



UNITED STATES CAPITOL POLICE

OFFICE OF THE CHIEF
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WASHINGTON, DC 20510-7218

Summary Statement

Phillip D. Morse, Sr., Chief of Police, U. S. Capitol Police
Before the U.S. Senate Committee on Rules and Administration
July 16, 2008

Over the past year, the Department has experienced many operational and management successes, but success has not come without significant challenges.

- Increased the physical security of the Capitol complex; counter surveillance capabilities; automated our security systems; enhanced our detection and response capabilities for explosive and hazardous materials; maintained a state-of-the-art command center; and sustained continuous, uninterrupted operations of our incident command and emergency notification and response systems;
- In the first nine months of FY 2008:
 - Affected over 750 arrests ranging from aggravated and other assaults to driving while intoxicated and other traffic offenses, and
 - Conducted over 101,000 K-9 explosive detection sweeps.
- Adopted a concept similar to “Community Policing” to provide direct outreach to Committees and Member offices within the Congressional community;
- Focused our efforts on ensuring that a holistic event plan is developed to include staffing and resource requirements, as well as roles and responsibilities in order to better plan and execute security for demonstrations and special events, including the upcoming Democratic and Republican conventions;
- Finalized our initial plan for continuity of operations to ensure our readiness to support the Members and staff in the event that Congress must be relocated
- Conducted training on emergency procedures and evacuation plans for the Capitol Visitors Center (CVC);
- Placed increased emphasis on filling key civilian vacancies with an experienced and diverse staff, and by the end of FY 2008, plan to be very close to filling key open positions;
- Implemented numerous GAO and OIG audit recommendations resulting in improved administrative and financial management operations throughout the Department – Closed 42%:
- Posted over 500 Standard Operating Procedures to our internal website so that they are readily available for all of the Department’s employees.
- Determined the need to invest in a new digital radio system to replace our aging equipment and 25 year old infrastructure by developing a comprehensive facilities requirement, to accompany our radio system resource requirements request, and a very detailed project plan for its design, acquisition and implementation.

We look forward to working collaboratively with the Congress to continue to safeguard the Members, staff and visitors to the Capitol Complex and thank you for the opportunity to appear before you today and the Committee’s continued support of the men and women of the United States Capitol Police.



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**Statement of
Phillip D. Morse, Sr.
Chief of Police, United States Capitol Police
Before the
Committee on Rules and Administration
United States Senate**

July 16, 2008

Chairman Feinstein and Members of the Committee, thank you for the opportunity to appear before you today to discuss the administrative and management operations of the United States Capitol Police (USCP). I am pleased to be joined here today by my Assistant Chief of Police, Daniel Nichols, and my Chief Administrative Officer, Gloria Jarmon. As you know Ms. Jarmon joined the Capitol Police earlier this year from the Government Accountability Office. Her executive leadership background and financial management expertise provides the Department with the well-rounded leadership team necessary to complete our efforts to become a premier organization, both operationally and administratively.

I would also like to thank the Committee for its continued support for the men and women of the United States Capitol Police. Your support, as well as the support of our other oversight committees, is crucial to the successful execution of our mission.

Over the past year, the Department has experienced many operational and management successes, but success has not come without significant challenges. In every case, the men and women of the Department, both sworn and civilian, have risen to the challenge and we are and will become a better agency for the effort. With their hard work and dedication and the support of the Capitol Police Board and Congress, we will continue to ensure the safety of the Members, staff and millions of visitors from across the globe, by continuing to "Rise to the Challenge" and support our collective goal of sustaining the United States Capitol Police as a premier law enforcement organization.

Operationally, we have increased our physical security of the Capitol complex as well as our counter surveillance capabilities; automated our security systems; enhanced our detection and response capabilities for explosive and hazardous materials; maintained a state-of-the-art command center; and sustained continuous, uninterrupted operations of our incident command and emergency notification and response systems. We expended extensive time and effort analyzing our infrastructure, the limitations imposed by the historic buildings we protect, and the changing technology surrounding law enforcement in a post 9/11 homeland security environment in order to assess our interoperable regional communication challenges. We determined that we need to invest in a new digital radio system to replace our aging equipment and 25-year-old infrastructure. We are working closely with

the Architect of the Capitol to develop a comprehensive facilities requirement, which will accompany our radio system resource requirements request to the Congress and have developed a very detailed project plan for the design, acquisition and implementation of a new radio system. I would especially like to thank the Committee for your support in our effort to update our radio system.

During fiscal year 2007, the Department affected over 1100 arrests that ranged from robbery to driving while intoxicated to disorderly conduct to traffic offenses. In the first nine months of fiscal year 2008, the Department affected over 750 arrests ranging from aggravated and other assaults to driving while intoxicated and other traffic offenses. In addition, the Department conducted over 101,000 K-9 explosive detection sweeps during the same nine-month period.

In an effort to better engage our stakeholders in the mission of the Department, we have adopted a concept similar to "Community Policing", which provides direct outreach by Capitol Police officers and officials to Committees and Member offices within the Congressional community. Over the past year, the Department has focused on this effort with positive responses from our stakeholders. Through this proactive community process, the Department is better able to keep the Congressional community abreast of security and safety issues of importance.

To better plan and execute security for special events and demonstrations, we have focused our efforts on ensuring that a holistic event plan is developed to include staffing and resource requirements, as well as roles and responsibilities. Additionally, the Department has implemented an after-action reporting process to capture issues and achievements from each event to be used for future planning and training purposes. This process has greatly enhanced our planning efforts to provide security to the upcoming Democratic and Republican National Conventions in August and September 2008, and we are already engaged in site visits and detailed planning leading up to these events.

The Department has finalized its initial plan for continuity of operations to ensure our readiness to support the Members and staff in the event that Congress must be relocated. This plan will serve as a living document, upon which we will continue to enhance our preparedness and readiness efforts. Further, the Department has focused efforts to ensure the readiness of our personnel to address short-term limited evacuations from buildings or the interruption of activities, so the Department has the ability to perform its mission.

The Department is conducting training on emergency procedures and evacuation plans for the Capitol Visitors Center (CVC). We are also finalizing a CVC law enforcement operations training plan, which will allow the sworn personnel assigned to the CVC to familiarize themselves with the many facets of the facility, as well as the expanded uses for the CVC itself, so that they may provide the same level of professional law enforcement capabilities realized in the other buildings within the Capitol Complex.

Additionally, we have also placed increased emphasis on filling vacancies in our Office of Intelligence Analysis and have succeeded in staffing this office up to its current authorization. We hope to increase the staffing of our Office of Intelligence Analysis in fiscal year 2009 in order to effectively integrate our intelligence collection requirements as well as to detail staff to the FBI's Threat Management Unit in compliance with Director of National Intelligence directives. This proposed staffing change should provide much needed information on emerging terrorist tactics,

techniques and procedures to ensure that our counter measures are keeping pace with other relevant agencies.

In addition to these efforts to improve our operational effectiveness, we have also focused on several management challenges in our administrative offices by placing increased emphasis on filling key civilian vacancies with an experienced and diverse staff. We have also expended significant resources responding to GAO and OIG audit recommendations that have resulted in improved administrative operations throughout the Department. For example, we have filled, or are very close to filling, 31 key civilian vacancies by the end of fiscal year 2008. Thirteen of these key civilian staff are currently on-board; another thirteen civilian staff have been selected and are pending further personnel processing such as completion of background investigations; four vacancy announcements have closed and are being processed for selection by managers; and one vacancy announcement was posted on June 30th. Significantly, ten of these key vacancies are in our Office of Financial Management, where we have filled all but one of these priority vacancies and this one remaining vacancy is currently going through our selection process, and we expect to make an offer soon. Five OFM staff is on-board and four have accepted offers and are awaiting approval and completion of background checks. Given that GAO cited this area in two of its recommendations where we had made no progress just two months ago, we are extremely pleased to report that based on this significant progress, we expect to close these recommendation by the end of the fiscal year with all or most of these staff on-board. I also believe that we currently have the management team in place and the key positions filled to move forward with making even more significant progress in improving the overall administrative management of the Department.

We have also addressed major management challenges while resolving GAO and OIG audit recommendations and believe we have achieved significant progress in resolving the auditors' concerns. For example, much of the auditors' inability to express an opinion on our 2007 financial statements resulted from our inability to provide Property, Plant, and Equipment data in a timely manner, as well as not maintaining adequate detailed and supporting data available for the audit. Since December, our Offices of Financial Management and Facilities and Logistics have performed the needed reconciliations and compiled the supporting documentation for the updates to automated systems to address these material weaknesses. On June 26th, we met with the OIG and their contractors and were told that they were able to verify that we reconciled our accounting and property management systems taking into account proposed adjustments. As a result, we believe that we have made significant progress in this area and are close to closing some related recommendations.

My goal has been to use these recommendations as a roadmap for the Department's overall improvement, and I believe we have made significant strides to create a better-managed organization; mitigate the risks of fraud, waste, and abuse in our programs; and ensure the successful execution of our mission to secure the Congressional complex. As a result of the GAO recommendations, we have completed and applied our independently validated risk matrix that assesses the security environment at our Capitol Complex facilities and have integrated this into our procedures so that it can be implemented when we assume responsibility for the Library of Congress buildings in our merger in 2009.

We have experienced several recent public airings of some of our challenges, but I believe that it is due to our efforts to improve our processes and procedures that we have been able to identify

issues sooner and take immediate corrective actions to mitigate the impact of identified deficiencies. . For example, it was an internal review of our recruiting practices that identified that some recruits had not met and maintained the standards we have established for the Department. While we would have preferred that these recruits be identified before they were accepted and sent to training and before the government had spent approximately \$300,000, if not for the internal review, the impact could have been much more significant. In another example, as a result of changes implemented in resolving OIG recommendations relating to our Student Loan Repayment program, we plan to resume this important recruitment and retention educational assistance program for our staff in fiscal year 2009.

Over the summer, we will be working diligently to finalize many draft directives and standard operating procedures (SOPs) in order to close out many more of both the GAO and OIG recommendations. We have already posted over 500 of these SOPs to our internal website so that they are readily available for all of the Department’s employees. All of the GAO and OIG recommendations are being tracked and corrective actions have been or are in the process of being implemented. The most recent statistics we have show that we have completed actions to close 56 (about 42%) of the 134 GAO and OIG recommendations and are making significant progress at closing the remaining 78 recommendations. We expect that these statistics will increase by the end of calendar year 2008.

| Status of Recommendations | | | | | | | | | |
|---------------------------|---------------------|------|--------|---------------------|------|--------|-----------------------|------|--------|
| | GAO Recommendations | | | OIG Recommendations | | | Total Recommendations | | |
| | Total | Open | Closed | Total | Open | Closed | Total | Open | Closed |
| Number | 46 | 31 | 15 | 88 | 47 | 41 | 134 | 78 | 56 |
| Percentage | 34% | 67% | 33% | 66% | 53% | 47% | 100% | 58% | 42% |

While these are just a few examples of the significant efforts we have undertaken to enhance the management and internal controls of the Capitol Police, as well as implement long-term planning, I believe they represent our continued commitment to meet the challenges raised by the Congress and to successfully execute our mission to protect and defend the legislative process. Although much work remains to be accomplished, we believe that significant progress has been made in implementing systems and processes that improve the operational and administrative functions of the Department and our ability to perform our mission.

We look forward to working collaboratively with the Congress to continue to safeguard the Members, staff and visitors to the Capitol Complex and thank you for the opportunity to appear before you today and the Committee’s continued support of the men and women of the United States Capitol Police.

My colleagues and I are ready to answer any questions you may have.



Phillip D. Morse, Sr. Chief of Police United States Capitol Police



Phillip D. Morse, Sr. was appointed Chief of the United States Capitol Police on October 30, 2006. As the seventh Chief of the U.S. Capitol Police he leads the agency responsible for the protection of the Congress of the United States, its legislative processes, Members, employees, visitors, and facilities from crime, disruption, or terrorism. The U.S. Capitol Police protect and secure Congress so it can fulfill its constitutional responsibilities in a safe and open environment.

Chief Morse joined the United States Capitol Police in 1985. His career began as an officer assigned to the Senate Division. Over the next 23 years, he served in progressive assignments throughout the Department including, the Containment and Emergency Response Team (CERT), Patrol Mobile Response

Division, Capitol Division, Office of Professional Standards and Compliance and the Dignitary Protection Division. Upon his promotion to Inspector, he assumed command of the Capitol Division with responsibility for law enforcement, security, and protective operations throughout the United States Capitol Building. Most recently he served as Deputy Chief, and commanded the Uniformed Services Bureau, the largest component of the Capitol Police.

As Chief of Police, Chief Morse serves as an *ex officio* member of the U.S. Capitol Police Board. The Board establishes rules and regulations for activities on Capitol Grounds and is responsible for the security of all buildings and facilities throughout the Capitol Complex. Since the terrorist attacks on 9/11/01, the Police Board has been fully engaged in supervising adjustments to security procedures and working with Congressional Leaders and Committees to acquire adequate resources for the protection of Congress, Congressional employees and visitors as well as the Capitol Complex.

Chief Morse holds a Master of Science Degree from the Johns Hopkins University and has participated in numerous law enforcement professional development courses.