

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

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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 2012.

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 has had many successes in its continued efforts to become a premier security and law enforcement agency operating under established 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 2011 to support our personnel and operations.

This FY 2011 appropriation level has allowed the Department to address critical salaries requirements, as well as Radio Modernization Project needs, in FY 2011, which thus results in a reduction of those items from our FY 2012 budget request.

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 faces today. 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 adjusted 2012 budget request provides for 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 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 resources.

The proposed FY 2012 budget 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 complex and it provides administrative systems to mitigate audit risks and findings.

The Department's funding levels have grown in recent years, due to requirements set forth to support an expanding mission load. In the last several years, we have merged with the Library of Congress police while absorbing the jurisdiction over Library buildings and grounds, and upon the opening of the Capitol Visitor Center; we assumed additional protection responsibilities for the security operations of this critical addition to the Capitol. We will also be gaining an additional protective responsibility with the opening

of the Federal Office Building 8 (FOB8) scheduled to reopen in FY 2012. An additional fiscal dynamic we are managing is our implementation of a complex Radio Modernization Project.

At this time, I would like to offer the Committee an overarching summary of our FY 2012 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 2012 request totals \$380 million and represents an overall increase of 12 percent, or \$40 million over the FY 2011 Enacted with rescission funding level of \$340 million.

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

The Department's FY 2012 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, below our authorized 443 civilian positions, and with only limited training. We have received funding in FY 2011 to increase our sworn levels to 1800 at the end of the fiscal year, and to bring on an additional 13 civilians as well, but this partial year funding for these positions will need to be annualized in FY 2012 in order to maintain this staffing strength. Much of our overall increase allows the Department to operate at our current authorized staffing levels.

With regard to our funding request related to personnel, we are requesting an overall increase of 8 percent over the FY 2011 Enacted funding levels with rescission, which includes funding for only three new civilian positions for the Office of the Inspector General. The increase in nine new sworn positions to address the additional operational requirements for FOB 8 is offset by a net reduction of nine civilian positions from within the Department current authorized strength of 443.

Additionally, we have been very strategic in the hiring of civilian positions to best align our resources to our needs. In particular, we identified 22 existing vacant civilian positions based on a position review for repurposing to meet additional mission requirements such as, the nine sworn officers needed for the security of the new FOB8 and 13 civilian dispatcher positions needed for the Radio Project mirror site requirements.

The Department's current authorized sworn strength does 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.

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. As a result, our oversight Committees are reviewing 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.

With that in mind, our requested FY 2012 personnel costs support the current authorized staffing levels of 2243 positions, as well as a request for 3 new civilian positions for the Office of the Inspector General. This will result in

the increase of three personnel (from 2,243 to 2,246), while absorbing the mission requirements associated with FOB 8 security and the dispatch operations.

At current staffing levels, the Department's fiscal year 2012 basic overtime projection of approximately \$33.9 million reflects an increase over the \$32 million that was provided for in fiscal year 2011 with rescission.

Other requested increases to overtime include an additional \$215 thousand in funding to cover Library of Congress' non-reimbursable events, and \$2.4 million for overtime necessary to secure multi-year AOC initiatives, to include the Capitol Dome Skirt, and Utility Tunnel projects. These items bring the total FY 2012 overtime request to \$36.5 million which is an increase of \$4.5 million.

The second area of detail is an overall net increase in our requested general expenses budget, which includes protective travel; hiring, outfitting, and training of new sworn personnel; supplies and equipment; management systems; et cetera. While we are requesting an overall increase of 29 percent over the FY 2011 funding levels, the majority of the increase request is for new initiatives to address identified threats and risks, and for support of the 2012 political conventions and Presidential Inauguration planning. The increase in the request, just for the normal annual needs of the Department, excluding

new initiatives, and convention and pre inauguration support, is five (5) percent.

These seven (7) new initiatives include: security and law enforcement services for FOB8; security enhancements for the Alternate Computer Facility; security designs for the utility tunnel system; design and installation of a security program for the Dome Skirt Rehabilitation project; design and installation of security management systems within House and Senate parking garages; software upgrades for the Department's fixed asset system and a Department-wide travel management system. The total funding requested for these new initiatives is \$11.8 million.

Finally, we are requesting \$3 million in general expense funding to support the 2012 political conventions and pre-inauguration planning.

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 200 arrests; conducted

over 75,000 K-9 sweeps; and screened nearly 6500 vehicles. In FY 2010, the Department screened over 10 million visitors, affected over 700 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.

With the direct assistance of the Capitol Police Board, who provided advisors to assess financial management risks and to provide recommended improvements, we have the foundation for sound fiscal practices that we are actively implementing and will continuously seek to improve upon.

Included in the sound fiscal practices recommended by the Inspector General through his budget formulation audit and the Board's Financial Advisors through their review of our financial management operations are the practices and processes we conducted to create the fiscal year 2012 budget.

The Department re-implemented an improved 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 formalized a process for program evaluations for selected existing programs, which we plan to expand for the

fiscal year 2013 process. In addition, in order to ensure the accuracy of our budget request, this fiscal year 2012 budget went through multiple layers of review and validation by internal and external parties, and is traceable to supporting documentation for each budget element.

Additionally, by transitioning our primary vehicle fleet to a GSA-based fleet leasing program, we now have a consistent five year lifecycle replacement plan, which saves tax-payer dollars over purchasing these primary fleet vehicles, reduces repair costs, gives us a predictable annual funding requirement and allows us to maintain a consistent state of operational readiness. In an effort to take advantage of cross servicing within the Legislative Branch, we also successfully migrated our financial management system to the Library of Congress, which saves the Department not just in annual operational costs, but in future software upgrade costs through economies of scale within the Legislative Branch. Finally, as a result of programmatic efficiencies that enabled the reduction of eleven Hazardous Materials Response Team positions, we were able to use those vacant civilian positions for Security Control Operators to monitor our alarm system which was previously handled by contractors. As a result, the security control positions were filled by utilizing USCP employees previously transferred to the U.S. Department of Labor due to worker's compensation issues. Overall, this transformation allowed the Department to better use available resources to more efficiently achieve an operational requirement by returning employees to

productive work, which allowed us to eliminate a \$1.2 million dollar contract for the previously contracted-operators and reduce our workers compensation charge backs to the Department of Labor by returning employees to duty.

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 (GAO) 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 closed all eight audit findings related to the USCP Inspector General's audit of the Department's budget formulation process. 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 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.

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