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THE UNITED STATES CAPITOL POLICE

HEARING

BEFORE THE

COMMITTEE ON HOUSE ADMINISTRATION HOUSE OF REPRESENTATIVES

ONE HUNDRED FOURTEENTH CONGRESS

FIRST SESSION

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UNITED STATES CAPITOL POLICE

WEDNESDAY, MAY 20, 2015

HOUSE OF REPRESENTATIVES,
COMMITTEE ON HOUSE ADMINISTRATION,
Washington, DC.

The Committee met, pursuant to call, at 2:10 p.m., in Room 1310, Longworth House Office Building, Hon. Candice S. Miller [chairman of the Committee] presiding.

Present: Representatives Miller, Harper, Nugent, Davis, Walker, Brady, Lofgren, and Vargas.

Staff Present: Sean Moran, Staff Director; John Clocker, Deputy Staff Director; Bob Sensenbrenner, Deputy General Counsel; John L. Dickhaus, Legislative Clerk; Erin Sayago McCracken, Communications Director; Reynold Schweikhardt, Director of Technology Policy; Brad Walvort, Professional Staff; Kyle Anderson, Minority Staff Director; Matt Pinkus, Minority Senior Policy Advisor; Khalil Abboud, Minority Deputy Staff Director/Director of Legislative Operations; Mike Harrison, Minority Chief Counsel; and Eddie Flaherty, Minority Chief Clerk.

The CHAIRMAN. Even though the House has just completed a vote and we are expecting maybe a couple of other members here, I think, in the interest of time, I will start the hearing.

I would call to order the Committee on House Administration for today's hearing on the United States Capitol Police. The hearing record will remain open for 5 legislative days so that members may submit any materials that they wish to be included.

A quorum is present, so we might proceed.

I am just going to tell you before we start—I just mentioned this to the ranking member as we were walking down the hall here together after votes—he may have had one of his finest moments just a moment ago because he spoke for the entire Congress and the entire country and perhaps the entire world so eloquently about what happened with the train crash in your area and how well the first responders, how quickly they responded. It is interesting. Here we are going to talk about the Capitol Police, but it was a national tragedy. I just mentioned to him, one of our State senators in Michigan, her daughter, 39-years-old, was one of the victims that perished. So it went around the country.

But you spoke so very, very well, and I just want to tell you how much I appreciated everything that you said there very, very much.

Mr. BRADY. Thank you.

Thank you, Madam Chair.

The CHAIRMAN. I would also like to take a moment to introduce and to welcome, before we start our hearing here, our newest mem-

ber to the House Administration Committee, that is Mark Walker who represents the Sixth District in North Carolina. He is in his first term here in Congress. He came very highly recommended to us, that he had an interest in this Committee, and we are delighted that he is here.

His background is, I think, going to be very much an asset to our Committee. He previously served his community as a pastor, actually, in Greensboro, North Carolina, worked in a small business in the private sector. Both of those attributes are going to be very much needed here, so we certainly appreciate that. We are looking forward to putting him to work here and also looking forward to his input on our Committee.

We are meeting here today to discuss the United States Capitol Police. This law enforcement agency is unique really, unique maybe in the world, certainly, probably not what most would consider a typical community police force, and that is because the mission of the Capitol Police is to protect and to serve the United States Capitol, which, of course, is the citadel of democracy of the world.

There is no denying the fact that this building and this institution are very dramatic symbols of our free society, which is based on self-government. This also makes the Capitol campus and this institution a target of those who hate our freedoms and hate our values here in America. In fact, some say that because of this, perhaps we need even greater restrictions on access to the Capitol campus here. Obviously, that would be totally counter to what this Nation stands for.

One of the many important rights secured on behalf of the American people and the First Amendment in our Constitution is the right to redress their grievances before their government. The American people must have access to those that they send to the Capitol to represent their interests, and they must also have access to the grounds of our Capitol Building to also exercise their constitutionally guaranteed right to peaceably assemble.

Since Congress created the U.S. Capitol Police back in 1828, they have worked very hard to fulfill this dual mission of safety and accessibility. Every Member of Congress, the staff of the Capitol here in the office buildings, and the American people as a whole understand that this is no small task that we have missioned them with.

We commend and we have the utmost respect for the many men and women who uphold their sworn duty to act as protectors and defenders of the law day in and day out, 24/7. Each officer has come here willingly answering the call to serve and to protect. The Capitol Police law enforcement agency is just not a few individuals; they are many who serve as one to meet their mission in protecting our complex.

So we hold this hearing today as part of our Committee's jurisdiction to review the safety and the security of the Capitol and its facilities. The safety of each Member of Congress, all the staff, and most importantly of course, the security and the safety of the millions of Americans who visit each and every year is important.

Our Committee works very closely with the Capitol Police on a daily basis to ensure that they have the tools, the authority, and the support that they need to keep our Capitol safe and secure for everyone. The security needs of the Capitol complex are always at

the forefront of our minds, because we all understand the threats. There is a constant need to review security protocols; make certain those protocols are thoughtfully developed; and ensure that the protocols are reviewed, tested, and deployed against the threats.

The importance of this process has not diminished over the years. In fact, new and verifiable threats have only increased, and we must work together to adapt. As with any law enforcement organization, the responsibility for meeting the mission begins and ends at the top. In this case, with the Chief of Police, Kim Dine. While our Committee meets on a regular basis to discuss the security status of our Capitol and all of its inhabitants with the Capitol Police leadership, we felt it was very timely to have a general oversight hearing to hear directly from the Chief of the Capitol Police about his force.

Obviously, we all recognize, Chief, that there are very sensitive aspects about the operations and the capabilities of the Capitol Police that we can probably not discuss in an open forum, but it is important to note, I think, as well, that most often threats are discovered and they are investigated and they are resolved without them ever becoming public. And often they do that almost always really in cooperation with other agencies.

Due to the inherent professionalism of the force, that is a type of flawless response that we have come to expect from the U.S. Capitol Police. But, certainly, as some of the recent events—the gyrocopter incident brings these threats to the forefront. Many have questioned how the gyrocopter was actually able to fly all the way to the front lawn of the Capitol.

However, I will note this: Actually protecting the restricted airspace over Washington, D.C., is not the mission of the Capitol Police. That falls to other agencies. In fact, I can remember, I think it was during President Reagan's funeral when a former Governor of Kentucky, his State aircraft came into restricted airspace. A pilot error, but the Air Force actually scrambled their jets, I think, on that day.

I do remember the Capitol Police doing their duty to evacuate the Capitol campus flawlessly. Again, in that instance, the job of the Capitol Police was not to so much eliminate the air threat in the restricted airspace but to protect those who work there or are visiting the Capitol campus.

I would say this, I had a briefing after that, many of us did, and I told the Chief then that I thought the Capitol Police performed very well once the gyrocopter landed, almost flawlessly, really. However, I would also say that there were some aspects of the event, which I am going to be looking forward to hearing from the Chief on, which we would like to talk a bit about, about when did the Capitol Police know that the individual was heading for the Capitol; and if we had some heads up, how would that affect the response then; and how does it affect the response going forward.

I would also like to note that in that incident and others, I have taken issue with the lack of communication. During that incident, actually the best source of information that I had and I think many Members had was watching cable TV, and actually looking at some of the different news channels. So I think the police work was very impressive, but the communications could be improved. That is an

area that we want to have a bit of oversight on. Although, again, I have raised these concerns with the Chief, and it does appear to be that the communication protocols have already been improved.

Also, there have been three separate incidents that perhaps normally you wouldn't talk about publicly, but they have been in all of media outlets so it is quite known, where officers have left their assigned firearms unattended. These are very serious breaches, I think, that alarm all of us, quite frankly. When you are in an open and public environment with literally millions of visitors each and every year, securing your weapon is of primary importance.

So I understand, again, that these incidents are being investigated and, again, normally wouldn't be talked about openly. But certainly, at this point, I hope to hear a bit about how they are being handled, whether the Capitol Police has the training and the resources that it needs, and what steps are being taken to ensure that these kinds of serious incidents are not repeated.

The purpose of the hearing is to examine the current operations and the responses taken by the Capitol Police, particularly those leadership decisions which have an effect on training, readiness, and on the overall morale of the force of the United States Capitol Police.

I would say this, we certainly all understand that now is a particularly challenging time for law enforcement across the entire country—certainly not just here, but across the entire country. We are also very aware that the Capitol Police operate in sort of an asymmetrical environment. The purpose of this hearing is certainly not to second-guess every single action that has been taken in pursuit of security. However, our Committee does have the oversight responsibility for conducting a hearing such as this, and we intend to carry out our responsibilities.

Of course, nearly all of the events that have occurred in the public view are met with textbook responses that display, again, the standard of conduct, the professionalism that Congress expects of its law enforcement agency and is demanded by the American people as well. We would ask the Chief to provide us as much information as possible in an open setting about these incidents, such as what was learned; training improvements; where the training proves successful; in the cases of the unintended firearms, what kinds of corrective actions has been taken, again, that you could discuss openly; and, lastly but likely most importantly, what your plan is for the department to move forward. I think we don't want to be spending our time looking in the rearview mirror. We want to look forward as much as possible, always.

One of the questions—and I mentioned this to the Chief before we started—that I am going to want to bring up and perhaps more of a discussion amongst even the members here is exploring how the chain of command is structured, because right now the Chief of Police reports to the Capitol Police Board, which is made up of the Sergeant at Arms in the House, the Sergeant at Arms in the Senate, and the Architect of the Capitol. This was a police board that was comprised back in the 1800s, and it just seems like it would be a timely thing for us, perhaps, to discuss whether or not this reporting structure complicates performing the duties that we

have an expectation of the Capitol Police and its Chief and if it is the best management structure.

Then, finally, I would ask the Chief to explain again the leadership steps that he has taken and is taking to guide the law enforcement agency forward.

So I am very hopeful that the result of this hearing will be that we all gain a better understanding of the challenges faced by the Capitol Police; areas where some of the changes or improvements can be made; and, finally, how this Committee can assist, which is what we really want to do, how we can assist the United States Capitol Police in performing their mission because we all share the common goal of protecting the United States Capitol, the entire campus here, as I say, not just the Members or the staff but, most importantly, the American people, the millions of American people that visit each and every day.

So I certainly thank the Chief for his appearance before our Committee today.

I would now like to recognize my colleague, the gentleman from Pennsylvania, Mr. Brady.

Mr. BRADY. Thank you, Madam Chair.

I join my friend, Chairman Miller, in welcoming the Chief to this hearing. We wish we saw you more often although under different circumstances.

The congressional community and the American public need to be sure that they are safe in the United States Capitol and the surrounding areas. I believe that strong oversight and policy direction of vital elements of building and, unfortunately, in some instances, rebuilding that trust.

The Committee on House Administration, the other legislative and oversight committees of the House, and Senate need to be sure that we are not an afterthought in the process of managing this department. If something potentially embarrassing happens which reflects on the Capitol Police, risks the public safety, or is likely to become publicly known, run—don't walk—to this committee. We don't want to find out from local Hill newspapers, tweets from journalists, or through the rumor mill.

Recent incidents with officers losing their weapons, the gyrocopter landing on the west front lawn, the tragic murders of the Navy Yard, it is my understanding that several of these issues are still under investigation and subject to the legal process. But none of that reduces the committee's obligation to know the facts and the department's obligation to be forthcoming.

I have been and continue to be unwavering in my support of the Capitol Police. Chairman Miller and I have many conversations on the USCP anniversary. Every issue we are in complete agreement. I think I can safely say that we both want to do everything and anything possible to ensure that you and the force is successful.

On a daily business, rank-and-file officers may be called upon to put their lives on the line to protect visitors, members, and staff. As the son of a police officer, I am intimately aware of that tremendous burden and commitment it requires. But, quite frankly, I have been deeply troubled by several recent occurrences that have forced me to question the leadership of the force.

I look forward to your testimony, and I look forward to learning how you plan to continue to strive to be the leader that they deserve.

Thank you, Madam Chair.

The CHAIRMAN. Thank the gentleman.

Are there any other members that wish to be recognized for an opening statement?

Chair recognizes Mr. Harper.

Mr. HARPER. Thank you, Chairman Miller.

And thank you, Chief Dine, for being here today and offering testimony to the committee.

There have been media reports on the rarity of Capitol Police Chief appearing before the committee that is, in fact, charged with oversight of the force. I don't think that it should be unusual and hope that this may be the start of a new tradition of frequent appearances by you and your successors.

I appreciate your service as well as that of each and every one of the officers under your command. And I don't consider it my job to criticize you or others in your command structure just when things go wrong. I think this committee can and should be as much a part of your support network as the Capitol Police are a supporting agency of the U.S. Congress.

However, that requires open and honest communication between us. And while I recognize the often sensitive nature of your work in terms of security, I also recognize that we are both public servants and have responsibility to submit ourselves to public scrutiny from time to time. Again, I appreciate your appearance today, and I look forward to hearing your testimony.

And I yield back.

The CHAIRMAN. Thank the gentleman.

Other members?

Mr. Vargas.

Mr. VARGAS. I, too, want to thank you, Madam Chair, for having this hearing.

I also want to thank the Chief. I sat on the San Diego City Council. We had responsibility for the city police there. I was also in the State Assembly and the State Senate. And I have to say, the professionalism here has been fantastic.

I, in particular, want to call out Sergeant Stephen Merle. We have had a couple issues with people that have mobility issues in my district that have come to the Capitol, and he has been fantastic. One lady in particular asked me if I would pass along her thanks to him. Again, his name is Sergeant Stephen Merle.

And, again, I thank you for this hearing. And, again, my experiences have been very, very positive, and I appreciate it again. Thank you.

The CHAIRMAN. Thank the gentleman.

Mr. Nugent from Florida.

Mr. NUGENT. Thank you, Madam Chair.

And I appreciate, Ranking Member, your support of the Capitol Police and Chief Dine.

Listen, after 38 years of being in law enforcement that I have experience in and being a chief administrator, I know it can be a

thankless job from time to time. But, you know, the pressures do exist.

And one of the things I think that this committee would like to see—or at least I would like to see—is more transparency with the agency and us. And it doesn't always have to be in a formal setting such as this. It can be on a one-on-one setting with any one of us as this goes forward.

Obviously, we have great concerns, with reference to what has been in the media as it relates to officers leaving their weapons in areas that they shouldn't, in the gyrocopter landing. I don't think we need to go through every issue at this point in my comments.

But I will tell you that we need to have a better understanding of the Capitol Police. It is probably the most unique law enforcement agency in the Nation that I am aware of because your mission is really about protecting this campus and all of us but, as the chairman had mentioned, all the citizens that come here on a daily basis to view democracy in action.

And yours is a job that not many people could do. And I will tell you, you are only as good as the folks that surround you and your upper administration. But also the men and women that daily put on those uniforms and the vest to protect us, without them, this doesn't happen and we don't have an open setting like this. And so I want to make sure that we are doing everything to support you but also support the men and women of this agency.

And I think sometimes that gets lost, that there are actually people that kiss their husbands or wives goodbye in the morning and not knowing if they are going to come back tonight. And I want to make sure that we are doing everything in our power that they have a great working environment. I am sure you agree with that.

So we want to hear what steps you are going to do to remedy some of the issues that have been brought up by members here today and that you are going to hear about later as we move forward. It is very important that we feel assured that—you are the chief executive officer; you are the Chief of Police—that you have a good handle on it and what you are going to do to remedy it.

You know, obviously, we talk to your folks on a regular basis. And we want to make sure that their morale is high and that they want to stay here because we have a big investment in them. And so I want to hear from you what exactly, what specific ideas you have to put in place to make sure that this elite force stays elite, has the training, and the backing of its administration as we move forward.

And Madam Chair, I yield back. Thank you very much.

The CHAIRMAN. Thank the gentleman.

Other members?

If not, let me formally introduce our one witness here today. Kim Dine is the eighth Chief of the United States Capitol Police and has served in this position since December of 2012. The Chief has had a distinguished career in law enforcement for the last 39 years. He began his career with the Metropolitan Police Department in Washington, D.C., where he was eventually appointed assistant chief of police for the department.

In 2002, he became the chief of police of the Frederick, Maryland, police department and served there for 10 years. As Chief of the

U.S. Capitol Police, Chief Dine is responsible for commanding a force of nearly 2,000 sworn-in civilian personnel, who are very dedicated to provide comprehensive law enforcement security and protective operation services to the U.S. Congress, Members, staff, and millions of annual visitors in the surrounding complex.

So, with that, Chief, we certainly appreciate you joining us today, and we look forward to your comments. There is normally a 5-minute period, but you take what you need and go through it. Thank you.

STATEMENT OF KIM DINE, CHIEF OF POLICE, UNITED STATES CAPITOL POLICE

Chief DINE. Thank you, Chairman Miller.

Good afternoon, everyone, and thank you for the opportunity to appear before the Committee on House Administration to discuss the leadership of the United States Capitol Police. I am joined here today by the Department's Chief of Operations, Assistant Chief Matthew Verderosa, and the Department's Chief Administrative Officer, Mr. Richard Braddock, as well as some members of my Executive Management Team.

This afternoon, I would like to provide the Committee with a brief summary of my first 2½ years leading the USCP and lay out to you my short- and long-term vision in leadership priorities for the Department. First, however, I would like to thank the Committee for its sustained and unwavering support for the United States Capitol Police. I am truly grateful for the support of the Congress and that of the Capitol Police Board.

I would also be remiss if I did not recognize the brave women and men of the United States Capitol Police. Each and every day they place themselves in harm's way to ensure that this great institution can carry out its critical role in legislating and providing one-third of the infrastructure for our great democracy. I firmly believe that the women and men of the USCP continually demonstrate professionalism, pride, and effectiveness in meeting the mission requirements for both routine operations and critical incident response and do so proficiently.

In December 2012, I was appointed by the Capitol Police Board to serve as the Chief of Police for the United States Capitol Police. Within the first 2 months on the job, I had the pleasure of leading the Department during the 57th Inauguration of the President of the United States. Since then, I have also overseen numerous State of the Union activities, concerts, National Peace Officers' Memorial services, Joint Meetings of the U.S. Congress, visits from heads of State, dignitaries, and VIPs, CODELS, and demonstrations.

I have also overseen unique situations during my tenure, such as the African Summit, which saw 50 heads of state visit the Capitol; ricin incidents in our mail facilities; operational activities on the Capitol Complex as a result of the Navy Yard shooting; the October 3, 2013, vehicular shooting incident on Capitol Hill; the Convert for Valor; the impacts of demonstrations resulting from the Ferguson, Missouri, police activity; two suicides on Capitol Grounds within the last 2 years; and, most recently, the National Capital Region event with the gyrocopter.

However, response operations have not been the only focus of my leadership. In February 2014, the Department fully implemented its new digitally encrypted radio system without issues or communications service interruptions. In 2014, the Department also successfully achieved reaccreditation from the Commission on Accreditation for Law Enforcement Agencies, CALEA, earning the gold standard in public safety accreditation.

Further, we have continued our efforts to resolve recommendations provided by the United States Capitol Police Inspector General designed to improve our internal controls and management practices, including our controls over the inventory of weapons and ammunition.

I unequivocally understand the concerns regarding the recent issues related to the mishandling of weapons by some of our officers. There are no excuses for these mistakes.

The Department takes these incidents very seriously, and we will rely on our disciplinary process to provide the framework for accountability. USCP employees are held to a very high standard in terms of conduct and discipline. The USCP has a team of highly experienced, well-trained, professional investigators whose sole job function is to investigate internal conduct issues. This is done by conducting thorough, defendable, legally sufficient investigations into misconduct as well as other employee-related matters.

The first offense for a mishandled weapon typically receives a 5- or more day suspension without pay. I am considering increasing the minimum penalty to up to a 30-day suspension, all the way to termination for a first offense, and potential termination for any subsequent offense.

This is not offered in response to these incidents but rather my belief that any high liability type of violation warrants strict disciplinary action. In reference to the mishandled weapons cases that have been publicized, it should be pointed out that employees are trained on the safe handling of firearms. Currently, basic training includes several weeks of weapons training, discussions on safe handling of weapons, and instructions on what to do in situations in which an employee uses the restroom.

That said, I have directed the implementation of new elements to our weapons safety training to reinforce the proper handling of weapons. This training will also be delivered biannually in person during weapons re-qualification as well as annually online.

All of the Department's operational activities and the management initiatives involve our most precious resource, which is our people.

No one cares more about our people than I do. My goal has been and continues to be to create a work environment to provide the tools and training that our workforce needs to be successful in a well-managed and efficient manner. Our relationships with our labor unions are a key part of that goal. During my tenure, we successfully negotiated and ratified a new contract with the Teamsters, which is the labor union representing our covered civilian workforce. Additionally, I meet regularly with members of the Fraternal Order of Police Executive Board on issues of importance to our sworn workforce. We have also initiated negotiations with the FOP on a new contract, which will provide a labor management

framework for our covered sworn workforce. These negotiations are ongoing.

I would now like to briefly lay out for you my focus as we go forward. Before I do, I must acknowledge that I realize that I have not fully developed a relationship with you and others in leadership that I have needed to, in order to be a completely effective leader. I came into the Department facing many imminent operational activities and did not appropriately return my focus to establishing myself as the Chief of Police with the congressional community. I would like you to know that I am committed to making the necessary effort to meet your expectations and to provide better communication with all of our oversight committees and congressional leadership.

As you know, on May 1, 2015, I appointed Matthew Verderosa as the Chief of Operations and Assistant Chief of Police after a 30-year career in federal law enforcement. He has served in many operational and administrative roles in the Department, which I believe make him uniquely qualified to help me and my Chief Administrative Officer, Mr. Richard Braddock, lead the Department.

In an effort to provide greater focus to our efforts, I have laid out a plan for achieving many necessary management activities over the next several months. I will be focused on developing the necessary relationships with the Department's stakeholders to be the most effective Chief that I can be.

I plan to enhance communications with our workforce and ensure the most efficient utilization of overtime. I plan to continue training for onboard sworn personnel for the remainder of Fiscal Year 2015. I plan to complete promotions for the ranks of Deputy Chief, Inspector, and Captain and continue to enhance the promotional process for the ranks of Lieutenant and Sergeant, which will be administered in late 2015 or early 2016.

I will oversee the deployment of the Department's new strategic plan in the coming weeks, which will provide greater focus for the USCP's efforts and allow our workforce to more clearly understand their role in achieving our mission responsibilities. Finally, I plan to continue to work with the FOP to address the remaining issues related to contract negotiations.

My long-term focus over the next several years includes a plan to focus the Department's energy in several areas which tie to our new strategic plan, which includes smart policing; deploying more effective law enforcement services through collaboration, adaptability, and innovation; and focusing on workforce efficiency and effectiveness through improved communications.

To successfully achieve these goals, I am committed to taking the leadership actions necessary to build a management team who shares my vision and who will actively engage all levels of the workforce. Given the huge responsibilities of this Department and our entire workforce, I realize that the Department's failure is not an option. I will continue to evolve my leadership style to ensure our success with meeting the mission, the needs of the workforce, and this community.

Once again, thank you for the opportunity to appear before you today. I would be very happy to answer any questions the Committee may have at this time.

[The statement of Chief Dine follows:]

Chief Kim C. Dine
United States Capitol Police

Chief of Police Kim C. Dine has over 40 years of distinguished service in the field of law enforcement was sworn in as the eighth Chief of Police of the United States Capitol Police in December 2012. As Chief, he commands a force of nearly 2,000 sworn and civilian personnel who provide comprehensive law enforcement, security, and protective operations services for the United States Congress, its staff, and more than 11 million annual visitors. Chief Dine also serves as an ex-officio member of the Capitol Police Board.

Dine began his policing career in 1975 with the Metropolitan Police Department (MPD) in Washington, DC where he spent 27 years, rising through the ranks to eventually be appointed as an Assistant Chief of Police. During his MPD career, Dine worked in diverse neighborhoods across Washington, DC as well as working in a broad range of organizational assignments throughout the agency, gaining expertise in critical aspects of policing and crime reduction strategies. His accomplishments included building community coalitions, community policing strategies, developing juvenile crime prevention programs, and initiating use of force training and internal investigations. During his tenure as MPD's First District Commander—an area encompassing Capitol Hill and downtown Washington, DC—homicides declined by 60 percent, and community policing flourished. His last assignment as Assistant Chief included command over Internal Affairs, Force Investigation Teams, the Disciplinary Review Division, the Office of Equal Employment Opportunity, and management of the Memorandum of Agreement between MPD and the U.S. Department of Justice to institute agency-wide reforms.

In July 2002, Dine became the Chief of Police of the Frederick, Maryland Police Department (FPD) where he served as Chief of Police for over 10 years. During his tenure, he and the women and men of the FPD focused on strengthening the relationship between the police and the community, building a new strategy of community policing and intelligence-led policing, improving training, producing the agency's first ever strategic plan, acquiring national law enforcement accreditation (achieving flagship status), and aggressive use of technology. By outreach, marshaling and maximization of resources, acquisition and intelligent use of technology, extensive crime analysis, and aggressive acquisition of grants, FPD was able to combat crime more effectively, build bridges with Frederick's minority communities and deaf community, and make major strides in working with the mental health community through effective partnerships to improve services and minimize use of force issues. Through implementation of cohesive and multi-faceted approaches, these efforts resulted in a 10-year record of crime reduction, value-added problem solving, enhanced trust and communication with all constituents that made meaningful strides in maintaining the high quality of life and pride in Frederick—Maryland's second largest city.

Chief Dine holds a Bachelor of Arts from Washington College, in Chestertown, MD and a Master of Science from American University in Washington, DC. Dine's graduate study at American University included study abroad at the University of London Imperial College of Science and Technology Institute on Drugs, Crimes, and Justice in England. Chief Dine is a graduate of the FBI National Academy and is a member in a number of organizations, including the Police Executive Research Forum, the International Association of Chiefs of Police, and the Maryland Chiefs of Police Association. He is married to a former NASA scientist and is the proud father of two daughters.

STATEMENT OF CHIEF KIM C. DINE, UNITED STATES CAPITOL POLICE

Committee on House Administration
United States House of Representatives
May 20, 2015

Good afternoon and thank you for the opportunity to appear before the Committee on House Administration to discuss the leadership of the United States Capitol Police (USCP). This afternoon, I would like to provide to the Committee a summary of my first two and half years leading the USCP and lay out for you my short and long term vision and leadership priorities for the Department.

I am joined here today by the Department's Chief of Operations, Assistant Chief Matthew Verderosa, and the Department's Chief Administrative Officer, Mr. Richard Braddock, 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 of the United States Capitol Police. The women and men of the USCP work tirelessly to ensure that the legislative process of our government functions without disruption or lapses in security or safety 24 hours a day, 365 days a year. But none of this would be possible without the support of the Congress and that of the Capitol Police Board. We very much appreciate our discussions with you and your staff about our programs and the management of our mission. These discussions have provided us with a regular opportunity to provide the Committee with important updates about our activities, challenges and focus.

Second, I would be remiss if I did not recognize the brave women and men of the United States Capitol Police. Each and every day they place themselves in harm's way to ensure that this great institution can carry out its critical role of legislating and providing one third of the infrastructure for our great democracy. Protecting the legislative process, the symbol of our democracy, the people who carry out the process and the millions of visitors who travel here to see democracy in action each year is not an easy job. However, I firmly believe that the women and men of the USCP continually demonstrate professionalism, pride, and effectiveness in meeting the mission requirements for both routine operations and critical incident response, and do so proficiently. They are both protectors and ambassadors.

In December 2012, I was appointed by the Capitol Police Board to serve as the Chief of Police for the United States Capitol Police. When I became aware of the search for a new Police Chief for the USCP, I decided to wholeheartedly seek the position. I felt that my nearly 38 years of law enforcement service at the time of my appointment, in both an officer and official capacity within the D.C. Metropolitan Police Department and as the Chief of the Frederick, Maryland Police Department, and my previous close working relationship with the National Capital Region law enforcement community could enhance the Department's operations and partnerships. Further, I understood the importance of the USCP's law enforcement and national security responsibilities and I firmly believed that I could effectively lead the great women and men of this organization with a holistic perspective of the law enforcement best practices being utilized across the country.

Within the first two months on the job, I had the pleasure of leading the Department during the 57th Inauguration of the President of the United States. Like the first inauguration of President Barack Obama, this successful inauguration also saw millions of people on the West Front of the U.S. Capitol and down the National Mall, and required unparalleled coordination with national, state, and local law enforcement entities, for which the USCP was one of the primary leads. USCP officers and officials performed flawlessly during this event. This major national security event was immediately followed by another national security event on Capitol Grounds, the President's State of the Union Address, which also required extensive coordination. In addition to these events since my tenure, I have overseen the security operations for:

- The 2014 and 2015 State of the Union activities
- The 2013 and 2014 Memorial Day and 4th of July Concerts on the West Front of the U.S. Capitol
- The 2013, 2014 and 2015 National Peace Officers' Memorial Services
- 6,904 visits from heads of states, dignitaries and VIPs
- 161 CODELS
- The African Summit, which saw 50 heads of states
- Joint Meetings of the U.S. Congress for the President of Republic of Korea, the President of Ukraine, the Prime Minister of Israel, the President of the Islamic Republic of Afghanistan, and the Prime Minister of Japan
- The Concert of Valor
- Over 534 permitted demonstrations where citizens of our country have expressed their rights for free speech in a safe and open environment
- The impacts from ricin being sent through the mail into our mail facilities

- Operational Activities on the Capitol Complex as a result of the Navy Yard Shooting
- The October 3, 2013 vehicular shooting incident on Capitol Hill
- Impacts of demonstrations resulting from the Ferguson, Missouri police activity
- The recent suicide on the West Front of the U.S. Capitol and a suicide last year north of the Russell Senate Office Building
- The recent National Capital Region event with a gyrocopter
- Over 28.1 million screenings for the Capitol Complex, with 3.8 million of those screenings taking place at the Capitol Visitor Center
- Effected 1,502 arrests for both misdemeanor and felony offenses
- Conducted over 4,000 PD-76, Stop or Contact Reports. USCP sworn employees regularly interact with individuals who are engaging in suspicious activity or irregular behavior. This interaction is documented on these forms and tracked.

The threats and risks we face are ever changing with greater focus on national security and the need for close collaboration between other federal, state and local partners. This unique environment provides its own set of challenges though, as we must find ways to create non-classified communication methods to distill classified intelligence, so that it may be shared with our workforce.

Throughout my time as the Chief of Police, I have found that the Department has long serving policies, procedures and collective bargaining agreements that have allowed us to effectively manage the Department. Even so, we have continued to improve and evolve those policies as necessary. Additionally, I have found that we have highly effective training that has

resulted in our officers being able to perform their duties in a highly effective manner. This is demonstrated by their daily work, such as the confiscation of 32 guns, 32 Tasers, 230 knives, 128 pepper spray/mace, 19 knuckles, 13 ASP/Baton, 9 other types of weapons and 915 rounds of ammunition in 2013, 2014 and thus far in 2015. However, response operations have not been the only focus of my leadership.

In February 2014, the Department fully implemented its new digital encrypted radio system without issues or communication service interruptions. This new radio system provides coverage throughout the Capitol Complex, and is now available in areas that previously did not receive radio communications. It has also allowed for greater interoperability. To date, the Department has the ability to conduct interoperable radio communication bridges with more than a dozen other agencies. As a part of this roll out, the Department also provided interoperability equipment to the U.S. Supreme Court Police, the U.S. Secret Service, the U.S. Park Police and the Metropolitan Police Department. This equipment allows both parties to communicate directly on each other's radio systems in order to broadcast critical information in a timely manner. Further, the Department has been approached by other federal law enforcement agencies requesting permission to join the USCP Radio System, because their systems were not functioning at the same level of service and dependability as ours is currently functioning. At the 2015 State of the Union, the Department provided talk groups on our new radio system to several agencies, including the FBI, National Guard, and AMTRAK, which allowed these partners to operate on one radio communication system. This meant that for the first time these other partners were not required to bring their radio systems to the Capitol Complex in order to communicate during the State of the Union. We are very proud of this accomplishment and what

it has provided for our operational capabilities. In August of 2015, the Department is expecting to receive its first system upgrade associated with the new radio system as a part of our ongoing contractual relationship with Motorola.

Additionally, in 2014 the Department successfully achieved reaccreditation from the Commission on Reaccreditation for Law Enforcement Agencies (CALEA). This designation is an acknowledgement of our continued compliance with best practices in terms of policy and procedure in our operational areas.

Further, we reengineered our sworn recruiting process to ensure that we are hiring the best possible candidates in a fair, open and efficient manner. In our two vacancy announcement processes since reengineering the overall recruiting process, we have received thousands of applicants for the position of police officer.

We now conduct Assessment Centers on a routine basis that consists of four parts: an orientation about the Department; a written police test; an initial interview with our investigators; and a Pre-employment Physical Readiness Test. To ensure that applicants fully understand the type of work the Department does on a day-to-day basis, we spend face-to-face time with applicants to describe the various aspects of the duties performed by the Department. Thus far, we have received positive feedback on this reengineered process.

Also as a part of this reengineering process, we have brought our background investigations back inside the Department. Like most of the government, we had outsourced a

portion of this process to a contractor. When that contractor experienced data breaches that affected not only the Department, but also many other federal agencies, we decided to bring the entire background investigation process back under our sole purview. In doing so, we have had to absorb the related costs, but the outcomes have already been evident. The caliber of each investigation is more thorough and our internal team is more efficient in completing the tasks necessary to hire the best qualified candidates for our sworn ranks.

I am proud of the fact that I am the only Chief of Police who has had to manage through both a sequester and a government shutdown. Thanks to great teamwork by our management team, this was successfully accomplished while still providing the required security necessary to keep the Capitol Complex operational, so that the Congress could perform its critical work, and while maintaining financial stability. During both, I worked closely with my leadership team, the Capitol Police Board, our unions and our oversight committees to ensure we conducted our business within established legal requirements in a highly successful manner.

Also during my time as Chief of Police, we have continued our focused efforts to address and resolve recommendations made by the USCP Office of Inspector General (OIG). Since its creation in 2006, the USCP OIG has made 278 recommendations to the Department and the Department has closed 227 of those by fully implementing the recommendations. The USCP has a designated Audit Liaison that is continuing to work on the actions necessary for the closure of the 51 remaining open recommendations, as well as facilitate the review of evidence for closure consideration by OIG staff.

As a part of this work, we have revamped the management practices of our canine program, which will allow us to better manage these critical resources and ensure the long-term viability of this important security program.

Additionally, we have taken steps to address the management of activities within the Hazardous Materials Response Team. These controls will help to govern the way in which the Team performs its activities, especially related to the procurement of assets, accounting for training and other management matters.

The Department has received "unmodified" opinions on its last three financial statements. An unmodified opinion is the opinion where an auditor expresses an opinion that financial statements are presented, in all material respects, in accordance with applicable financial reporting framework. Along with its annual financial statement audit, the Department is the only Legislative Branch entity to also receive an opinion on its internal controls. While the review of the internal controls continues to generate repeat or new findings, it is a helpful tool to assist the Department with improving our systems.

In an effort to enhance our controls over the inventory of weapons and ammunition, we have implemented the recommendations of the OIG related to best practices and the utilization of our overall asset management system to capture the comprehensive inventory of ammunition. Our Property and Asset Management Division has conducted numerous division level inventories, fully assumed the internal controls for weapons and ammunition at our firing range,

and hired a subject matter expert with a vast weapons and ammunition background to oversee the daily operations.

Like other Chiefs before me, I have had to wrestle with the discipline process for the Department. In order to be more efficient in the review and adjudication of discipline cases and resulting penalties, I directed that the process be reviewed and that we make an effort to reengineer and centralize the process to incorporate best practices and provide a greater understanding to our workforce about the administration of discipline, especially about the penalties and accountability that all employees will face if there are violations of our policies and procedures. Our goal is to use discipline to change behavior for not only the person receiving the discipline, but also the workforce as a whole. During this review period, however, we are continuing to rely on our longstanding, established process to adjudicate discipline.

I understand the concerns regarding the recent issues related to the mishandling of weapons by some of our officers. There are no excuses for these mistakes. We take these incidents very seriously and we will rely on our disciplinary process to provide the framework for accountability.

The current USCP disciplinary process is well established, typically involves close coordination with outside legal counsel representing employees, and is responsive to the need to ensure Department rules are maintained and employees are held accountable.

USCP employees are held to a very high standard in terms of conduct and discipline. The USCP has a team of highly experienced, well-trained, professional investigators whose sole job function is to investigate conduct issues. The intent of the Office of Professional Responsibility (OPR) is to have a neutral investigatory body that can ensure the integrity of the Department is maintained. This is done by conducting thorough, defendable, legally sufficient investigations into police officer conduct, as well as other employee related matters. The OPR works closely with the USCP Office of Inspector General.

Depending on the violation and several other factors, penalties can vary from a written warning to termination. Cases with a penalty recommendation of more than 14 days up to Termination allow an employee to choose to have a hearing on the facts with a panel of up to 5 employees. The panel hears evidence, deliberates the verdict, and makes a penalty recommendation to the Chief of Police. The employee has 15 days to appeal or grieve to the Chief.

Decision-makers making penalty recommendations must consider what are widely known as Douglas factors. The USCP is contractually obligated to consider 4 things that make up the 12 Douglas factors. These 4 considerations are:

1. Nature and seriousness of the violation
2. Employee Record
3. Comparative penalties (within last 2 years)
4. Mitigation factors.

These factors are articulated in terms of a final penalty determination. The processes employed in the Discipline process are well established, are grounded in policy, and are typical of other police departments.

In reference to the mishandled weapons cases that have been publicized, it should be pointed out that employees are trained on safe-handling of firearms. A first offense typically receives a 5 or more day suspension without pay. However, there have been more severe cases and some less severe based on a review of the factors described previously. Currently, I am considering increasing the minimum penalty to 30 days suspension to termination for a first offense, with termination for any subsequent violation. This is not offered in response to these incidents, but rather, my belief that any high liability type of violation warrants strict disciplinary action.

I would be remiss if I did not say that the officers involved in these recent weapons cases reported in the media in no way intended to leave their weapons unattended, but as noted, this is not acceptable and they will be held accountable. They do take very seriously their life and safety responsibilities and they acknowledge that they made a mistake.

Currently, basic training includes several weeks of weapons training, discussions on safe-handling of weapons, and instruction on what to do in situations in which an employee uses the restroom. While this is not a regular topic of training, obviously, it must be reinforced to ensure employees remain aware of their responsibility. To encourage sworn employees to safely secure

their weapons, lock boxes for weapons are available at various locations and venues throughout the Capitol Complex for use by our sworn officials and officers.

That said, I have directed that we are implement new elements to our weapons safety training to reinforce the proper handling of weapons. This training will be delivered bi-annually in person during weapons requalification, as well as online annually.

In another area of focus, we are also intensifying our planning efforts, in close coordination with other legislative branch partners, to ensure we are prepared to provide security and law enforcement support for the continuity of government.

All of these operational activities and management initiatives involve our most precious resource, which are our people. No one cares more about our people than I do. The policies I have implemented and revised, as well as my nearly 40 year record, speak for itself. My goal has been and continues to be to create a work environment that provides the tools and training that our workforce needs to be successful in a well-managed and efficient manner. Our relationships with our labor unions are a key part of this goal. During my tenure, we successfully negotiated and ratified a new contract with the Teamsters, which is the labor union representing our covered civilian workforce.

Additionally, I meet regularly with members of the Fraternal Order of Police (FOP) Executive Board on issues of importance to our sworn workforce. We may disagree on some things and each of us works to represent and protect the rights provided to us under labor laws,

but we do make every effort to work collaboratively with a common goal. The welfare of our workforce is paramount if they are to fulfill their massive responsibilities. To that end, I hired a labor specialist to work with both unions to solve problems, work through issues, and continue to enhance the workplace for all employees. We have also initiated negotiations with the FOP on a new contract which will provide a labor-management framework for our covered sworn workforce. These negotiations are ongoing. Please be assured that I and my leadership team remain committed to continuing our work with our labor partners.

These are a few highlights of the Department's operational and administrative activities during my tenure as Chief of Police.

I would now like to briefly lay out for you my focus as we go forward. Before I do, I must acknowledge that I realize that I have not fully developed the relationships with you and other leadership that I needed to have to be a completely effective leader. I came into the Department facing many imminent operational activities and did not appropriately return my focus to establishing myself as Chief of Police with the Congressional Community. I would like you to know that I am committed to making the necessary effort to meet your expectations and provide better communication with all of our oversight committees and congressional leadership. I have already begun my outreach to Members and Committees.

As you know, on May 1, 2015, I appointed Matthew Verderosa as the Chief of Operations and Assistant Chief of Police after a 30 year career in federal law enforcement. He has served in many operational and administrative roles while at the Department, which I believe

make him uniquely qualified to help me and my Chief Administrative Officer, Mr. Richard Braddock, lead the Department.

In an effort to provide greater focus to our efforts, I have laid out a plan for achieving many necessary management activities over the next several months.

As mentioned previously, I will focus on developing the necessary relationships with our stakeholders to be the most effective Chief that I can be. My Department, workforce, and the stakeholders deserve this from me. I and my leadership team will also refocus our efforts on providing enhanced communications with our workforce.

A key area of focus will center on overtime management. Because of the many operational requirements that were unknown when we entered this fiscal year, we have had a higher than normal "burn rate" for our overtime. This required the Department to adjust its overtime projection in our operating plan. Contained within this revised projection is a placeholder for overtime needed for the upcoming Papal visit. We will refine this placeholder as we learn more about the extent of the Pope's visit and its impact on the Capitol Complex. In order to ensure that we can stay within our established projections, we must manage the utilization of overtime on a daily basis and find all of the efficiencies that we can find. Additionally, we are conducting a review of the utilization of all sworn personnel to ensure we remain efficient.

To ensure that our officers continue to receive training, we have worked with our divisions and our training instructors on the delivery of certain mandatory training at the division level. To do so, we are sending our instructors to the field, so that we can realize the greatest efficiency related to training administration for the remainder of the fiscal year. Should we realize other overtime efficiencies, we plan to resume training at our training academy later this fiscal year as well. Recruit officer training, however, will remain active at our training academy upon their return from FLETC Georgia.

With the appointment of Assistant Chief Verderosa, as well as another vacancy at the deputy chief rank, we will be conducting sworn promotion processes for the ranks of Deputy Chief, Inspector and Captain. This will allow us to maintain an adequate level of sworn officials necessary to lead our operational mission. Additionally, we have contracted with a firm to develop a revised promotion process for the ranks of lieutenant and sergeant. We plan to administer these promotion processes in late 2015 or early 2016.

We will continue our sworn recruiting efforts to ensure we hire the necessary officers to meet our funded level for sworn personnel. Once these recruits are trained and deployed, we will begin to see offsets to our overtime utilization. We recently implemented a new police training officer program that adopts the latest in field training techniques and focuses on ensuring that our new officers apply their training effectively on a daily basis. It provides for constant feedback and remediation for our new officers that will help them adapt to the real world environment.

After a lot of work and focus, we are now ready to implement the deployment of the Department's new Strategic Plan, which will provide greater focus for the USCP's efforts and allow our workforce to more clearly understand their role in achieving our mission responsibilities. During this period, we will continue to conduct our annual Force Development Budget Process in order to develop components of our draft FY 2017 budget request. This process allows us to identify threats and risks; to examine our programs and resources; to determine initiatives to focus on; to validate resource utilization; and to identify potential new initiatives necessary to address risks, threats, and gaps.

Further, we will continue to work closely with the Capitol Police Board to address items related to the security and protection of the Capitol Complex, as well as continue to develop our continuity planning, so that we can execute our mission regardless of the location of the legislative activities. We will also be working with the Board to examine options for rotation of sworn personnel to ensure that our force remains highly skilled in various aspects of our mission and that we do not create situations that promote complacency.

To further enhance our ability to move forward, we will continue to work with the FOP to address the remaining issues related to contract negotiations, in order to ratify a new contract this year. Our work will include an agency head review of the negotiated aspects of the new contract and working toward the implementation of the remaining revised policies governing various activities of our workforce.

Finally, I want to provide you with some brief remarks about my long-term focus. Over the next several years, I plan to focus the Department's energy in several areas which tie to our new strategic plan.

The first area of focus is employing smart policing, which employs a results-oriented, data-driven approach that effectively meets current and future threats and challenges by focusing resources efficiently. To do so, we plan to collect, analyze, and share information and data that informs our management decisions and focuses our resource allocations.

When I became the Chief, I found that the Department had many management reports that were being provided, but I found that they were being used in different ways across the Department – in some cases with differing outcomes. Additionally, there are no common formats and definitions for the data we are capturing. In order to focus our efforts, we plan to strategically focus on specific data sets that when properly analyzed will support our use of resources and highlight areas that will require additional resources. Further, this will allow us to set meaningful performance metrics focused on outcomes, rather than outputs.

The second area of focus centers on our desire to provide safety and security by deploying effective law enforcement services through collaboration, adaptability and innovation. To achieve this goal, we will focus our energy on ensuring that we have the resources needed to provide personnel with the necessary information, preparedness, training and equipment in order to respond to known and emerging threats. We will also continue to emphasize the development of strong and effective partnerships with our federal partners, as well as certain state and local

entities, so that we can maximize our capabilities to meet our mission, not only on the Capitol Complex, but also across the country. Lastly, we will evaluate available and emerging technology, in order to ensure that we have the technology needed to address emerging threats and mission support requirements. By being data driven, we will have the information necessary to make resource determinations and identify areas for potential funding offsets to meet these technology needs or provide justification for the request for additional resources in this area.

The third area that we intend to focus our energy on is developing a workplace focused on efficiency and effectiveness. As I mentioned previously, we plan to enhance communication within the Department and our external stakeholders. We also plan to use our lessons learned to improve our processes, policies and procedures, which will allow our workforce to perform their duties more effectively. We believe that by focusing on communicating with our employees, providing training and necessary equipment, and leading through data driven decision making, we will become an employer of choice, with a highly-motivated and committed workforce. A key part of this effort rests on employee accountability and our ability to continuously improve ourselves.

To successfully achieve these goals and objectives, we must have the loyalty and commitment of our management team with a focus on our workforce driving toward meeting our mission. Without a strong leadership team committed to achieving our collective strategic goals and objectives we will not be able to change the course of the Department. I am committed to taking the leadership actions necessary to build a management team who shares my vision and who will actively engage all levels of our workforce. Given the huge responsibilities of this

Department and our entire workforce, I realize that the Department's failure is not an option. I will continue to evolve my leadership style to ensure our success with meeting the mission, the needs of my workforce, and this community.

Thank you for the opportunity to appear before you today. I would be very happy to answer any questions the Committee may have at this time.

The CHAIRMAN. Thank you very much, Chief. I appreciate that.

I think I will just start off about the unattended firearms, which was probably, if anything, one of the bigger concerns since I have been here on the Hill. You were just outlining what you would normally do in a case like that. I think you said 5-days suspension, something like that. I am sure that depends on the personnel record of that particular individual, if there had been incidents in the past or not, et cetera.

But it is also my understanding that some of these incidents happened with members of the force that were on sort of special detail with leadership. Do you give that consideration, or what do you do in a case like that?

Chief Dine. Yes, ma'am. First of all, obviously, each and every one of those cases is or will be or is in the process of being fully investigated. That is step one. Then we have a very good disciplinary process, which actually prior to promoting Assistant Chief Verderosa, I had asked him to look at reengineering our disciplinary process to make sure it was effective and efficient and as fast moving as possible.

So one of the changes, while we had an excellent system, I found that it was somewhat fragmented. And for an agency our size, of the importance in terms of the disciplinary process, I believe that a centralized disciplinary process is necessary. So Assistant Chief Verderosa has put together a process which essentially centralizes the review process, which I think is better for all of the members of the agency and makes for a better system.

That being said, the process includes, as you mentioned, looking at the Douglas Factors, which come out of the Douglas v. Veterans Administration case, as you may be aware. Our collective bargaining agreement ensures that at least four of those are considered, which include the member's record, whether the act was willful or, you know, on purpose or not, and those kinds of things.

So the member's record is taken into consideration, how long they have been on the department, their disciplinary record, what kind of act took place, its impact on the agency's ability to perform its mission and those kind of things, and then punishment is given out. And we have been very diligent in both investigating not only these matters but other matters and meting out appropriate punishment.

The CHAIRMAN. You know, just reading these media reports, obviously, we are all biological human beings, so everyone has to go to the bathroom. Some of these incidents happened in a bathroom. So I don't know, and maybe this isn't the right question, but do you have a lockbox?

Chief DINE. Yes, ma'am.

The CHAIRMAN. That happens, whether it is in a bathroom or wherever they are, that they have to take off their firearm for some short period of time and how it is accounted for safely?

Chief DINE. And that is a great question. We do provide lockboxes to our officers. Those are generally kept in their homes. There are lockboxes around in various office locations. So, if someone has time, they may have the ability to go secure their weapon before they go to the bathroom. But as I mentioned in my opening

testimony, we are now providing additional training on what to do when you have to go to the bathroom.

Obviously, while these acts were not done on purpose, they are unacceptable. One cannot leave your weapon anywhere. It has to be secured at all times. And so those actually will be dealt with firmly and effectively. But we have enhanced the training. We have now made that additional training as part of our biannual certification process, and we are creating online training that everyone will go through once a year as well. So we have enhanced and reinforced the whole discussion of weapons safety because that is extremely critical, obviously.

The CHAIRMAN. Okay. My second question then would be about the gyrocopter incident. Again, you and I have talked about this. We have had a brief about it. We have talked about it at length. But as I continue to sort of contemplate what could have happened, what it meant, et cetera, what it could mean in the future, et cetera, I guess I do have a couple of questions.

In regards to the officers that actually did respond, as I said in my opinion, from a layman, I don't know, I don't understand your business, but it certainly looked as though the Capitol Police that responded did everything they were supposed to do flawlessly once the gyrocopter landed. So I am wondering how much advance notice that the Capitol Police had, again, understanding that the restricted airspace is not your responsibility? I am not trying to throw some other agency under the bus, but I would like to know, to the extent that you can enlighten us, how much advance notice the Capitol Police had that this gyrocopter was coming, if boots on the ground understood that it was coming, or what exactly happened there in the critical moments before this gyrocopter did land. Thank God it was nobody that really meant us harm, but who knows.

Chief DINE. Yes, ma'am.

The CHAIRMAN. As you know, Chief, I also serve as the vice chair of the Homeland Security Committee. So, from a homeland security standpoint, put my other hat on here for a moment, what in the world? The after-action reports, perhaps, what you did with the men and women that did respond.

Chief DINE. Yes, ma'am. A lot of great questions right there. And let me first say from the outset, let me touch on the notification process, so I can tell you once again, we fixed that that the next day working with Chief Verderosa. We directed that notifications be given out immediately. So we apologize for that. That is not acceptable for you to find out——

The CHAIRMAN. Actually, that was not my question. I appreciate the candidness. I am talking about how much notification the Capitol Police had about the gyrocopter coming.

Chief DINE. Yes, ma'am. The notification of the gyrocopter. That day, at, I believe, 12:59 hours we received an email from someone claiming to be a reporter asking questions; did we have any knowledge about a gyrocopter landing? The information did not provide a time or date or indicate that landing was imminent or anything like that. It was more about, are you aware that this might be happening, and does the person have permission to do that?

That email went to our Public Information Officer, Lieutenant Kimberly Schneider, who sent it to our Investigations Division. About a minute later, we got a call in our Command Center apparently from the same individual asking generic type questions, does somebody have a permit to land? Again, did not give a date or time or indicate that landing was imminent.

That information was also forwarded then to our Investigations Division. As those things began to be looked into, minutes later, frankly, the gyrocopter landed. Now, while on the West Front, about a minute before it landed, one of our officers was approached by someone who was apparently a reporter, who knew that the gyrocopter was going to be landing. And they asked the officer: Are you aware of anybody, any airspace issues, anybody landing? I forget the exact language. And the officer didn't know anything about it.

He asked another officer. They went over the air. They made some notifications. Essentially, at that time, they observed the gyrocopter over the Grant Statue and landing on the West Front. So there was about a 20-, 25-minute time lapse from the time we got these generic pieces of information. And, as you know, we get hundreds and hundreds of calls every day and emails about different permits, about different activities. So——

The CHAIRMAN. Now I understand.

The last thing I will say, because I note that everybody else wants to ask a question, it is my understanding you did get that email about a half an hour before the gyrocopter landed, along with the Web site for a live stream that this guy was live-streaming his flight. So maybe somebody else wants to follow up on that, but it would seem as though somebody would tune in.

Chief DINE. Well, and we attempted to tune in. We had no luck immediately. We ultimately did—that investigation continued, which allowed us—and I would like to echo your praise of the officers' actions on the scene. Immediately, I think the officers acted properly, heroically, swiftly, and efficiently. And the continued investigation actually allowed us to determine what we were dealing with because, as the K-9 officers swept the gyrocopter and then our EOD folks approached to continue to clear it, we were pulling up information about the person, who he was, and what kind of potential threat he was or was not.

So that investigative effort kind of aided our whole overall effort and fit into our overall response. As you mentioned, it is not our role to patrol the airspace. That is a DOD NORAD responsibility, but we work very closely with them. We are working with the Department of Homeland Security on an after-action report from a larger sense. We are also doing an internal one as well.

And, actually, during Police Week last week, I had an opportunity to speak with Secretary Johnson about the matter, actually twice, which I was pleased to be able to do that.

The CHAIRMAN. Very good. Thank you, Chief.

The chair recognizes my ranking member.

Mr. BRADY. Thank you, Madam Chair.

Chief, far be it for me to sit here and make you feel uncomfortable or even to question you. But we are friendlies here. We are not the enemy here. My dad was in the police force. Mr. Nugent

has many, many years of experience in law enforcement. I have even talked with him every day. We are, you know, a committee to oversight you. This is the first time I met you.

Chief Morse was a friend. He wasn't—we weren't an oversight committee; he was a friendly toward us. Walk by, anytime you walk by the office, pop in. How are you? How are you doing? That is good relationships. You know Philadelphia is known for cheesesteaks. We have the biggest cheesesteak restaurant in the city, the most famous nationwide, and they collect patches. And he wanted a patch from Capitol Police. So I went to Chief Morse, I said: You know, I would like to get a patch. He said: No, I will go down and bring it to them. I want to have that great relationship and good PR. And he did that, you know.

And, again, we don't want to be reactive. We want to act if there is a problem, there is an issue, your contract. I deal with your officers, with your unions all the time. You meet with them a lot. Meet with us a lot. Walk by our office and say hello. I know you are busy, but we are busy too. We are not going to not say hello to you, you know. And that is my issue. That is my problem.

And I know you could be overwhelmed, but I do appreciate that, you know. But if you could get a little more closer to us, we want to get closer to you. I have been involved in more contracts than anybody you know, including two of yours previously, you know. I do a lot of that. And, you know, in the city of Philadelphia. When there is always a problem, you know, I am the one they go to many, many times.

We are ready to help you. We have had discussions, me and the chairman, all the time, you know. And we a little bit wonder why haven't we got like more involved. We are not here to criticize you. I can't do your job. You could probably do mine, but I can't do yours. Or you can learn mine quickly enough. It is no rocket science to be a Congressman. It is a little tough to be a police officer.

We want to be helpful to you. And I really wish that you would take that into consideration. No request, nothing. Just, you know, if you have requested, it certainly would be on your part for us because we are supposed to be here to help you. And I wish you would take that consideration and get a little more friendly with all of us.

Chief DINE. Yes, sir.

Mr. BRADY. Thank you, Madam Chair.

Chief DINE. I can guarantee I will do that, and I appreciate your comments.

The CHAIRMAN. Chair recognizes Mr. HARPER.

Mr. HARPER. Thank you, Madam Chair.

Chief Dine, you said there were two notifications that went into Capitol Police prior to the landing of the gyrocopter. One went into the command center and the other went to the Public Information Officers. Is that correct?

Chief DINE. Yes, sir.

Mr. HARPER. So the times of each of those, again, in advance of the landing?

Chief DINE. I believe one was 12:59 and one was actually a minute later, where they made contact with us. It wasn't really—

I don't know that I would classify it as a notification. It was more of a question, were we aware of anything like this happening. But I think 12:59 and 1:00.

Mr. HARPER. Then the landing was at 1:23, as I understand, right?

Chief DINE. Yes, sir.

Mr. HARPER. So were you notified yourself personally before it landed based upon either of those contacts?

Chief DINE. I don't believe I was notified before it landed.

Mr. HARPER. Okay. Were there any weapons in place on behalf of the Capitol Police to protect the Capitol that could have shot down the gyrocopter?

Chief DINE. Yes, sir, weapons were in place, without getting too deeply into it. We have various weapons deployed around the Capitol. So the short answer is yes. As with any use of force, then you get into an issue of whether the officer is threatened or the lives of anyone else is potentially threatened and that whole decision-making process that police officers engage in every day, not only here at the Capitol but across the country.

But, yes, sir, we have officers with weapons.

Mr. HARPER. And Chief, you know, my concern is that most criminals don't telegraph the date and time of a criminal activity that they are going to engage in. This gentleman came as close to doing that as you can. And I understand he was not charged with any criminal offense. Is that correct?

Chief DINE. No, sir. He was charged with several criminal offenses.

Mr. HARPER. Was he? Okay.

Chief DINE. Yes, sir. Yes, sir.

Mr. HARPER. Great.

Chief DINE. And I actually discussed with several Members on both the House and the Senate side about looking at the sanctions of those offenses as well.

Mr. HARPER. And I understand you can't review every social media post or tweet or Facebook account that might be out there, but on a regular basis, is that being done just to try to monitor that to see if anything shows up? I am sure that is part of what you are doing.

Chief DINE. Yes, sir, it is. And I would be remiss, I guess, if I didn't also fill in the rest of this picture. This particular gentleman actually had been under investigation several years before by the U.S. Secret Service who shared information with us about him potentially coming either to the White House and/or the Capitol. That was investigated by the Secret Service. That was investigated by our agency. We shared information.

At that time, he was deemed to not be a threat. But we do engage in the activity you mentioned and then determinations have to be made. And I think, it was alluded to earlier in the beginning of this hearing, we do receive thousands of pieces of information and various types of threats. And what we have to do is determine the level of threat.

Mr. HARPER. And I understand multiple agencies are obviously involved in this process. There is sharing between those agencies. And many of these things you don't have any advance warning as

potential. And while we are reviewing this, looking at ways that we could improve the reaction time is our concern is what happens the next time if there is a next time. We worry about someone else duplicating this, you know, a drone threat. Obviously, we have had some concerns of that in the area.

So how we address this is a great concern. We look forward to engaging more with you on what we can do, what you are doing, how we can assist you. And we are, first of all, very appreciative of the job that the men and women do to protect the Capitol complex, and we thank you.

Chief DINE. Thank you very much.

And, as it relates to drones, if I might add, we have been working to take a leadership position in the National Capital Region. Several months ago we held a meeting with about 20 other law enforcement agencies and the U.S. Attorney and the Attorney General for the District of Columbia to talk about drones, the challenges that they create for state, federal, and local police agencies, ways to combat drones, the types of charges that may be placed, and it was a very far- and wide-ranging discussion.

We are part of a task force that meets twice a month, multiple agencies, to talk about UAVs and how to address those issues. We are working with a number of agencies in that regard, and actually, we are one of the leading agencies. We just recently put out training for all of our officers that some other agencies are mirroring in terms of drone education, frankly.

Mr. HARPER. Thank you.

And I yield back, Madam Chair.

The CHAIRMAN. Thank the gentleman.

The chair recognizes Ms. Lofgren.

Ms. LOFGREN. Well, thank you, Madam Chair, and Mr. Brady, and Chief.

I have been here—I am working on my 21st year, and I think this is the first time we have ever had the police before us, and I think it is long overdue.

I do thank you for your testimony and certainly the men and women of the department who work so hard to protect the Capitol and the people who are here. Like some of the other members of the committee, I served for a long time in local government and a lot of what I know about policing really comes from my experience in local government overseeing law enforcement agencies.

And it seems to me that a lot of the trick of being successful is communication; clear lines of command; clear policies, that officers not only understand the policies but the reasons for the policies. And so I am interested in hearing some of that from you.

I remember in terms of communication, I understand the Capitol Police are not in charge of the airspace, but that is a communication issue. I remember after 9/11, obviously, the Capitol was a target. There was disarray, and many weeks later, we had an all-hands briefing in the Capitol with bipartisan meeting.

And I can say this now because it has all, you know, been changed, but one Member asked the Sergeant at Arms, when did the Secret Service call the Capitol Police? When did that call come in? And the answer was, we are still waiting for that call. I mean, so I think the communication between other agencies, there needs

to be a protocol for that so that everybody knows what they are supposed to do.

So I am interested, some of that may be something you want to do in a private setting. I don't know. But I would like to know what those protocols are, whether the other parties are aware of the protocols, and whether there is any monitoring of those protocols in terms of policies.

We had the Naval Yard, a tragic situation. But one of the things that I thought was of concern was officers who left their station for the best reasons in the world, I am sure, to help in a very dire situation, but it raised the question in my mind, which is whether the clear policy, which is you don't leave the Capitol, and why is it? It is not because we are so wonderful. It is that if the Congress is destroyed, the United States Government is destroyed.

And if we had terrorists do a diversion, that might be a good way to leave the Congress, a legislative branch, vulnerable in a way that decapitates the American Government. So I think that officers, if they knew what the clear policy was, you know, everybody would get that. But I am not sure that that policy is in place or whether it has been communicated.

So I guess, I don't want to overdo my welcome, but I am just concerned about the policies, the command structure, the communications with other agencies, and I am wondering, Madam Chair, if we might have an opportunity in a confidential setting to get reports on those subjects.

And I see that my time is up so I would yield back.

The CHAIRMAN. I thank the gentlelady very much, and I certainly look forward to continuing our discussion about information that we need to have in a confidential setting, certainly.

The chair recognizes the gentleman from Florida, Mr. Nugent, who, as has been mentioned, has spent many, many years as a law enforcement agent. We appreciate you being on our Committee here today.

Mr. NUGENT. Well, I appreciate your kind words, Mrs. Chairman. It is very important to me to hear from the Chief.

And, Chief, once again, I think Mr. Brady hit it on the head. We are not here in an adversarial position, but we certainly have a lot of questions. At least I do. You know, I read through everything that the Capitol Police provided. I have tabbed it. I have looked at it. And I agree with Mr. Brady, this is the first time in 2½ years that I have seen you, which is troubling at least to have that kind of open dialogue.

But when we talk about, and the chairman brought it up, reference to the guns. That is like rule number one that you, I am sure, teach at the academy. You talk about handgun retention all the time. You do those things in a way that obviously has to impress upon the rank-and-file guys and gals about how important it is. And they understand it, trust me. I mean, you know this from your time. My time as a patrol officer, we understand how important that is.

But the question I have is, it seems that there is not a lot of transparency in disciplinary process within the Capitol Police; secondly, when the Members that the protective details are there to protect weren't even notified by the supervisor, and at one point in

time, it took somebody from your command staff after they were notified by one of—I won't say victim of it, but one of the folks that had knowledge of it—you never even notified the protectee, which is troubling to me.

So, you know, I understand that one has already been—well, has been forwarded 6-days suspension, but it is still at the bureau level before it is implemented. Is that true?

Chief DINE. Yes, sir, it is still in the process but close to being fully adjudicated.

Mr. NUGENT. Let me ask you a simple question about the three folks or at least the two that are on protective detail, are they removed from the detail?

Chief DINE. They haven't been yet, but we will certainly be looking at their assignment. In fact, we are looking—in terms of policies and procedures, one of the things we are looking at is rotation of personnel throughout the agency.

Mr. NUGENT. Well, I understand, but in your policy, I read that you do have the ability for disciplinary reasons to remove somebody from an assignment because that is pretty gross—that is a gross problem if you leave a gun and particularly when a child sees it.

Chief DINE. Absolutely. There is literally no excuse for it.

Mr. NUGENT. You know, and I would think from the rest of the folks that work protecting all of us that they would expect that, you know, that type of violation of the rules would be held pretty high and the discipline would be pretty quick. So everybody understands because, you know, I mean putting in policy, hey, listen don't leave your gun in the bathroom, that is like commonsense 101, right, Chief?

I mean, so to press that point though to all the other rank-and-file folks to, hey, listen, this isn't going to be accepted, particularly somebody on a protective detail because that is quite a responsibility to have that position. And, obviously, they did a great job at whatever position they had, I would think, to get elevated to that.

Chief DINE. Right.

Mr. NUGENT. And so the question has been, at least raised in the press, is that we only find out about this stuff if it is somehow leaked. Are you going to do something different with Capitol Police in regards to violations of policy so I think this committee at least should be aware of those types of problems so we can assist you in doing the things that you need to do, whether it is in funding or it is placing, like the chairman mentioned, lockboxes, as we used to do when you went into court or you went somewhere where there was a prisoner—and I know you sure have those at the office—that you have those in strategic areas within whatever protector it maybe.

Chief DINE. Yes, sir. And, obviously, we need to do and I need to do a better job at briefing you and spending time with you so you are fully aware of how the Department operates and our practices so you feel confident with those issues and the things that do exist, and then, of course, we have to continue to take these things seriously and do something about them.

Mr. NUGENT. Were the people that these officers were protecting, were they notified? Were the Speaker of the House and them or

others notified of the violation of policy with the weapon unattended?

Chief DINE. At some point, the chain of command was notified in terms of that side; yes, sir. When that happened, if that happened, as soon as it should have, I don't know the answer to that. But, obviously, people need to know, and personnel practices aren't generally, obviously, discussed in the media, but I would like for you to hear about these kinds of things from me or my representative.

Mr. NUGENT. Well, you are hitting it on the head. That is the last place—I can remember being as sheriff. I didn't want to read about it in the newspaper when somebody hasn't told me.

Chief DINE. Exactly.

Mr. NUGENT. One last question on the gun issue, and I don't want to beat this to death, but the supervisor that was aware of the officer leaving his firearm or her firearm unattended didn't notify the chain of command reference to that violation. What is happening to that supervisor?

Chief DINE. That will be addressed as well because, as you mentioned, there has to be a notification process for that supervisor. That is part of the role of being a supervisor, taking action, yes, sir.

Mr. NUGENT. Right. And, once again, and I know that investigations take a while, but I would suggest that this is a pretty simple investigation as compared to some that we have had to investigate over the course of our careers that, you know, need an extension. Like you said, you have a 60-day rule and you can extend to 120. I get it. I had to do it too. But these types of actions need to be pretty swift, I would think, just for your rank and file, so they know that, you know, people are held accountable.

Chief DINE. Absolutely. I think that is the whole key to good discipline is that it be swift and sure and effective and change the behavior of it. That is the whole purpose for it. Right.

Mr. NUGENT. Well, that is what discipline is all about. I mean, you try to coach and counsel and do all those things, but ultimately, they have to know there is a penalty if you do that.

And my last question, if you would indulge me, is really about the email that was sent that referenced the gyrocopter, the email that you referenced that came in at 12:59 p.m., on April 15. And the subject says, "Question: Is a man flying gyrocopter toward U.S. Capitol?" That is pretty distinct, I think.

And it says: Hi, I am a reporter for the Tampa Bay Times. A local man, as a protest, is flying a gyrocopter and is trying to land on the lawn of the Capitol. He says he has notified all relevant authorities. His name is Doug Hughes.

And more, they give the address, because my staff went on there and was watching it as it occurred, as he live-streamed his flight from Gettysburg. And, you know, it goes on to say to the Capitol Police, no. Have they okay'd this flight and the landing? And please call me. Gave a phone number.

Here is my concern, is that that is pretty specific, in that, A, it took how long before you were notified and those at the Capitol and those that possibly—who knows what the intent of this guy is. And that is the problem. When the guy climbs the fence at the White

House, you don't know what his intent is. We don't want to wait to find out what their intent is because then we are in a mode—our guys and gals do a great job of making the arrest, but we would rather not be there.

And so my question is, when were you notified that there was a threat to the Capitol?

Chief DINE. I was notified, I believe, essentially immediately as it happened.

Mr. NUGENT. As what happened?

Chief DINE. As he landed.

Mr. NUGENT. To me it just seems like it would be all hands on deck when you get an email like this and you have the Web site to go to, that bells should be ringing, sirens should be blaring within your chain of command as to, this is pretty damn important, excuse my language, but it is. What I worry about is that whoever got this information just said: Well, you know, we get this stuff all the time.

Well, this is fairly specific, would you not agree?

Chief DINE. Fairly specific, and obviously unique in that regard. Obviously didn't say that it was happening, but one could reason that——

Mr. NUGENT. If you read it, it is fairly obvious in the report, it gives his phone number so you can contact me. It wasn't like he was just, leaving something.

Let me ask you this. The Sergeant at Arms, when was he notified of this email?

Chief DINE. We made notifications to the Sergeants at Arms immediately. I don't recall specifically. I can go back and check when they were apprised of the email and the phone call, because we gave them a time line of what happened. Very quickly after the event, I gave them a time line of all the things that happened.

Mr. NUGENT. Chief, did he get a copy of this email?

Chief DINE. Did the Sergeants at Arms get a copy?

Mr. NUGENT. Did the Sergeant at Arms get a copy of it?

Chief DINE. I know I gave them a time line. I don't know that the email itself was attached. But we gave them a synopsis report very close to the event.

Mr. NUGENT. We had the Sergeant at Arms in here and asked him questions about this, because obviously we are concerned, and we don't want to get into any of the classified portion of it.

Chief DINE. Right.

Mr. NUGENT. That I would hope we could do at a later date. I sit on Armed Services, so we have a lot of classified sessions afterwards.

The Sergeant At Arms was very, I don't think he was vague on purpose, but based upon what you are saying, is he didn't relate any of this like it is in this email to us. And so I am concerned about that. And that is why, if you didn't notice him with this email, I think that is problematic, at least for the Sergeant at Arms, and I can't speak for him.

I yield back. I see I am out of time. Thank you.

The CHAIRMAN. I thank the gentleman.

We can have a second round of questions. I would like to now recognize Mr. Davis.

Mr. DAVIS. Thank you, Madam Chairman.

Before I go into the questions I had, I just want to piggyback on something that my colleague Mr. Nugent was talking about with this email. We are concerned. That email was very, very specific.

How many, on average, emails like that do you get a day?

Chief DINE. About gyrocopters?

Mr. DAVIS. About threats.

Chief DINE. Not many gyrocopter emails.

Mr. DAVIS. So you don't get specific emails like that?

Chief DINE. We get a lot of letters, calls, various types of threats, or matters of direction, that is what we call them if they are not threats. They all fall under the threat category, we get probably a couple thousand of those a year——

Mr. DAVIS. A year?

Chief DINE. Of all types, shapes, and sizes.

Mr. DAVIS. But, Chief, you don't get a lot of specific ones like Doug Hughes is flying a gyrocopter today on the Capitol lawn, right?

Chief DINE. We don't get many about gyrocopters landing on the Capitol lawn; no, sir.

Mr. DAVIS. All right. Well, that is the first time I have seen that email in our packets, and it is specific enough to, I think, warrant some issues.

That went to the public information officer, correct? Is that a generic account or did that go to somebody that monitors that on a regular basis?

Chief DINE. No, it went to our lieutenant who is in charge of that office, and then, as I mentioned, we got a call.

Mr. DAVIS. Did that lieutenant immediately turn that information around?

Chief DINE. She sent it, I think, within 5 or 6 or 7 minutes to our investigators.

Mr. DAVIS. But still you mentioned in your testimony, you mentioned here today in the questions that you didn't learn about this until it was happening.

Chief DINE. Yes, sir.

Mr. DAVIS. So we did miss a little bit of the time line. Has that PIO been notified that you may want to act a little more quickly on such specific information?

Chief DINE. We have discussed the matter; yes, sir.

Mr. DAVIS. Is that PIO going to be disciplined?

Chief DINE. She won't be disciplined, but we have discussed the matter.

Mr. DAVIS. Okay. And it gets to my main point. Look, we understand, I will bet you common sense will prevail and no officer will ever leave a firearm in a toilet cover dispenser again in the Capitol Complex, we will likely not see many gyrocopters try and land on the lawn, because we are reactive. Hopefully, you didn't have to put a specific provision in your training manual about not leaving firearms in toilet cover dispensers.

But that is a reaction. What is the Capitol Police doing to be more proactive? What can we do to simplify the contact process so that all of us on Capitol Hill understand what has actually happened? What can we do, what can you do as the Capitol Police to

simplify the notification process when you get a specific email like my colleague Mr. Nugent just read to the committee? How do we make things more simple so that we don't just have you come in to react to a certain situation or in this case multiple situations?

Chief DINE. The notification process was something that needed to be fixed and resolved. So I guess never letting a good crisis go to waste, the next day Assistant Chief Verderosa and I met, and we directed that immediate notifications go out to you about incidents up here. There was a fairly antiquated, bureaucratic, overly complicated notification process. We have bypassed that and directed that notifications go out.

And I will apologize in advance if you get too many notifications now, but I would rather you be notified than not be notified and that your complaint is that you got too much information than not.

So we immediately fixed that, literally the next day, in terms of that notification process.

Mr. DAVIS. So you fixed those certain situations to react to the gyrocopter incidents and the leaving firearms in certain facilities incidents.

Are there any other issues that you are looking at overall within the Capitol Police to be more proactive, to maybe look at simplifying your protocols and your training methods to ensure that we don't even have these situations again?

Chief DINE. Well, I can tell you from 40 years of doing this, I hate to say this, there is probably going to be some other incident of somebody doing something. But what we have done, as I mentioned, we have clarified the training, we have added more training to make sure that we are discussing it every time officers qualify, which is twice a year, and then we have added online training as it relates to gyrocopters and UAVs and those kinds of things.

We have new training we just put online, and I think we are one of the few agencies that have done that. And as I mentioned, we now have other agencies mirroring that training to make them aware of those kinds of things. And that is an awareness piece of what to do when you see a UAV or drone or those kinds of things, because that is kind of a fairly unique episode.

Mr. DAVIS. Well, Chief, it looks like my time has expired, but let me end by saying this. I hope you understand that all of us around this committee, we want to work with you. I am brand new to the committee, unlike my colleagues, who mentioned earlier that they haven't had a chance to really work with you. But we are all here to be an asset to what you are trying to do.

The men and women who protect this Capitol Complex and the tourists who come and visit on a regular basis do a great job. We want to help you help them and help you succeed in your job. So use us to be helpful, use us to help create more proactive procedures and policies. And I look forward to working with you. Thank you.

Chief DINE. Yes, sir. Thank you.

The CHAIRMAN. Thank the gentleman.

The chair now recognizes Mr. Walker.

Mr. WALKER. Thank you, Madam Chairman.

Chief Dine, I believe this is the third hearing that I have been part of on the House Oversight and Homeland Security, maybe we have even had a classified hearing or two.

I do want to zero in on basically two questions today, and I want to start with going back to your notes on page 5. It says: "In February 2014, the department fully implemented its new digital encrypted radio system without issues or communication service interruptions." It also says: "This new radio system provides coverage to the Capitol Complex and is now available in areas that previously did not receive radio communications." I am on page 5.

Now, here is the important part. It says: "It also has allowed for greater interoperability. To date, the Department has the ability to conduct the interoperable radio communication bridges with more than a dozen other agencies . . . This equipment allows both parties to communicate directly on each other's radio systems in order to broadcast critical information in a timely manner."

Now, according to my time line, it looks to be about 23 or 24 months. Can you tell me was that radio system in play and were these agencies interacting as far as when they first found out over those 24 minutes?

Chief DINE. We did interact, I believe, but we did not use the radio system for this particular incident. It is interoperable. We have interoperability with the D.C. Police, U.S. Park Police, Secret Service, FBI SWAT team, and a number of other agencies.

Mr. WALKER. Can you tell me what? Did you use telephone? I mean, this looks like it is a state of the art, real-time.

Chief DINE. It was. And as I think we have discussed in some other hearings, if I recall correctly, an officer from Park Police saw the gyrocopter, and I believe a Secret Service officer may have. They made their notifications. They also made notifications to the people that oversee the NCRCC.

Mr. WALKER. Right.

Chief DINE. We actually were not notified until we saw it.

Mr. WALKER. Well, as my colleague Mr. Davis was just talking about, if we have this kind of technology, I don't understand why there is not kind of an all-points bulletin going on throughout all these agencies. I am assuming these are two-way radios.

Chief DINE. Yes, sir.

Mr. WALKER. All right. Let me move to my next question here. You also talked about in—and I guess you have been here about 2½ years, and from what I have read and heard you are doing a fine job—there is a communication concern. And you said your goal was to provide, I believe, quote, "better communication."

I admire and I appreciate that goal, but can you give me some of the action steps that you might say this is how we can implement better communication from our department to yours? And after you finish that response, I will yield back to the chairwoman. Thank you.

Chief DINE. Yes, sir. Well, first of all, as I mentioned, we are going to do a better job communicating with you with notifications, and I am personally going to do a better job meeting with and communicating with you, and I look forward to that.

Internally, though, it is really important that we communicate with our whole Department. And I was talking to a young officer

a month or so ago one night, in the evening—I am around kind of all hours of the day and night—and the officer said something that was pretty brilliant, because things go out in the media and there is discussion. And he said to me, he said: Well, Chief, sometimes all we know is what we read, because we don't hear what the whole other side is or what the Department's side is.

And sometimes you learn the best things from the officers on the ground, and I have never forgotten that, having been a police officer for now, in a couple weeks, it will be 40 years.

So we need to get our message out to our people when there is a story to tell them about what happened and what happened right and what happened wrong and what the actually story is. So we are going to be putting out more messages in that regard and have more interactions with our people at all levels.

Mr. WALKER. Thank you, Chief.

Madam Speaker, yield back.

The CHAIRMAN. I thank the gentleman.

Chief, I have a couple other questions, I think, as well, before we conclude here. One is, going back to my Homeland Security, and Mr. Walker and I both sit on that committee also, but when you go to the southern border, you are looking at real stats there, the eye in the sky, it is very sophisticated technology, and they are utilizing it. In many cases it is already surplus stuff from the Department of Defense, equipment that has been extremely effective in theater, whether you are trying to secure a border between Afghanistan and Pakistan or the Rio Grande or what have you. It is the eye in the sky.

So just the ability to be looking at something I think we can say this publicly—when you were looking at this gyrocopter, it is difficult sometimes for radar to pick up various kinds of things, right? I mean, technology is exploding every day, whether it is UAVs, whether it is drones. I mean, they are going to be using drones to deliver your taco here pretty soon, this is what is coming.

So how can you be able to assess using technology that is as available as quickly as you can? This kind of equipment is very expensive as well, although, again, the expense of it is something you have to take into consideration. But you need to ask us, because we are the ones that have to get the money, make the priorities of what we are doing and what we are expending money on to keep the Capitol and the campus here secure.

Really much of this equipment is already, I think, unless the CBP has already got most of the good stuff, but it is something that you may want to take a look at. It is incredibly effective. I mean, I have been in the stations, in the ground stations. It is unbelievable how clearly you can see from high distances everything that is going on and the ability then to immediately, using communications, to tell, again, the boots on the ground, look, this is happening. You don't have to just be patrolling back and forth here looking for something. They are going to say: This is happening here, now, go there.

It is unbelievable technology. Again, I am a layman, but it seems to me that that may be something you could utilize here.

Chief DINE. Yes, ma'am. We are looking at that. We actually had a briefing this morning. And I would look forward to briefing you

in a confidential setting about some of the things that we are looking at. And you already know what they do for you, but there is a lot of technology out there that is being worked. We are working that on every level with pretty much every agency in the country. We are part of that effort to make sure that we are in on what is needed.

The gap, frankly, where the gap needs to be closed is once the vehicle is identified, how then what do you do about it? And that is essentially what happened here. Even if we knew it was coming, how then do you determine what is the action taken once you have identified it?

But clearly the earlier we know about it and the earlier we can identify it the better we can make decisions about evacuations, which is a big part of how we use our systems now, and whether any use of force either by us or DOD, which really plays a main role, is appropriate.

So you are right, early identification is critical.

The CHAIRMAN. I mean, I don't think I am speaking out of turn here. Obviously the bad guys know we have this equipment, so it is not like it is some big secret, right? We do utilize it.

The other question I would ask you, because this is something that has been talked about quite a bit, I said in my opening statement that obviously we all recognize the challenges that are being faced by police departments across the country because of a number of reasons, various incidents that have happened recently.

What is your thought about body cameras? There has been a lot of talk about whether or not that is a good thing, whether it is an expenditure of funds that is worthwhile or it is not, does it help the police, does it not, does it help all the way around to be able to demonstrate exactly what had happened there. And I think the Capitol Police don't use them now, and I don't know if there has been some thought given to whether or not you are interested in pursuing that.

What is your thought about these body cameras? I know there is a lot of talk about them.

Chief DINE. There is a lot of talk about it, and I would like the Committee to know that we stay abreast of that. Obviously, as you might expect, I meet with chiefs from around the country regularly at conferences and forums. The Police Executive Research Forum, who is located right here in Washington, D.C., they have taken a leadership role in that. They have put out basically, I think, one of the seminal sort of reports on the use of body cameras and how those are implemented, working with chiefs that have implemented them.

I think they are a good tool. I would opine that, like any piece of technology, they are not a panacea. What is concerning a little bit is as we think about the future and some next piece of technology, are we going to get to the point where a police officer without a body camera, that the police officer's testimony is worthless? That is concerning to me, frankly, having done this for so long. But do I think it is a potentially useful piece of tool? Yes. So we are monitoring that very closely to see if it is something that would be appropriately utilized here.

There are still a lot of privacy questions about what happens to the information, how it is protected, and those kinds of things that, while there are some best practices opinions about that, have not been fully determined. That is one of the debates going on right here in Washington, D.C., what happens to those videos and do they end up on YouTube and those kinds of things.

But we are closely monitoring. I have actually read the PERF report, so I am up-to-date on, I think, where things are as it relates to that technology.

The CHAIRMAN. Okay. Well, I would just say in regards to that, if you come to the conclusion or recommendation that that is something you do want to pursue, again, you can make a proposal to us. We want to be your advocate if we can and in agreement with what you are looking for.

The last question, and if you don't want to answer this question you don't have to, but I mentioned in my opening statement, I personally have some question, consternation about the current wiring diagram for your management structure, I don't care whether it is you or who the next person is going to be, just because of the way that the Capitol Police Board, the construct of it. As I say, it has been in existence for a very long time, and I think it probably has worked well.

On the other hand, the largest room is always the room for improvement, and it is 2015. Perhaps it is time for us to think about whether or not having the Sergeant at Arms in the Senate and the Sergeant at Arms in the House and then the Architect of the Capitol deciding who is going—I mean, hiring, firing, disciplining, whatever. You have three bosses. I have about 750,000 bosses, but you have 3. I mean, that has got to be a very difficult thing, and I am just not sure it serves us as well as it could.

So I am not sure if I am really asking you, since those are your bosses, what you think about that structure, but I certainly throw it out to the Committee members as well to digest it all a bit. And I think we may want to think about if that is adequate or whether or not we could improve that. If you would like to comment, you can. If you don't want to, you don't have to.

Chief DINE. Well, I will just say that I think that the Board wears several hats, and I work with them in both of those arenas. They wear their hats in their individual role as the Sergeant at Arms for the House or the Senate or the Architect, and we work with them and their staffs individually each and every day in terms of all the issues that we deal with individually for their entity.

And while I am at it, we also work very closely with you and your staffs. And we appreciate the oversight that you and your staffs and all the committees have provided to us, and I have relied heavily on the outstanding people I have that have done that. But that is no excuse for me not personally meeting with you, which I look forward to doing.

So we have a lot of interaction with the staffs, and often they act as buffers for the police, but then they wear their Police Board hat where ostensibly they are coming together as a cohesive entity to give guidance and direction and oversight. So we work with them, I guess, on several levels, and I will leave it at that.

The CHAIRMAN. All right. Very well.

Any other questions? Mr. Ranking Member.

Mr. BRADY. Yeah. Just quickly, Madam Chairman. Thank you for having this hearing, because I got an opportunity to meet the Chief of Police of Capitol Hill.

I do need to get to know you better, for a lot of reasons, because I work here and I am worried about the people that visit here. But also you are coming to my city in 2016, coming to Philadelphia, we have our convention there, and I would like to get to know you better. There are a lot of logistics that are there, field office, kind of a unique place. Everybody is in charge and everybody is smarter than everybody else. So I would just like to fill you in on all that and make sure that you don't step on any land mines while you are there.

So I do need to get a little bit to know you better. You need to get to know me and our committee better.

Madam Chair, thank you for having this hearing, and I yield back the balance of my time.

The CHAIRMAN. I thank you very much. I am certain you are going to have the Chief bringing a patch to that cheesesteak place.

Mr. BRADY. I failed to state, and this person is also the biggest around and he is also a major law enforcement supporter, and he closes down his shop three or four times a year for 2 or 3 days. I mean, he doesn't close it down, he keeps it open. But all the proceeds go to the police officers. I am talking about probably up to maybe a couple millions dollars. So it was worth it.

And I was proud to bring my chief of police down there, and he wanted to put the patch on the wall, and he put it right in the middle of all the many, many other patches. So you come down, and I will fatten you up with a cheesesteak.

The CHAIRMAN. Very good.

Chief DINE. I appreciate that.

The CHAIRMAN. The gentleman from Florida.

Mr. NUGENT. I just have a comment about Philadelphia just in passing. Been there for a lot of Army-Navy games, and you are right, there is a great place, there are a couple places that actually have a pretty good cheesesteak, but I know the one you are talking about.

And, Chief, I would just say that in reading your response and all that, I think if you follow through with those things it will be a good thing. But you hit on something earlier that is near and dear to my heart where you were talking to one of the guys on the street. I found, and I am sure you did too, management by walking around, it is nothing against your command staff, but I used to have my command staff come in and say: Boss, how do you know that?

And it is amazing the things that you will hear from those folks that actually do the job. Command staff is great, but they have their reasons to do whatever, to insulate you or whatever, and I think it is real important that if you are not having townhall meetings with your folks, you ought to. It is a great opportunity.

I had the FOP as the union for my sworn patrol officers and below sergeant. They were actually my best ally in dealing with

budget issues as it relates to benefits and salaries. So I would just say that that is something you can really, really encourage.

And so with that, I yield back. I thank you.

The CHAIRMAN. Thank you. Thank the gentleman.

Ms. Lofgren.

Ms. LOFGREN. I think this has been helpful, and I am hopeful that we can have a followup meeting soon for some of the other issues that we either need to discuss confidentially or would like to raise in a less public setting because of security reasons.

But I would like to at that time to discuss with the Chief efforts to provide security outside of the Capitol in our district offices and also how we are using security to sort through the incoming. I mean, if you get a thousand emails a day, there is a way to mine that using technology to sort through what is likely to be a problem and what isn't. And I don't know if that is being done at this point, but it is something I would like to explore further.

With that, thank you. I will yield back.

The CHAIRMAN. I thank the gentlelady.

I thank all the Committee members.

Mr. NUGENT. I second it.

The CHAIRMAN. Pardon me?

Mr. NUGENT. I second it.

The CHAIRMAN. You second it. Very good.

I thank everybody, all the Committee members.

Obviously, Chief, we had excellent attendance here today with a very engaged group of members who have a lot of questions and concerns, and I think everybody asked them very well. And your testimony was very good and your answers as well, although I think some of us are still scratching our head a little bit about some of these things.

I will say that if there is one takeaway from this hearing that I think you can see very clearly, the Members of Congress just have the utmost respect for the United States Capitol Police, and you are here representing your force of almost 2,000 folks here, and some of your staff and your folks are here today.

We tell you that in all sincerity. We thank you each and every day. And there are so many incidents, as I mentioned in my opening statement, that we never hear about. We never hear about these things, they just are handled, they are handled.

So we are just very, very appreciative of your willingness. Everybody comes to work willingly each and every day to protect this campus, and as I say, most importantly, all the Americans that are here. We do as a Committee stand ready to continue to work shoulder to shoulder with you and your entire force on our common goal of just keeping ourselves secure and keeping this campus secure and protecting democracy and freedom and liberty, all of those things. So we thank you very much.

Without objection, I will also mention that all members will have 5 legislative days to submit to the chair any additional written questions for the witness, which we will forward and ask him to respond as promptly as he could so that that answer could be made part of the record as well.

[The information follows:]

COMMITTEE ON HOUSE ADMINISTRATION – May 20, 2015 HEARING

QUESTIONS FOR THE RECORD

UNITED STATES CAPITOL POLICE RESPONSE

QUESTION 1: ***You have been Chief of the USCP since December, 2012. Please describe the key management initiatives you have implemented since becoming Chief to improve the performance of the USCP. Are you satisfied with the current state of your management team and the performance of the USCP?***

Immediately when I joined the USCP in December 2012, I had the opportunity to see first-hand how great the women and men of the USCP were as they successfully managed the 57th Presidential Inauguration. This enabled me to see all of the various components come together, working with great synergy on a truly challenging yet meaningful national event. Over the course of my first six months in office (which included the 57th Presidential Inauguration, a State of the Union Address, and dozens of demonstrations where citizens of our country expressed their rights of free speech), this period allowed me time to assess the Department, so that our management team could begin to focus on key areas for change. I firmly believe that every organization has room for improvement, and my goal from the beginning has been and continues to be to find areas where smaller, incremental enhancements can lead to greater effectiveness. However, during my tenure, the outstanding women and men of this Department have handled dozens of high profile events flawlessly, from Joint Meetings of Congress, State of the Union Addresses, the African Summit, National Peace Officers' Memorial Services, and the annual Memorial Day and Fourth of July Concerts, to the daily work of protecting the Capitol Complex and screening over twelve million people a year.

In terms of key management initiatives, we have successfully implemented and accomplished a number of key management and operational initiatives that I believe have improved the performance of the USCP over the short-term, and will continue to over the long-term. These include:

- Establishing a Field Commander Program to ensure a strong leadership presence 24 hours per day, seven days a week.
- Further transforming the Sworn Hiring Process to improve the efficiency and effectiveness in the process and raise the caliber of candidates hired to perform the work.
- Strengthening our law enforcement partnerships at all levels of government to improve our ability to carry-out our mission.
- Completing of our Radio Modernization Initiative to provide a digital trunked and encrypted interoperable communication method for carrying out our law enforcement functions.
- Revising and combining our Truck Interdiction Policy and Truck Interdiction Management Policy into one cohesive Department activity with a unified policy to ensure a cohesive application of our operational methods.

- Significantly increasing the manner and process of sharing intelligence information with our Department at all levels.
- Transforming the Disciplinary Process to centralize the oversight of the process and to better ensure a consistent application of penalties designed to achieve behavioral changes in our workforce toward following our established rules, policies, and procedures.

Also when I first arrived, I noticed that our command and control for events in the field largely resided with our Watch Commander who works inside our Command Center. While we certainly had officials out in the field responsible for their respective divisions, a department of this significance with the monumental responsibilities we face must at all times have one high-ranking official (Field Commander) who commands the field and who can respond to any event to establish the necessary command and control and provide any necessary support to the officers and officials first on the scene. Since its implementation, the Field Commander initiative has provided this level of management 24/7 working in tandem with the Watch Commander to ensure appropriate coordination and management, and achieve safety and security throughout the Capitol Complex. The Field Commander Program has significantly increased the oversight and command and control of the Department throughout the day, while rotating officials through this assignment allows the official to serve as a coach, mentor, role model, and teacher, towards building succession within the ranks in the field.

Working very closely with my Executive Team (Assistant Chief and the Chief Administrative Officer), we transformed the way we recruit and hire new sworn officers. Through the establishment of Assessment Centers, we have created a unique hands-on approach that ensures that prospective officers understand exactly what kind of law enforcement department we are, as well as what the expectations are for the job, while helping them to fully understand and embrace our core values. Since implementing this new process, we have been able to more efficiently identify the top candidates that apply for consideration and also efficiently screen them to make thoughtful determinations regarding offers of employment. This process has resulted in the USCP more effectively hiring outstanding candidates who fully understand and embrace our special and unique mission. I believe this process will continue to provide great value moving far into the future as we continue to fill vacancies within the Department with employees who wish to be part of "America's Police Department."

The threats and risks we face are changing with greater focus on national security and the need for close collaboration between other federal, state, and local partners is more critical than ever. This unique environment provides its own set of challenges. With as many federal and local law enforcement partners as there are in the greater Metropolitan DC area, and with a constantly emerging and dynamic threat environment, it remains critical for all of us to work collaboratively to share information and assist each other in meeting our respective missions. I am proud of the women and men of the USCP that work closely with our law enforcement partners, and I have ensured that we do whatever we can to bolster these relationships, through working groups, task forces, fusion centers, and other joint governmental coordination centers.

One particular boost to our daily coordination was the successful implementation of the Radio Modernization Initiative. With the support from the Capitol Police Board and our oversight committees, we were able to implement a brand new, digitally encrypted radio system

that not only improves our internal communication capabilities, but also enhances command interoperability, which furthers our efforts to enhance our important relationships with all of our law enforcement partners.

As part of our constant review of Department policies and initiatives, it was clear to me that our policies regarding truck interdiction around the Capitol Complex needed to be modernized into one cohesive complex-wide policy. Working with Subject Matter Experts within the Department along with members from the Fraternal Order of Police, we finalized an effective cohesive strategy with more clearly-defined roles and responsibilities for our officers and supervisors.

While the mission of the USCP has not changed, the threats we face are dynamic and growing. Therefore, it is critical that we supply our officers with key intelligence information to ensure that they are informed, educated, focused, and ready. However, this creates a challenge, since the majority of our workforce currently serves in a non-classified capacity. To that end, we have aggressively increased the number and manner in which we provide intelligence briefings, bulletins, and roll call briefings to our officers throughout the Department in a non-classified manner. Additionally, we have enhanced our daily communications tools provided to the workforce for non-classified intelligence matters. We are also evaluating what portions of our workforce might be more effective in carrying out our mission if they were serving in a classified capacity.

I believe that the goal of discipline is to change behavior, not only for the person who receives the discipline but for the entire force. Therefore, I directed that we review the entire process and make an effort to reengineer and centralize the process, incorporating best practices, increased communication, and providing greater understanding to our workforce about the administration of discipline. While we review this new process and negotiate the process with our labor unions, we continue relying on our longstanding process to adjudicate discipline in a fair and equitable manner. The key improvement in this process is providing centralized oversight while ensuring consistency at all levels.

While these are only highlights for my key management initiatives to date, I believe they provide good illustrations of the current roadmap. While I am satisfied with much of the progress we have made and the efforts of my management team, I know there is much more work to do. With our recent roll-out of our new Strategic Plan, I believe we have laid the ground work for many years to come. Additionally, as with any organization, as senior sworn and civilian employees retire and leave for other interests, it provides opportunities for growth for many of our future leaders who will have benefitted from the groundwork laid, thereby ensuring a cohesive leadership team dedicated to carrying out this collective vision. I am excited about the prospects for continued improvement in performance as our team members are promoted into areas of greater responsibility.

To that end, we currently have promotion processes underway for the ranks of Deputy Chief, Inspector, and Captain. These processes will allow us to fully integrate these new leaders into my ongoing initiatives to enhance the USCP's operations and vision. Additionally, we are

working with a third party contractor to enhance our promotion processes for the ranks of Lieutenant and Sergeant. These processes are scheduled to be implemented in early 2016.

We are at a key turning point for the Department with regard to how we continue to conduct our mission activities in an ever changing and dynamic environment. Our leadership team is also going through a process of recommitting to our collective vision and goals or making the personal decision to move on with their careers and futures in other capacities. I believe this is a healthy process for any organization to go through and will result in the Department having a more cohesive leadership team committed to carrying out the vision and initiatives I have laid out for the Department.

QUESTION 2: ***Please describe your efforts and initiatives to improve officer morale under your leadership. Do you think these initiatives have been effective?***

I believe in all organizations, including the USCP, morale needs to be addressed and always can be improved. Sometimes this improvement can come when initiatives are specifically targeted at morale; however, most times, I believe morale can be impacted (positively or negatively) through regular management, leadership, and accountability. One aspect that I believe has improved officer morale is instilling a culture of accountability at all levels. I am holding my senior leaders accountable and expect them to do the same with their subordinate leaders, so that we can be a high-performing, premier law enforcement department. This approach has demonstrated to our workforce that everyone is accountable for the successful accomplishment of our mission.

I have also directed the enhancement of our formal internal communications system to provide more messages from me and our senior leaders to the entire workforce to ensure that everyone knows what is happening throughout the Department. This includes more access to non-classified intelligence information for our entire sworn workforce.

Another overarching undertaking which will clearly impact morale throughout the Department is the implementation of our new Strategic Plan which more clearly defines our Mission and our Vision: To be nationally recognized as a results-oriented law enforcement agency that demonstrates the highest standard of professionalism, security, safety, and management; and our Core Values: Professionalism, Pride, and Effectiveness. This undertaking was the product of the collective efforts of employees at all levels throughout the Department.

Through this new Vision we are looking for three important outcomes:

- More effectively monitor our activities, identify trends, and improve performance
- Continuously adapt and evolve to the needs of the mission
- Improve management, planning, and program performance

We will address and expect these outcomes by focusing on three major strategic goals:

- Employ Smart Policing

- Delivering Safety and Security
- Achieving Organizational Excellence

Five Priority Areas in which the Department has identified to strengthen our organization and make improvements are:

- Improving management and planning
- Improving communication
- Enhancing our leadership capacity
- Establishing a performance based culture
- Evolving into a learning organization

Through the implementation of this outstanding Strategic Plan, a more defined vision and mission of the Department, and the roadmap as to how we achieve these results will also help improve morale as our workforce will more clearly understand their roles. Increased communication is a core priority area, which clearly impacts how employees feel about the USCP and their role here. We have already revamped much of the manner in which I provide information to the force, and these efforts will continue. Future efforts include Employee Engagement Meetings, so that along with the number of focus groups we continue to use to further our Strategic Plan, I will be able to get first-hand input from employees throughout the Department. Further, I will be attending all sworn roll calls, as well as meeting with the Department's civilian workforce, to roll out our enhanced Strategic Plan.

There are few things I enjoy more about my job than interacting with the officers out on the street and at posts doing the important work to keep the Capitol Complex safe and secure. With all of the operational activities that have taken place since becoming the Chief of Police, I know that I have not spent enough time with them and I know that by spending more time with them, it can help improve morale. I am committed to engaging with our workforce in a variety of ways over the near and long terms that will strengthen our communications and, I believe, result in higher morale throughout the workforce. Further, I have directed that my leadership team make every effort to improve the manner in which they communicate with their staff and that they commit to being a part of our cohesive leadership team.

Another area that I believe will enhance morale is the transformation of our disciplinary process. In order to be more efficient in the review and adjudication of discipline cases and associated penalties, I directed that we review the entire process and make an effort to reengineer and centralize the process, incorporating best practices and providing greater understanding to our workforce about the administration of discipline. Our goal is to use discipline to change behavior, not only for the person receiving the discipline, but also the workforce as a whole. While we review this new process, we continue relying on our longstanding process to adjudicate discipline, but I believe by implementing the new process, we can have greater transparency and accountability which will positively impact morale. The full implementation of this enhanced process rests on the negotiation with our labor unions on its impacts to our workforce.

Overall, the new and more focused Strategic Plan will impact morale and pride within the Department in positive ways in the future because it provides a framework for all employees to understand how they fit into the success of the Department. Also, the additional communication efforts and revised discipline process will establish uniformity and cohesion throughout the ranks.

QUESTION 3: ***What tools do you use to manage the operations and finances of the agency? Describe what measures you utilize daily, weekly, monthly, and annually to gauge the state of the Department.***

In order to gauge the Department's performance, there are several areas that are closely examined on a regular basis, both quantitatively and qualitatively. As Chief of Police, I receive regular qualitative feedback from all of our stakeholders, and that often provides me a clear picture of the kind of service we are providing throughout the Congressional Community.

In addition to this regular feedback, my management team reviews analytics at various levels to ensure operational and tactical readiness, as well as efficient use of our resources. This information is shared at regular command staff meetings, and through numerous scorecards and reports prepared throughout the Department.

A key part of our new Strategic Plan is to ensure that we are a results-oriented department practicing smart policing. This essentially means that we must track and measure what we do and how we do it in effective and organized processes and turn data and information into useful intelligence to continue to improve the services we provide to our stakeholders. To that end, we regularly monitor information in a number of key areas, including but not limited to, overtime and overtime management, staffing, waiting times at doors, special events, use of force, accidents, citizen complaints, demonstrations and protests, sick leave usage, restricted duty, extended absence, and vacancies in both civilian and sworn ranks.

For example, on a daily basis, the executive managers of the Department receive reports on daily operational activities; field commander shift activities; investigations and intelligence gathering and analyses activities; special events updates based on permitted activities, congressionally sponsored events and dignitary arrivals; divisional shift staffing levels; unscheduled leave usage; overtime utilization by bureaus and reason codes for the overtime; overtime hour targets versus execution by operational division; projected excess earnings in order to manage the work schedules of employees; and badging reports for contractors assigned to work large projects for the Architect of the Capitol, just to name a few.

On a weekly basis, the following are used by executive leaders to manage the activities of the Department: staffing level report; background investigation status report for potential new hires; sworn hiring status report; civilian hiring status report; sworn and civilian attrition tracking and projection report; cybersecurity activities; cybersecurity news updates based on key information gathered by our chief information security officer to inform the management decisions of the Department related to information technology; as well as activities reports for other various administrative functional areas.

Quarterly, the executive leaders of the Department receive a status report on the Department's efforts to resolve and close recommendations made by the USCP Office of Inspector General (OIG), as well as an update on the labor management liaison's activities based on work with our two labor unions.

As it relates specifically to the fiscal management of the Department, there are various tools to monitor and direct financial activities. The most important work occurs daily by the budget analysts, accountants, system accountants, procurement personnel, along with financial liaisons throughout the Department who process and reconcile transactions daily. While many reports are monitored by several individuals, a daily analysis of over a dozen reports is performed by our Chief Financial Officer (CFO) to provide a financial status to the Chief Administrative Officer (CAO) and to point out anomalies needing to be researched and resolved. In addition, payroll reports are generated once payroll has posted each week, which is followed by additional analysis and reports on salary, benefits and overtime produced by analysts and financial management specialists. Weekly reports on the status of new hires and attrition by the Office of Human Resources and the Budget Office augment and complete the weekly reporting that affects salary utilization.

A key output of all of these reports and analyses is a payroll certification report approved by the CFO and provided to the CAO. Besides the daily dialogue between the CFO and CAO on the financial status of the Department, this step validates the status of the salary appropriation. As the ultimate outcome of the spending level of the appropriation relies on projections for each pay period and pay is processed by our third party provider, the National Finance Center, such a validation ensures accountability on actual expenditures to date and the ultimate outcome of the funding for the fiscal year. In turn, the daily monitoring of status of funds reports is the means to monitor the non-personnel costs of the Department and those expenditures occur based on controls and approval in our financial management system.

Finally, the CAO under his statutory responsibilities regularly briefs the Chief and Assistant Chief on the financial state of the Department. Guidance is issued by the CAO on such topics as overtime targets for Bureaus or Divisions, review of non-personnel costs and projections, and spending deadlines and, when necessary, controls are placed on expenditures to ensure the continued fiscal strength of the Department. Reviews of final annual results occur both in the review of the Budget Justification (which reports on execution of the year just completed) and the financial statements, which are audited via the OIG by a third party contractor (accounting firm). The Department has received an unmodified opinionon its financial statement for the three previous years.

The Executive Team of the Department (Chief, Assistant Chief, and Chief Administrative Officer) discuss on a daily basis the overall operational status and fiscal health of the Department and make management decisions to ensure that the Department uses its resources wisely to meet our critical mission.

QUESTION 4: ***The USCP recently completed a Strategic Plan for 2015-2019. How will this plan improve the performance of the USCP? What are your personal goals in your performance plan for the year? Briefly lay out your progress to date.***

I want to start by first saying that this is not my Strategic Plan – it was adopted for and by the Department, and every employee from me down the chain will be accountable for making it successful. With that said, my first personal goal is to provide leadership and direction to my Executive Management Team to begin pursuing the objectives of this Plan. This means that I am going to hold my managers accountable for not just delivering on the goals of the Plan, but to also lead by example in demonstrating the core values that are defined in the plan: Professionalism, Pride, and Effectiveness.

The new Strategic Plan is the culmination of input from hundreds of employees from all levels and across the entire Department. As we reflected on the proud history of the USCP, its current robust capabilities, and the needs we will have in the future, we quickly realized that we needed a truly transformational Plan. We developed a Plan which will focus on helping us to build towards three major outcomes: (1) Smart Policing; (2) a capacity for Continuous Improvement; and, (3) overall Improved Management and Performance.

Smart Policing:

For almost 200 years, the USCP has successfully managed a variety of programs and functions to achieve our mission. Now, as we implement this Plan, we will be developing a more refined capability to monitor our activities, identify trends, and constantly look for ways to improve our mission effectiveness. My expectation is that Department leadership ensures that this smart policing practice will be interwoven into our culture and operations.

Continuous Improvement:

By employing the smart policing practice of routine analysis of operations, outputs and outcomes, the Department will be able to continuously adapt and evolve to the needs of the mission. The USCP has a proven record of utilizing its Force Development Business Process to identify threats, risks, gaps, and needs. Smart policing will be added to the Force Development analysis to provide real-time and long-term analysis — making the Department even more capable of pivoting towards required needs.

Improved Management and Performance:

In developing this Strategic Plan, Department leadership recognized the need to also improve the way we define the purpose and scope of our programs. Therefore, the Strategic Plan contains a strategic objective to "improve management and planning to create a culture of accountability and continuous improvement." This objective steers the USCP towards the development of comprehensive Concepts of Operations and Administration that will be the foundation for developing the right policies, procedures, and mission expectations.

We acknowledged in the development of this Plan that we do not have an adequate set of outcome-based performance metrics. As we improve our data, we will also develop performance measures that help leadership and stakeholders determine whether the initiatives and programs are leading towards the right capabilities, readiness levels, and outcomes. Defining meaningful and measurable outcomes for an organization with such a complex mission requirement is not a simple task. Therefore, this Strategic Plan actually contains a strategic objective to "identify and monitor relevant organizational metrics to evaluate and improve Department performance." Department leadership will develop informative performance measures by defining clear expectations for each mission stance and major lines of business.

Our Transformational Priorities:

In order to lay a stronger foundation for these outcomes, the Strategic Plan also seeks to improve conditions in five general areas of the Department. Employees will see real change in these areas throughout the duration of this Plan. The five areas are listed below, along with specific end-state goals that are already being implemented:

Improving Management and Planning

- Develop a unifying organizational yision
- Establish realistic and measurable goals and objectives
- Create a performance-oriented management culture
- Develop and integrate an enhanced operational planning capability

Improving Communication

- Communicate the organization's Vision
- Share information consistently up and down the chain
- Establish two-way internal communications / access to decision-makers
- Implement better internal and external communications

Enhancing Leadership Capacity

- Ensure that USCP has qualified and trained leaders
- Create a more effective management structure and transparent processes
- Increase employee involvement in decision-making

Establishing a Performance-Based Culture

- Expectations and accountability are based on requirements of employee roles
- Ensure all employees', including managers', responsibilities and scope are clearly defined
- Establish an effective employee performance system
- Accomplish unity of purpose and joint-accountability for Department success
- Improve awards and recognition for performance

Evolving into a Learning Organization

- Increase data-based decision making

- Train people appropriately to ensure that they retain their skills and are up-to-date on skills
- Actively utilize lessons learned from successes and shortfalls to continuously improve
- Establish formal knowledge transfer and succession planning

The end-state goals for these priorities are being pursued through established permanent working groups that are developing initiatives and deliverables over the course of the next three years. These initiatives are being validated through the Force Development Process and will be monitored on an ongoing basis.

Personal Goals of the Chief of Police

As I stated earlier, each of us is accountable for effectively playing our roles in making this Plan and its goals and objectives successful. With that in mind, I have some specific goals I have already addressed and others that I will be implementing in the next few months.

At the forefront of my goals is to personally improve the manner and frequency of my communication to our workforce and stakeholders. In order to effectively lead this Department, I realize that I must ensure that not only our leadership team understands our focus but that each employee clearly understands the role they play in our greater mission. Therefore, I have increased my daily interaction with my workforce and the frequency with which I am attending roll calls and other collective meetings to personally discuss matters of importance. Further, I am recommitting to developing strong and productive relationships with our stakeholders so that they have the confidence in my leadership of the Department that they must have in their oversight roles.

Another area of my focus is the promotion of personnel into key leadership positions and the development of my leadership team into the cohesive body that our workforce deserves. When any organization undergoes change, the leadership team must remain cohesive and focused as one unit or the organization will be impacted. That dynamic is present within the Department currently and it is my responsibility to regain that cohesive leadership momentum, so that we are providing the leadership and management expected by our workforce and our stakeholders. I will be achieving this by holding our current leaders accountable and by promoting and developing our future leaders. As such, we have numerous sworn promotion processes underway.

Further, I must personally lead the successful implementation of the key elements of our Strategic Plan. The Strategic Plan must be more than words on a paper and it will only be successful if I provide the necessary leadership and focus for the implementation of its core elements. Together with my Executive Team, I will hold myself responsible for leading the efforts to improve our capacity and for holding my subordinate commanders equally responsible for their behavior and leadership.

QUESTION 5: ***An effective law enforcement agency must continually train its officers. Are you confident that your officers have the right mix of training to remain effective? How are you making sure that the budget execution issues you are experiencing in FY15 are not impacting officer training?***

During FY 2015, the Department has continued to run a multitude of mandatory training programs for all assigned officers in order to ensure that the right mix of training to remain effective is accomplished. While we were impacted by the reduction in the availability of training overtime funding due to operational mission requirements, we are confident that our officers are being trained to a level that maintains their effectiveness in carrying out our core mission.

As an example, all active officers have completed handgun requalification training and officers required to carry long guns have completed their 6 month training cycle (October 1, 2014 to March 31, 2015). Additionally, the Department has completed all long gun training in our second 6-month cycle which runs from April 1, 2015 to September 30, 2015, and we are well postured to complete the second round of our overall FY 2015 handgun requalification training ahead of schedule as we are anticipating some range down time due to the final construction of and transition to our new range.

During this fiscal year, we have recertified all active officers requiring recertification in the use of Saber Red/OC spray, one of our core less-than-lethal tools for our officers; and we have re-armored all assigned weapons. In addition, we have conducted 2 classes weekly certifying and re-certifying officers in CPR.

Recently, we introduced three additional in-service training programs being conducted at the division levels that are required for all officers. These courses include: Legal Updates, Verbal Judo, and Defensive Tactics, with each designed to hone the officer's skills in basic and advanced police training. In conjunction with our In-Service training programs, we have also launched our annual online training programs which consist of a multitude of training courses required annually by all officers. Examples of these refresher courses are: Fire Extinguisher Training; Use of Force; Blood Borne Pathogens; Bias Based Profiling; Interacting with the Media; Demonstration Activity; Unmanned Aerial Vehicles/Systems; and Firearms Safety Training. At this time we are working on three additional online training courses which we anticipate launching within the next 30 days.

In addition to our basic officer training, multiple specialty units, including the Containment Emergency Response Team, the Dignitary Protection Division, the K-9 Section, the Hazardous Devices Section, the Hazardous Materials Response Team, and the Patrol Mobile Response Division, continue their in-house training programs unaffected by tight controls on overtime utilization for operational requirements. Further, we have been able to fund a number of vendor-provided training courses that were budgeted for within our general expenses appropriation; for example, Training Instructor certification courses held at the Federal Law Enforcement Training Center in Glynco, Georgia.

QUESTION 6: ***Various executive branch agencies are responsible for securing the air space around the United States Capitol Complex. In light of the recent gyrocopter incident, are you confident that those agencies are taking the correct steps to insure they have control of this air space?***

The defense of the air space encompassing the National Capital Region continues to be the responsibility of external federal partners including elements of the Department of Defense. Based on enhanced coordination with our external federal partners, the USCP is confident that these partners have the ability to protect the airspace from those conventional threats that would likely do us any significant level of harm. As has been well publicized, the "low and slow" devices/vehicles can create a challenge as technology advances.

As I stated during my testimony, the Department has had an Air Space Coordinator since 2003. Our current Air Space Coordinator plays an important role in his assignment with the National Capital Regional Coordination Center. This assignment provides timely information sharing with the Department about air space matters.

Having said that, the Department has been examining these emerging device/vehicle issues for a period of time and has taken the initiative to bring our local partners together to have a united approach in terms of educating the public, providing an enforcement program for violations, establishing training for USCP employees on response tactics, and enhancing communication with other law enforcement partners. In addition to those previously mentioned steps, the Department, in cooperation and consultation with its regional partners, is exploring technologies, both classified and unclassified, that will provide enhanced detection for the "low and slow" aircraft/devices, as well as counter measures, to close the gap for these types of devices/aircraft.

QUESTION 7: ***Effective emergency communications is vital to ensure the safety of Member, staff and visitors to the Capitol. Are you satisfied with the current processes and capabilities that support emergency communications? Do you have initiatives underway to improve these capabilities?***

The USCP Command Center is the hub from which messaging to the Congressional Community emanates. There are a number of systems that can establish communication with the Congressional Community. These systems include: traditional public address systems and annunciator equipment, email and text-based messaging systems, a TV alert messaging system, ring-down telephones, phone messaging systems, and a USCP phone-based message board. One of the challenges the Department faces is that there is a lack of unified messaging based on the various systems used, and/or added to the cadre of options since communicating with the Congressional Community was initiated many years ago. The USCP, working in conjunction with both Sergeants at Arms, are moving to develop a Joint Emergency Mass Notification System (JEMNS) that will attempt to integrate most, if not all, of the messaging systems into a unified platform. The procurement process has been initiated in an attempt to coordinate the messaging process and the expectation is that unification of systems will likely be in place by the end of this Congress.

Responsibility for communicating to stakeholders during critical incidents has been complicated in the past. Feedback from stakeholders has been clear and, as a result, the USCP has initiated changes that have created more direct and expedient messaging to the Congressional Community in response to the feedback. The USCP Command Center, in conjunction with both House and Senate Sergeants at Arms, is working diligently to simplify and unify the messaging criteria. USCP employees are empowered to be decisive and clear in their initiating messages to the Congressional Community for safety and situational awareness.

QUESTION 8: ***Please describe the USCP Force Development Business Process. The Committee's understanding is the Force Development Process and the annual USCP budget are primarily tools for allocating resources and analyzing gaps in the Department's capabilities. How does this Process account for challenges with overtime pay? Were the higher costs for the early part of this year simply unexpected, or did operational decision-making place the Department in a situation of strained resources?***

The Force Development Business Process (FD) was implemented in order to provide one central, standardized, and repeatable business process for prioritizing USCP activities to address the real and emerging threats and risks that our mission faces while also taking into consideration the specific gaps between our current capabilities and the capability level that is necessary to address these threats.

While FD consists of an annual cycle of events (Threat Analysis, Gap Analysis, Alternative Analysis, Budget Formulation, and Budget Submission), it also includes an ongoing facet of budget execution, performance monitoring, and evaluation. This ongoing activity of internal analysis allows us to focus on the effectiveness of our ongoing operations and make important management decisions on a dynamic basis.

With the initiation of the Smart Policing goal in the USCP Strategic Plan, FD will be bolstered by data that is more reliable, consistent and more useful - as well as performance measures - which will provide a better picture of Department operations that can be monitored on an ongoing basis. The Department already has a robust overtime projection, monitoring and reporting process that has been in place since 2007. Every year, as the Department formulates its budget, we utilize a logical formulaic process to estimate the needs for overtime in the future budget year. Non-annual activities such as conventions, Inaugurations, and special construction projects are taken into consideration as well. Unfortunately, in the year of execution unforeseen events may occur which may not have been considered in the original formula. In these cases, FD can be used to prioritize the highest impact and most mission-critical activities - in line with the Concept of Operations - in order to reprioritize the allocation of overtime activity in the current year of execution.

In FY 2015, the Department experienced several of these unexpected operational requirements and management decisions had to be made in order to carry out our mission in an effective manner while remaining within our appropriated funding levels. To make these decisions, we relied on the threats and gap analysis provided in the FD, the input of our leadership team, and an understanding of the capacity of our organization. However, the FD is

not meant to account for changes in operational requirements within a budget year. Rather, it is one of many tools available to me and my team to make effective holistic management decisions to balance out all of the requirements facing the Department.

QUESTION 9: ***What measures are you taking to compensate for these higher than projected overtime costs? Will they have effects or consequences for next year's budget?***

There are several means being utilized to make funds available for the FY 2015 mission requirements that are generating a greater reliance on overtime. The Department has examined its daily mission operations and has redeployed personnel to better manage the daily activities. Attempts are being made to move recruit officer training class slots from the July 2015 timeframe to the September 2015 timeframe, along with delaying the backfill of some civilian positions, in order to save salary costs incurred by not encumbering those positions. Even so, the Department is currently planning to end FY 2015 with more sworn and civilian personnel than in FY 2014.

In addition, the need to utilize overtime for training is being mitigated by conducting several classes on the Capitol Complex, rather than at our training facility in Maryland to avoid the need for backfill overtime. It should be noted that there still has been overtime utilized for training and more is still available for training needs on a limited basis. In fact, nearly 23,000 hours of various training and recertification activities have been conducted this fiscal year for employees, not including specialty unit training initiatives.

Finally, general expense funds typically identified for reprogramming during year-end activities will be utilized for overtime or workers compensation needs. This includes $2.9M that is currently planned to be requested for transfer to the salary account and another $600K that could be utilized ($3.5M total) if the Papal Visit concept of operations requires additional resources. Any funds not needed for overtime would be utilized for annual workers compensation costs.

As you know, the Department has transfer authority between its two appropriations. The approval to transfer is similar to the approval to reprogram funds above certain thresholds. It should be noted that the Department typically transfers funds every year between the accounts, so this year is no exception.

It should also be noted that depending on the outlook for a FY 2016 budget and the potential for a continuing resolution as we enter the new fiscal year, the Department may decrease final hiring totals for both sworn and civilians independent of seeking overtime savings. This will be done to ensure that the Department can sustain the onboard personnel and critical mission and mission support functions of the Department in the upcoming fiscal year/continuing resolution.

The only effect on FY 2016, based on our decisions for FY 2015, is the timing of recruit classes coming online in FY 2016, and the impact on the utility of the new personnel to offset

overtime. Class schedules and timing are always tentative at the time we submit the budget, so we regularly have to adjust and adapt in the execution year for any changes in class schedules.

QUESTION 10: ***I understand your Chief Information Officer has left the agency and you have yet to determine when a replacement will be hired. Is that the case, and if so, what other decisions have you made that have implications for the successful operation of the agency?***

Earlier this year, our Chief Information Officer left the Department. This position serves on our Executive Management Team (EMT). Since his departure, our outstanding team of Information Technology professionals has continued providing outstanding service to the Department, ensuring that our vital IT systems operate optimally. Additionally, my Chief Administrative Officer (CAO) directed his acting Deputy Chief Administrative Officer (the Department's Chief Financial Officer) to serve as the Acting Chief Information Officer (CIO) leading the operations of the Office of Information Systems (OIS). His proven leadership and global understanding of the operations and support functions of the Department has been extremely valuable to maintaining the high-level of service that OIS provides.

As noted, we continually monitor our civilian and sworn vacancies to ensure the Department is nimble and filling civilian positions as necessary by regularly "racking and stacking" our priorities of these positions as the budget and available funding allows. As with any EMT member departure, I discuss options and processes for moving forward in backfilling civilian positions closely with my Executive Team.

Because the Department has strong OIS Associate Directors, specifically in the areas of cybersecurity, communications, applications and systems administration, I felt that under the acting Deputy CAO's leadership that OIS could maintain operations for a short period of time without a permanent CIO. As such, available salaries funding for civilian hiring was directed at critical physical and technological security, investigations, hazardous materials, employment law, security control operations, communication operations (dispatch), and inventory management (weapons and ammunition) personnel vacancies.

Based on our current civilian vacancy rack and stack, the CIO position will be advertised in mid to late July 2015 and the selectee will be hired based on funding availability and successful completion of a background investigation.

I do not believe that this vacancy has created an adverse impact on the Department, nor do I believe that other management decisions have created such an environment. Rather, we make critical management decisions on a daily basis, as required of us as leaders of an organization, to ensure the success of our overall mission. As you know, this a delicate balancing act which requires a holistic understanding of all of the requirements and challenges facing an organization. These are not easy decisions, but ones that must be made to effectively manage an organization. I believe we have successfully done that to date.

QUESTION 11: ***You recently re-designed your hiring process for police officers. Would you please describe your new approach and why you made changes?***

The new Sworn Recruitment Hiring Initiative is designed to produce a streamlined, comprehensive hiring process that increases internal controls and accountability, and yields top candidates to serve and protect the United States Capitol and Grounds, the legislative process, and the individuals who work and visit here. In a review of the hiring process, the USCP identified and addressed challenges that had increased the cost and length of time to hire police officers, and revealed numerous flaws in out-sourcing field investigations that led to a thorough redesign of the recruitment and background investigation process, resulting in benefits to candidates and to the Department.

Hiring Challenges and Outsourcing Issues Identified

- Travel costs were burdensome for candidates, as they were required to make 4-6 mandatory assessment trips to the Washington, D.C. area.
- The lack of direct candidate interaction with investigators (for background checks) left candidates disconnected and uninformed during long periods throughout the process.
- Assessments were delivered without consideration for cost.
- Candidate applications were never closed out, thus candidates were not informed of their status in the hiring process.
- The hiring process averaged from 18 months to two years.
- A recent cyber-breach by a contractor generated significant concerns regarding accountability for and security of personally identifiable information (PII) of applicants.
- The costs of cases investigated through contractor support were rising significantly.

Sworn Recruitment Hiring Initiative

To address these identified hiring challenges, the USCP created the Sworn Recruitment Hiring Initiative that merged Badging, Credentialing and Background Investigations into one expanded Section, thereby ensuring the integrity of PII, and the quality, timeliness, and ultimate cost effectiveness of investigations through internal continuity and control. This effort aligned business processes and expertise with well-defined roles and responsibilities to perform this critical work for the Department.

Bringing the investigations in-house has minimized the risk of security breaches on Capitol Hill. In-house control of investigations allows the USCP to monitor and manage investigations rather than pay for a service that cannot be validated. The expanded Background Investigations Section can stand behind the product it delivers, ensuring that investigators are conducting the necessary interviews and appropriate line of questioning, and determining whether follow-up is required in areas unique to the mission of the USCP and the Legislative Branch. Further, it ensures that proper training is provided to investigators in view of the USCP's mission.

The Sworn Recruitment Hiring Initiative has allowed a more thorough investigation of each candidate, including direct interviews of key individuals in an applicant's sphere of

contacts, to ensure the Department hires the right talent possessing the qualities, values, and character outlined in the Capitol Police Board's hiring standards.

The New Hiring Process

The new hiring process for police officers begins with a USAJobs application and an automated Criminal and Credit Check using the Peace Officer Background Investigation System (POBITS). An investigator completes the candidate background check and the candidate is invited to an Assessment Center.

The Assessment Center includes four components: Police Officer Selection Test (POST), Physical Readiness Test (PRT), Pre-Hire Interview, and Applicant Orientation. A candidate who successfully completes these four Assessment Center components receives a conditional offer and is invited back for more screening exams known as "The Gauntlet." The Gauntlet exams include the Polygraph Examination, Medical Examination, Psychological Examination, and Structured Interview Panel (the Oral Board). The Structured Interview is a new component of the screening exams. This interview panel consists of diverse members from four USCP Bureaus: Operational Services, Uniformed Services, Mission Assurance, and Protective Services.

When a candidate successfully completes The Gauntlet, a full background investigation is completed in-house to ensure the integrity and cost-effectiveness of investigations through internal continuity. The candidate's complete case jacket is selected and routed for approval through the sworn hiring authority chain of command. The entire process averages six to eight months from application to hiring.

New Hiring Process Achievements and Benefits

The redesigned hiring model for entry level police officers highlights the changes implemented and the positive impact of these changes. The redesigned process requires candidates to travel only twice to Washington, DC for assessments. Candidate contacts with USCP staff have increased significantly, including direct, behavioral-based interviews with staff.

Assessment costs are reduced with the introduction of the automated background investigation system POBITS. This first-round background check provides an initial determinative assessment that reduces the need and cost (time and resources) for unnecessary additional assessments. The USA Staffing tool (USAJobs) provides end-to-end processing with automated features and online capabilities that improve efficiency, speed, and communication with candidates.

The business process was redesigned to include targeted recruitment and limited, structured announcement timeframes to apply, with applicants filtered by degree of interest. The result is a strong and engaged applicant pool of the best and brightest candidates who undergo a thorough pre-employment assessment, and are ready to face a finalist interview before the Oral Board.

QUESTION 12: ***You have made significant changes to use of the Capitol Police shooting range and controls over weapons and ammunition. Please describe the changes and what prompted them.***

At the request of the Chief of Police, the Office of Inspector General (OIG) conducted a performance audit of the United States Capitol Police controls over ammunition. The objectives of this audit were: (1) to determine the effectiveness of USCP's internal controls over ammunition and ensure accountability of the sensitive items; (2) evaluate whether USCP complied with applicable policies and procedures, laws, and regulations; and (3) to determine whether USCP inventory records reconciled to actual ammunition on hand and official inventory records. The scope included controls, processes, and operations in place from October 1, 2011, through September 30, 2013. Based on the findings in the report, the Department accepted all of the recommendations of the Inspector General and took immediate steps to enhance its controls over weapons and ammunition inventories.

In order to create a separation of duties, the controls over the ordering, receiving, inventorying, controlling, and accounting for weapons and ammunition were transferred from the Training Services Bureau (TSB) to the Property and Asset Management Division (PAMD) within the Office of Facilities and Logistics. The Physical Skill Division (PSD) within TSB continues to be responsible for providing training for sworn officers; however, PSD and PAMD work together when tracking ammunition during training classes.

The Department revised or created policies and standard operating procedures specifically addressing controls of weapons and ammunition inventories. The Department has enforced compliance with USCP Directive 2093.001, *Property and Asset Management*, and Standard Operating Procedure TS-300-03, *Firearms and Ammunition Accountability*, ensuring that: (1) transactions are recorded in the official inventory system (MAXIMO) including missing/damaged ammo; and, (2) ammunition is inventoried periodically and reconciled to control records.

The PAMD receives and records daily ammunition transactions in the official inventory system, Maximo; thereby ensuring an accurate and complete perpetual inventory. The Department has conducted a 100-percent physical count of ammunition with trained Property and Asset Management Division personnel and reconciled the count with control records, thereby ensuring an accurate and complete perpetual inventory and establishing justifiable ammunition inventory levels at each Division.

In order to ensure controls over ammunition assigned to the operational divisions, the Department has restricted access to only authorized personnel designated to track and manage ammunition issued within the divisions. Additionally, for divisions that have a shared system between shifts and officers, an inventory is conducted and recorded during each shift and results are recorded. Any division that reports a discrepancy of missing rounds of ammunition, a CP-564 report of lost/stolen property must be completed in conjunction with a police report (PD-251) and sent through the chain of command.

The Department has established detailed procedures for the accountability of training ammunition using best practices such as keeping an inventory of ammunition, providing ammunition with only an approved lesson plan accompanied by containers until required for use documenting ammunition consumption in records such as ammunition and/or scoring logs, returning leftover ammunition at the end of a session, and adding it back into the overall inventory, and reconciling ammunition turn-ins with the original issue documents and consumption records.

Rather than provide the brass casings from spent rounds to the Architect of the Capitol for recycling disposal, the Department has consulted with its Office of the General Counsel to determine if the Department has the authority to recycle and receive funds from such disposal and have developed a process for receiving these funds for the recycling value of the spent shell casings generated at the firing range. These recouped funds are used for purchases of other critical inventory items. Further, the Department has developed and implemented a process for the destruction of confiscated, obsolete, and/or damaged ammunition. Recently, the Department transferred ammunition for weapons no longer utilized by the Department to other federal agencies for their use. This ensures that only ammunition used for Department weapons is maintained in the Department's inventory.

Lastly, the Department has also reviewed and finalized its Memorandum of Understanding with the Department of Homeland Security related to the Federal Law Enforcement Training Center at Cheltenham, Maryland, where the Department's training facility is located, and established a final reimbursable agreement for future fiscal years.

QUESTION 13: ***The media have reported that you're delaying certain training for officers. Please explain the changes and what prompted them.***

Because of unexpected operational requirements, to include demonstrations resulting from the Ferguson, Missouri incident, the Concert for Valor, multiple Joint Meetings, and the upcoming Papal Visit, the Department has had to place tight controls on overtime utilization. This has included deferring the use of overtime for most training initiatives. Traditionally, this training overtime has been used to backfill officers taken offline to train at our Cheltenham, Maryland training facility. To ensure that our officers are continuing to receive critical training, the Department has deployed training for several training programs to the operational divisions on the Capitol Complex. This allows us to more easily provide training in close proximity to our mission requirements and therefore, reduce our dependence on training overtime for a limited period. It should be noted that there still has been overtime utilized for training and more is still available for training needs on a limited basis. In fact, nearly 23,000 hours of various training and recertification activities have been conducted this fiscal year so far for employees, not including specialty unit training initiatives

It should be noted that this training methodology was deployed during the sequester and had very good results. That said, training at the division level cannot be sustained in the long-term, because our officers need to participate in other types of training that can only be provided at our Maryland training facility. An example of this was demonstrated last fiscal year when the

Department was able to fully utilize its training overtime funds to successfully complete two major training programs for all active officers: refresher Security Screening Proficiency Training and Active Shooter Training. Both of these programs required multiple days of training which placed a serious drain on staffing our operational mission requirements and, without overtime, it would have been difficult to take 30 plus officers offline for 2-3 days to conduct this formal training.

Additionally, the Department is reviewing the methods by which training is administered overall and in some cases has been able to adapt several annual and refresher trainings into online training modules, while maintaining the objectives of the training.

QUESTION 14: ***I understand you are working on an automated scheduling system designed to analyze mission requirements and available resources. How much do you hope to save on overtime using an automatic scheduling system? When will your automatic scheduling system go into operation? What other benefits will it provide for management and the rank-and-file?***

While we do believe we will have overtime savings from an automated scheduling system, we are not able to quantify the savings at this time. We believe a key savings will be the robust ability to move staff between divisions when additional resources are available, making the move of personnel more dynamic across the Department. Our current plan is to have the automated scheduling system operational for the Capitol Division in FY 2016. The Capitol Division is the most complex division in the Department for scheduling, and ensuring the functionality is operational for our most complex division will allow easier rollout to the other divisions thereafter.

Another key strategy in our implementation is to have the Department's information technology (IT) personnel train with the vendor on the implementation methods of the Capitol Division rollout, so that after this implementation, the Department's IT staff can perform the larger rollout to the other divisions. This step will eliminate the need of the vendor for each rollout and thus save Department funds.

The benefit of automated scheduling for management, besides the staff movement ability cited above, is that it will significantly reduce the workload of administrative Sergeants. This will allow these Sergeants to be out in the field more than before leading their subordinates. The rank and file will benefit from being able to request leave and conduct shift swapping in an automated process; and they will be able to even do so from their home computer or smartphone. Currently all processes are manual and an employee needs to be onsite to perform these leave and shift swapping functions.

QUESTION 15: ***The House-passed FY2016 Legislative branch appropriations bill (H.R. 2250) carried legislation within this Committee's jurisdiction authorizing USCP to seek reimbursement for providing security at certain events not sponsored by Congress. Why did you not submit your request to us, your authorizing committee, instead of simply adding it to***

your funding request? Is there other legislation within this Committee's jurisdiction that we should consider?

The USCP has greatly appreciated the legislative support of the Committee on House Administration in recent years, with the Committee overseeing the passage of the United States Capitol Police and Library of Congress Police Merger Implementation Act and two United States Capitol Police Administrative Technical Corrections Acts. Further, the Committee has been instrumental in overseeing and approving USCP process improvement proposals, reorganization packages, and crucial training initiatives.

At the time of the Department's merger with the Library of Congress (LOC) Police, the USCP received the authority to be reimbursed by the LOC for all non-congressionally sponsored events held in the LOC. This authority was granted so that USCP overtime costs would not be incurred for externally sponsored events. However, this authority did not extend to events held outside of the Library of Congress. In November 2014, HBO's Concert for Valor took place on the National Mall, with an expected 250,000-800,000 individuals estimated to be in attendance. To adequately ensure the safety and security of the Capitol Grounds with a projected crowd of this size nearby, the Department incurred significant overtime costs, of which it could not be reimbursed. As a result, the Department cited amended language in its FY 2015 Budget Justification to address this situation for future occurrences; thereby ensuring that future externally sponsored events would not negatively impact the USCP's funding levels, so the funds could be used for the purpose for which they were appropriated.

At this time, the Department does not have a specific request for assistance from the Committee through legislation. However, as the USCP continues to regularly evaluate programs and operational authorities, we will work in close concert with the Committee to codify a resolution in statute if an issue is identified.

QUESTION 16: ***How many employment-related lawsuits are currently pending against the Capitol Police?***

The Department currently has the following employment-related lawsuits pending against us as an employing office:

- 4 district court cases
- 2 court of appeals cases where the USCP prevailed at the district court level
- 3 administrative appeals cases where the USCP prevailed before the Hearing Officer
- 1 unfair labor practice case pending before a Hearing Officer
- 10 pending arbitrations actions

QUESTION 17: ***You mentioned "smart policing" as a goal for the agency. Please discuss what "smart policing" would mean for the Capitol Police.***

Smart Policing is a results-oriented, evidence-based approach to law enforcement in which the USCP will monitor our activities, determine whether we need to adapt our approaches, and then alter (as necessary) our tactics and management processes to improve our readiness, efficiency, or effectiveness. The Smart Policing concept is in use across the law enforcement community, as well as across all sectors and levels of government. Proficient 21st Century organizations are demonstrating that by reviewing performance information and monitoring their activities, they can make better informed decisions and more effectively manage resources. To achieve our vision, becoming a nationally recognized results-oriented law enforcement agency, the USCP seeks to enhance its capability by leveraging data-driven approaches to address current and future operational challenges.

The USCP has a proud history of applying a complex set of tactics towards a growing and varied list of threats. To date, we have focused a great deal of attention on following procedures and applying tactics to our day to day operations. Smart Policing will allow us to rise above simply tracking whether we are accomplishing a lot of activities, to instead looking broadly at whether the activities we accomplish are getting us the results we expect to achieve. We also will be able to better identify trends, use predictive analytics, and apply our resources towards the greatest and most effective results. We will accomplish this by improving the availability, reliability, and constancy of the data we currently use while identifying points of data that we need to be collecting and monitoring. This will also require us to foster a culture of analysis and data-driven decision-making.

We operate in a dynamic threat environment, where our adversaries are constantly adapting their tactics to counter ours. Improved analytical capabilities will allow the Department to more effectively identify threats, risks, and gaps. With this knowledge, the USCP can apply the most appropriate tactics and techniques to ensure the efficient execution of our operational and administrative objectives. In the coming years, the Smart Policing initiative will provide USCP employees at all levels with more accurate, timely, and actionable information, which will improve their ability to do their job. This will not only allow USCP to make better decisions; it will allow employees to see the impacts of their hard work.

Based on our vision for this initiative, we believe it will take several years for "Smart Policing" to be fully implemented.

QUESTION 18: ***Your statement mentions better communications with your workforce and with your stakeholders as one of your goals. How can this Committee help you achieve that goal?***

While I am proud of the strides taken thus far to enhance vertical and horizontal communication throughout the Department, I know that much work remains. In addition to the increased messaging and better visibility I plan on having, we are building on those processes with others to enhance our overall communications posture. Through the implementation of

employee engagement groups, the revamping of my messaging process to the Department, enhanced training delivery systems, and more visibility at roll calls and other events, and town-hall sessions, I believe the Department will greatly enhance communications.

The employee engagement groups will be small, informal groups of employees with cross-cutting activities that can be engaged to look for solutions to issues and challenges facing the Department. This approach provides both an excellent informal communication channel, as well as a valuable tool for engaging our employees at all levels to take ownership and participate in problem-solving.

Additionally, we are continuing to bring more training directly to the workforce on the Hill, both live and through online training. I believe that enhancing training delivery systems in the most efficient way possible can also positively impact our communications.

Also, through the use of more town halls, I plan on making sure our threat environment and intelligence analysis gets straight to the officers on the front-lines and keeps them aware of what we face each and every day. We must continue to find ways to create non-classified communication methods to distill classified intelligence, so that it may be easily shared with our workforce.

In terms of what the Committee can do to help us achieve this goal, I believe the answer is two-fold. First, the Committee has been an outstanding partner and supporter of the Department, and we need to continue working together closely at all of the levels we currently do, with regular meetings, briefings, and updates. Second, as I discussed in my opening statement during the hearing, I realize that I have not fully developed the relationships with you and other leadership that I have needed to develop. I am committed to making the necessary effort to meet your expectations and provide better communication with all of our oversight committees and Congressional leadership and have already begun this enhanced outreach to Members and Committees. By me improving my communication with you, I realize that the work of the USCP and the story we have to tell on a daily basis will be better told by this increased communication.

QUESTION 19: ***What could Congress, or either house, do operationally to help reduce your need for overtime?***

As we have discussed previously, the Department does not realize the utility within its current sworn workforce necessary to meet the operational requirements determined for the Department. Therefore, we must rely on overtime to address that delta. It should also be noted that we would always want to have some level of overtime to ensure that we are not overstaffed and are flexible enough to adapt our workforce to emerging threats, risks, and events.

The Department is constantly reviewing the reasons for overtime and the staffing needs of the posts currently in place. When there is a recommendation to make adjustments to posts that will alter the current staffing, the Department vets the proposal through the Capitol Police Board and our oversight committees to ensure that all parties are comfortable with such a

change. There often is an additional step with notifying our unions, as it can result in a change in working conditions, but we have regularly done this over the years and have routinely had the cooperation of the unions in these matters.

The most notable assistance the Department has received in this regard was during FY 2013 for the sequester. The Capitol Police Board and the oversight committees performed a critical role in ensuring that we had the necessary elimination of overtime through post closures and reductions in post operating hours to meet our sequester levels. The Department benefitted from this guidance and support provided.

At this time, we have a variety of measures that could be done to reduce our need for overtime, if it is determined that it does not adversely impact the ability of the Congress to conduct its Constitutional responsibilities. We will perform the normal vetting of these proposals through the Capitol Police Board and then with our oversight committees, as appropriate.

QUESTION 20: ***In July 2013 you asked your Inspector General to audit the Crime Scene Search Unit's handling of physical evidence obtained in the course of investigations. The OIG recently concluded her audit and made seven (7) recommendations which you have accepted. Since chain-of-evidence claims can make the difference between winning and losing in court, how quickly will these recommendations be implemented?***

As with any program, periodic review is required to ensure compliance with established guidelines, to resist mission creep and to test proven procedures. Close examination by the OIG is a process welcomed by the Department and many improvements have been made since OIG audits have been initiated. Because it is my belief that the OIG provides sound recommendations for improvement, we seek the assistance of the OIG in providing recommendations for efficiency.

In the case of the Crime Scene Search (CSS) audit, the Department has tremendous confidence in the ability of USCP personnel assigned to CSS. Having said that, periodic personnel reassignments, technology automation, and revised procedures will further assist in ensuring that confidence remains in our ability to properly process crime scenes as well as help us become more efficient. With the advent of revised policy initiatives, and select personnel movements, the corrective actions to alleviate any concerns have begun to be implemented, recommendations have been preliminarily classified as resolved by the OIG, and will be closed upon the completion of updates to one policy and several standard operating procedures. At that time, we expect that the OIG will officially close the audit recommendations.

QUESTION 21: ***Please update the Committee on the current state of your diversity program.***

Since the departure of our Diversity Officer in early 2015, the continued operation of the Diversity Office has been under the purview of the Department's Chief of Staff. The remaining personnel – sworn officers – have continued to oversee the Department's diversity program.

Since 2013, the Office of Human Resources has been working collaboratively with the Diversity Office on a number of activities designed to enhance the Department's diversity program through a strategic recruitment and action plan. These include:

- Enhancing the Department's brand and market outreach to attract a diverse applicant pool.
- Promoting USCP employment opportunities utilizing professional organizations and associations to recruit and employ highly qualified law enforcement candidates with a focus on the Department's identified underrepresented groups.
- Expanding and maintaining a strong online/web based presence to achieve our recruitment goal in reaching our target audiences.

In July 2015, the oversight for the Diversity Office function is being transferred from the Office of the Chief of Police to the Office of Administration under the supervision of the Chief Administrative Officer (CAO) and will better function in coordination with the Office of Human Resources. One of the first courses of action for the CAO will be the hiring of a new Diversity Officer.

QUESTION 22: ***Your testimony says (p. 13) that you are working to negotiate a new "labor-management framework" through your next contract with sworn personnel. Please explain what you mean by a new "framework" and its potential timeframe for implementation.***

The USCP and the Fraternal Order of Police (FOP)/USCP Labor Committee, which represents most of the Department's sworn officers, have diligently engaged in collective bargaining negotiations since January 2014. While the parties' negotiation ground rules prevent me from disclosing the actual terms debated and agreed upon, as I stated in my testimony, the parties are quite close to concluding negotiations and moving forward with a renewed spirit of labor-management cooperation.

The new "labor-management framework" that I have envisioned includes not only a finalized collective bargaining agreement with the FOP, but also includes the following initiatives:

- A revised and modern disciplinary system that streamlines the disciplinary process, providing supervisors and employees better guidance on potential penalties while fully preserving employees' due process rights. With this robust system, supervisors and employees will both be more engaged in the disciplinary process and labor-management communications will be enhanced.
- Finalization, in May 2014, of a four-year collective bargaining agreement between the USCP and the International Brotherhood of Teamsters, Local 639 which represents many USCP civilian employees. While the USCP and Teamsters have historically enjoyed a cooperative relationship, this agreement instituted some needed revisions, noted by both parties, and recognizes the mutual interest in continuing a successful labor-management partnership.

- A dedicated, collaborative approach to labor-management relations. This vision is supported by a number of initiatives, including reinstituting a reinvigorated labor-management forum that allows FOP representatives and USCP management to discuss and address issues of general concern; the appointment, in June 2014, of a Labor Relations Manager dedicated to addressing and resolving union concerns, grievances and other labor matters; engagement of an Alternative Dispute Resolution program to address disputes between and among employees and supervisors where FOP and Teamsters representatives are invited to and have participated in matters concerning their bargaining unit employees; and comprehensive leadership and labor relations training for all USCP supervisors. In addition, training has been provided to the USCP collective bargaining negotiation team on successful bargaining, with a focus on how to achieve results that meets the goals of management and labor.
- To provide a baseline measurement and gauge improvement over the long-term, the USCP is also implementing an annual employee satisfaction survey in July 2015. The annual survey will allow the USCP to be more responsive to employee and union concerns and guide future actions with respect to employee satisfaction and engagement.

The CHAIRMAN. Without objection, the hearing is adjourned. Thank you.

[Whereupon, at 3:36 p.m., the Committee was adjourned.]

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