District of Columbia's lowest crime rate in years.

I would like to begin the specifics of my testimony by expressing again our appreciation to the Committee and the Congress for providing the salaries and general expenses funding for FY 2013 to support our personnel and operations and for supporting our sequester plan, which has included door closures that may have some effect on you and your staffs, as well as visitors to the complex.

My management team and I are more than keenly aware that the economic conditions of our country and the fiscal situation in the Federal government require that we manage ourselves and plan for our future responsibly and accurately. Having recently come here from local government, with over 37 years of law enforcement experience, I can tell you that I have a first-hand understanding of the hardships being faced at 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 FY 2014 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 four USCP strategic goals that describe our mission and frame our budget planning: 1) assessing the threat to the Congressional community, 2) taking proactive measures to mitigate the threat so as to prevent disruption to the legislative process, 3) responding in the event of a disruption so that Congress can continue to operate, and 4) ensuring that we employ appropriate and efficient support, business processes and controls; while providing personnel with the requisite skills, resources and tools to deliver our mission in an effective manner.

The Department's funding levels have remained relatively stable in recent years, much to the credit of my predecessor's leadership and sound responsible management by my team of capable executive leaders. While we have seen some small increases in the budget due to expanding mission

requirements, the Department has also found efficiencies and reductions to offset many of the new requirements that we have addressed.

One project that has required additional resources is our implementation of an extensive Radio Modernization Project. Your continued support of this critical officer safety program is greatly appreciated. The planning, building, and implementation of this system will eliminate considerable risk in our future capability to communicate and to direct mission-critical activities. Just like other large construction projects, this endeavor has involved many partners and a complex combination of needs and requirements. As anyone who has ever done home renovations will tell you, when you start tearing down walls or replacing utilities you start to discover unexpected obstacles that can delay your progress. Throughout these challenges, the partnership that we have with the Architect of the Capitol and NAVAIR remains strong. I know that this project has had evolving timelines and scopes, but I am confident that we are on track to get this project done in a timely manner, with a priority for doing it right. In fact, I am pleased to report to you that the Department was able, with your support, to include the O'Neill Building in the project with savings derived from the project.

At this time, I would like to offer the Committee an overarching summary of our FY 2014 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 2014 request totals \$363 million and represents an overall increase of 7 percent, or \$24 million over the FY 2013 continuing resolution funding level of \$339 million before sequester. While this may seem like a big increase over the continuing resolution level, it is less than a one percent increase over the original level approved by the House Appropriations Committee of \$360 million for FY 2013.

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 FY 2014 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. I am grateful to the women and men of the Department who have pitched in to take on additional workloads as we have frozen hiring since the beginning of the fiscal year until we know the final appropriation level for this fiscal year. In light of the fiscal constraints of the Department and the entire Federal government, our FY 2014 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 we maintained during FY 2012, but have had to reduce even further during FY 2013 due to the sequester. These reductions have had an impact on our civilian workforce, who have taken on expanded workloads and strained our ability to resolve longstanding internal controls weaknesses as rapidly as we might like.

The personnel request for FY 2014 represents an overall increase of 7 percent over the FY 2013 continuing resolution funding level and is nearly the same as the level approved by the House Appropriations Committee for FY 2013.

As we have discussed previously with the Committee, 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.

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. Understanding the fiscal concerns related to the budget impacts resulting from overtime, particularly in light of the sequester, we have been working

closely with the Capitol Police Board and our oversight Committees to review options to offset mission requirements where possible, especially in light of reduced funding levels in FY 2013, such as closing lower priority doors, which will reduce the total hours at posts and overtime costs.

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. During this process, we have been working closely with staff from the Government Accountability Office, briefing them on our progress and gaining advice and guidance from them along the way.

At the requested funded staffing levels, the Department's FY 2014 overtime projection is approximately \$32.8 million, which is \$5.5 million less than our overtime request for FY 2013. 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 an 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 \$65 million for general expenses, which is an increase of \$3 million over the continuing resolution and \$2 million over the original level approved by the House Appropriations Committee for FY 2013. Three additional requirements represent a quarter of this increase, just over \$500 thousand, for installation of security equipment and services for the dome rehabilitation project, the O'Neill Building, and the radio modernization equipment rooms. The rest of the increase results from normal increases in costs and restoring annual levels reduced in previous fiscal years to meet immediate needs. In many cases, this requested funding restoration is for the training of our civilian employees, many of whom have not had training in the last four years, to ensure that their skills remain high in order to achieve our mission. Our civilian employees are as critical to the success of our organization as are our sworn employees, and need to be supported as such. The amount of the "regular" 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.

In FY 2012 the Department screened over 12.8 million people entering Congressional buildings (including over 2.3 million visitors to the Capitol Visitor Center); affected over 700 arrests; conducted over 119,000 K-9 sweeps; and screened nearly 23,000 vehicles. In line with our close connection to the Congressional community, we also held over 1,800 community outreach visits. These are just a few examples of the many services and enforcement activities that are conducted daily to ensure the success of the Department's core mission.

For the third 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. We also formalized a process for program evaluations for selected existing programs, which we plan to expand in the future. In addition, in order to ensure the accuracy of our budget request, our fiscal year 2014 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, for the first time in our history, a second consecutive unqualified "clean" opinion on our financial statements. Also thus far in FY 2013, we have worked closely with the Office of Inspector General to close eight recommendations and have completed actions that we believe could lead to closure of another nine 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 twelve 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. Now, we are 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. Over the past few months the senior leaders of the Department have been engaged in a scan of the internal conditions within the Department, as well as the environment in which we function and the outside influence on execution of our mission.

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 1) improving our management and planning processes; 2) improving internal and external communications; 3) enhancing our future leadership capacity; 4) establishing clear expectations and accountability for all personnel; and, 5) 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 appreciate the opportunity to appear before you today and would be glad to answer any questions you may have at this time.