

**Testimony of
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before the United States Senate
Committee on Appropriations
Subcommittee on Legislative Branch**

March 22, 2012

Chairman Nelson, Ranking Member Hoeven 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 2013. I am joined here today by Assistant Chief Thomas Reynolds, who was recently promoted to lead our operational elements of the Department, and Mr. Richard Braddock, our Chief Administrative Officer, as well as some of the members of my Executive Management Team.

First, I would like to thank the Committee for its sustained and unwavering support for the men and women of the United States Capitol Police. You and your staffs have continued to generously support both our mission as well as our personnel – not just in a monetary way, but also in private and public recognition of our role and responsibilities. The security and protection of this great institution is not only our job, but we consider it a sacred duty and privilege to serve you, the congressional staff, and the millions of visitors from every corner of the world who come to the United States Capitol complex every year. Due in large part to your support and

that of the Capitol Police Board, the Department continues to successfully execute our mission with a strong operational presence and under established business practices, controls and efficiencies.

Specifically, I would like to express our appreciation to the Committee and the Congress for providing the necessary salaries and general expenses funding for FY 2012 to support our personnel and operations, while absorbing several activities within our base funding, such as the conventions and pre-Presidential Inauguration planning.

As I begin my testimony, I would like to emphasize that my management team and I are keenly aware of the economic situation our nation continues to face. I understand the responsibility I have to submit a budget request that is not only accurate, but that is reasonable, based on only critical requirements necessary to mitigate and address threats and risks. Our FY 2013 budget request provides for those critical mission and mission support 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.

To do so, the Department utilized our Force Development Business Process, which develops our budget based on analysis of threats and risks, while involving multiple levels of the organization in the process, to include coordination and vetting of our budget with the Capitol Police Board.

Our mission-focused request is grounded in the USCP strategic goals that describe our mission and frame our budget planning: 1) assessing the threat to the Capitol 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) supporting the USCP's mission through constructive internal business processes and controls that foster effective and efficient mission delivery.

This budget is strong in support of those goals — with modest increases and initiatives to address identified risks and threats — yet it is flexible enough to achieve and maintain solid mission-critical results with efficient use of the resources provided to the Department.

The proposed FY 2013 budget contains a base budget that will address and mitigate identified security challenges that may potentially affect the safety of the Capitol complex and our ability to keep up with the changing

security environment and threat level. In addition, it contains requests for a few new initiatives that provide additional security for the Capitol. Finally, there is an emphasis in this request to ensure the necessary level of training for the Department's staff in FY 2013.

Over previous fiscal years, the Department has greatly reduced its training activities in order to meet other mission requirements within available funding. Training has been limited to only those areas that are critical and mandatory as required by law, rule, or regulation; or necessary to meet core mission activities. This budget includes the overtime funding that specifically relates to the training needs of sworn staff to give them the time needed to be offline and receive training in a number of key areas. In addition, training costs are being requested for what the Department has deemed as mandatory or mission essential training. This includes resources to develop a qualified pool of eligible succession sworn and civilian candidates. With this emphasis, the Department will ensure that the workforce is prepared to address our mission using current and emerging methods, as well as be well suited to address leadership needs into the future.

We realize that the Department's funding levels have grown in recent years, as opposed to other Legislative Branch entities, due to requirements

set forth to support an expanding mission load, such as the merger with the Library of Congress police to include absorbing the jurisdiction over Library buildings and grounds, and the opening of the Capitol Visitor Center. Both of these activities resulted in additional protection responsibilities for the security operations of this critical addition to the Capitol. In the upcoming year, we will also be gaining an additional protective responsibility with the opening of the Federal Office Building 8 (FOB8) scheduled to reopen in FY 2013. An additional fiscal dynamic we are managing is our implementation of a complex Radio Modernization Project. Further, the Department is managing the need to implement critical lifecycle replacement for key security and technical systems within limited available funding. We realize that the Subcommittee has limited resources with which to support all Legislative Branch entities and will continue to prudently request and execute the resources needed to meet this challenge.

At this time, I would like to offer the Committee an overarching summary of our FY 2013 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 2013 request totals \$374 million and represents an overall increase of 10 percent, or \$34 million over the FY 2012 Enacted funding level of \$340 million.

The first subject area for which I would like to provide more detail is in the area of personnel salaries and overtime.

The Department's FY 2013 personnel request reflects our continuous efforts at all levels of management to effectively manage our existing resources to achieve the best possible balance of staff-to-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.

To operate within our current budget, we are currently carrying out our mission requirements with 1775 of our 1800 sworn positions and 370 of our authorized 443 civilian positions, and with only limited training. Much of our overall increase allows the Department to operate at our current staffing levels.

With regard to our funding request related to personnel, we are requesting an overall increase of 9 percent over the FY 2012 Enacted funding levels, which include funding for two new civilian positions for the Office of Inspector General, as well as new sworn positions to address operational requirements.

The Department's current sworn strength does not entirely provide the necessary resources to meet all our mission requirements within 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.

Thus, mission requirements in excess of available personnel must be addressed through the use of overtime, identification of efficiencies such as post realignment and/or reductions, technology, and cutbacks within the utility, such as reductions in the number of hours provided for training. To address some of these mission drivers, we continue to work closely with the Capitol Police Board and our oversight Committees to review such options to

offset mission requirements where possible, such as closing lower priority doors, which will reduce the total hours at posts and overtime costs needed to perform those activities.

Over the last two years, we have also been very strategic in the hiring of civilian positions to best align our resources to our needs. In particular, vacancies in the civilian ranks are reviewed biweekly to prioritize requirements for backfilling operational and mission support vacancies. Through this process, the Department continually monitors and justifies the needs of every civilian position as it becomes available. With this comes increased responsibility of onboard staff and a greater need to invest in training to gain and maintain skills needed to perform these duties.

With that in mind, our requested FY 2013 personnel costs support the current funded staffing levels of 2145 positions, as well as a request for 19 sworn and civilian positions previously mentioned. This will result in an increase from 2145 to 2164, which is still below our authorized levels.

At current staffing levels, the Department's fiscal year 2013 basic and inauguration overtime projection of approximately \$36.5 million reflects an increase over the \$33.4 million that was provided for basic and convention

overtime in fiscal year 2012. This increase primarily is a result of operating at fewer officers than our current authorized strength.

Other requested increases to overtime include an additional \$1.5 million in funding to take staff offline for additional training requirements, and \$400 thousand for the overtime needed for the FOB8 initial operations until new officers are trained and deployed. These items bring the total FY 2013 overtime request to \$38.4 million which is an increase of \$3.3 million over the total FY 2012 overtime level of \$35.1 million.

The second area of detail that I wish to provide today is an overall net increase in our requested general expenses budget, which includes hiring, outfitting, and training of new sworn personnel; supplies and equipment; lifecycle replacement for critical systems and assets; management systems; et cetera. While we are requesting an overall increase over the FY 2012 funding levels, much of the increase request is for new initiatives to address identified threats and risks, and for support of the 2013 Presidential Inauguration.

A portion of this general expense funding increase is related to new initiatives totaling \$4.9 million. Additionally, we are requesting \$800

thousand in general expense funding to support security and law enforcement activities associated with the 2013 Presidential Inauguration.

With your support, the Department continues to successfully perform our operational mission and has achieved several key accomplishments over the last year that have resulted in greater efficiencies for the Department, which include addressing several administrative challenges and improving corresponding business practices.

Operationally, so far this fiscal year, the Department has screened over 3 million visitors to the Capitol Complex; affected over 300 arrests; conducted over 54,000 K-9 sweeps; and screened over 13,000 vehicles. In FY 2011, the Department screened over 10 million visitors, affected over 900 arrests; and conducted over 160,000 K-9 sweeps. These are just a few examples of the many operational elements that are conducted daily to ensure the success of the Department's core mission.

As I mentioned briefly, the Department continues to use a management and budget planning methodology which we call the "Force Development 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 expanded the process for program evaluations for selected existing programs. For the process that led to the FY 2013 budget request, the Investment Review Board reviewed an additional 20 of the Department's existing programs than were selected in the previous fiscal year. In addition, in order to ensure the accuracy of our budget request, the fiscal year 2013 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 to address issues which have arisen and by providing the evidence necessary to close findings. In particular, I am pleased to report that we recently received an unqualified or "clean" opinion on our FY 2011 financial statements. Further, we are working on the resolution of a number of recommendations in order to achieve efficiency and effectiveness of our administrative programs through long-term resolution of areas of concern. The long-term resolution of the remaining recommendations related to internal controls, business processes and material weaknesses remain of the highest importance to our management team.

As I mentioned in the beginning of my testimony, we are well aware of and understand the economic climate that affects our country, the Legislative Branch and the entire federal government, and I want to assure you that the USCP will successfully adapt our resources and continue to safeguard the Congressional community within the resources available.

I appreciate the opportunity to appear before you today and would be glad to answer any questions you may have at this time.