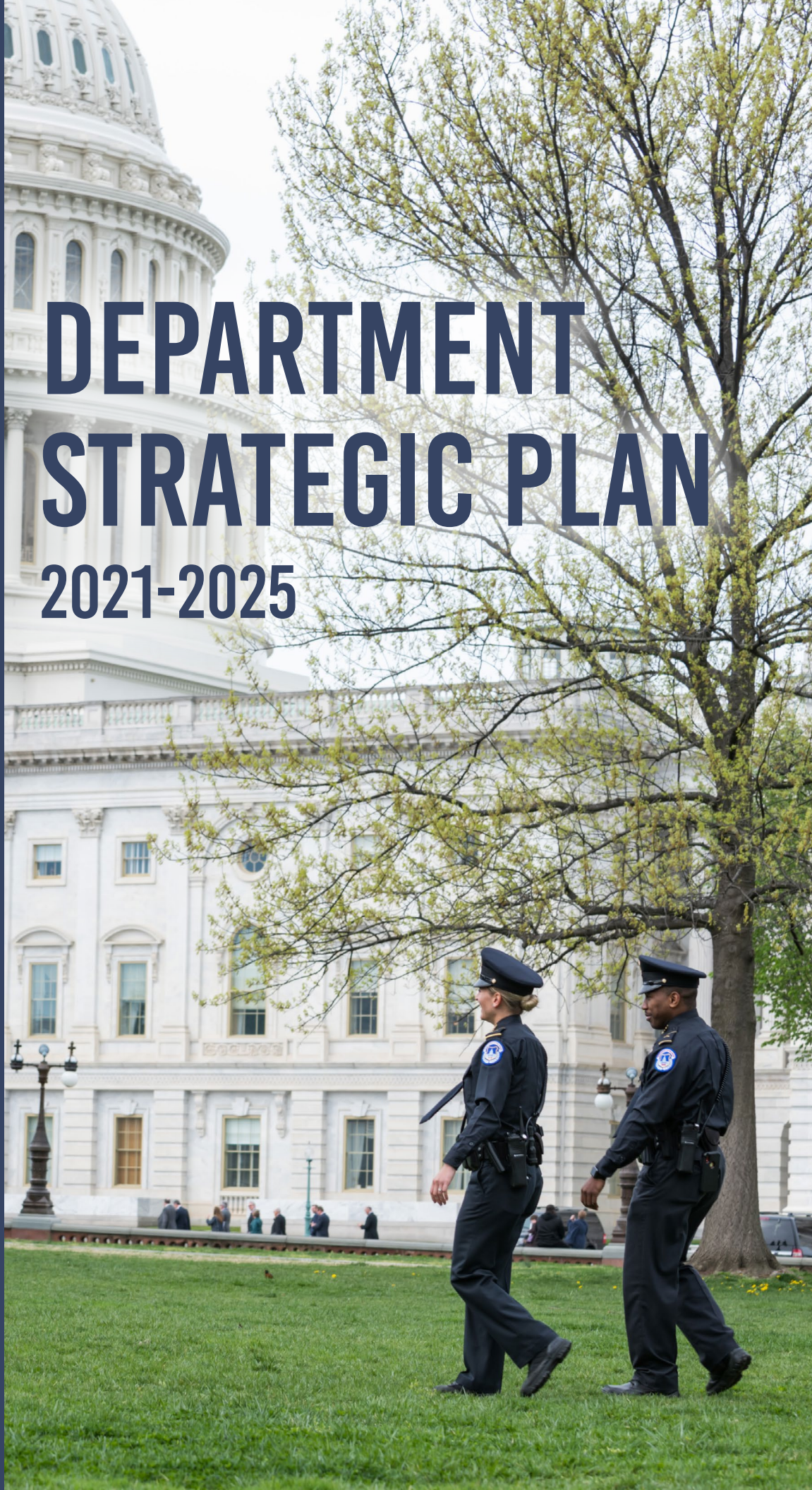


# DEPARTMENT STRATEGIC PLAN 2021-2025



# TABLE OF CONTENTS

MESSAGE FROM THE CHIEF OF POLICE .....3

USCP MISSION, VISION, AND VALUES.....4

EXECUTIVE SUMMARY .....5

INTRODUCTION .....7

DEPARTMENT STRATEGIC GOALS AND OBJECTIVES ..... 11

GOAL 1 - INVEST IN THE USCP WORKFORCE..... 11

GOAL 2 - OPTIMIZE THE USCP’S OPERATIONAL  
CAPACITY, RESILIENCY, AND READINESS TO  
MEET DYNAMIC MISSION REQUIREMENTS ..... 15

GOAL 3 - ENHANCE INFORMATION GATHERING,  
ANALYSIS, UTILIZATION, AND DISSEMINATION ..... 19

GOAL 4 - UPHOLD DEPARTMENT-WIDE ACCOUNTABILITY ..... 22

CONCLUSION ..... 25

## TABLE OF FIGURES

.....

FIGURE 1 - DSP 2021 - 2025 GOALS AND OBJECTIVES TABLES .....5

FIGURE 2 - DSP GOALS FOR 2021 - 2025 .....8

FIGURE 3 - USCP ORGANIZATIONAL CHART .....9

FIGURE 4 - DSP GOAL ACHIEVEMENT LOOP ..... 10

FIGURE 5 - GOAL 1: FOCUS ON WORKFORCE INVESTMENT ..... 11

FIGURE 6 - GOAL 2: FOCUS ON OPERATIONAL READINESS..... 15

FIGURE 7 - GOAL 3: FOCUS ON INFORMATION-LED POLICING ..... 19

FIGURE 8 - GOAL 4: FOCUS ON DEPARTMENT-WIDE ACCOUNTABILITY ..... 22

# MESSAGE FROM THE CHIEF OF POLICE

Every day I am in awe of the incredible responsibilities that we, the United States Capitol Police, have as a federal law enforcement agency. We are the protectors of the federal legislative process and the succession of government; of our elected legislators and their ability to conduct the people's business in an open and secure environment; and of some of the most iconic buildings and grounds in the world. We protect heads of state, national events, and First Amendment activities. We are tasked with successfully managing one of the most dynamic law enforcement environments of any police agency in the country. I believe that we are successful because of our incredible workforce, our skills, capabilities, and equipment, and because of our valued partnerships.



Often when you ask someone why they chose a career in law enforcement, be it sworn or civilian, they will tell you it is because they want to be part of something greater than themselves, and to help improve the world around them. Law enforcement is ever-evolving, and must continually improve to meet the challenges of today, and to anticipate the threats of tomorrow. As an agency, we must continue to enhance our foundational strength to successfully achieve our critical mission. The United States Capitol Police has developed this Department Strategic Plan for 2021 – 2025 as its roadmap to continue to enhance our capabilities, invest in our employees, and prepare to address emerging threats and issues. The goals and objectives outlined in this Department Strategic Plan specifically focus on the operational, administrative and organizational priorities that will guide us in taking the necessary actions over the next five years to elevate us to the next level of law enforcement capabilities and professionalism.

Each one of us – Department leaders, sworn officers, and civilian personnel – has a role in accomplishing the goals and objectives of the Department Strategic Plan. To ensure a high-performing law enforcement and administrative team known for our professional service, diversity, accountability, and proficiencies, we must all collectively rise to meet the goals and objectives set forth in this plan.

Our successes to date have been made possible by our commitment to being a part of something greater than ourselves. I am proud of that commitment, the trust that we have earned from the stakeholders we serve, and the partnerships that we have cultivated at all levels of government. I am confident that we will continue to enjoy our shared successes and the trust from those that we are privileged to serve by steadfastly focusing on the improvement and enhancement of our operations through our collective dedication to achieving the Department Strategic Plan for 2021 – 2025.

Together we will make the United States Capitol Police the leader in federal law enforcement.

A handwritten signature in black ink, appearing to read 'S. Sund', written in a cursive style.

STEVEN A. SUND  
CHIEF OF POLICE

# USCP MISSION, VISION, AND VALUES

## MISSION:



Protect the Congress – its Members, employees, visitors, and facilities – so it can fulfill its constitutional and legislative responsibilities in a safe, secure and open environment.

## VISION:

To be nationally recognized as a results-oriented law enforcement agency that demonstrates the highest standards of professionalism, security, safety, and management.

## VALUES:



The USCP's core values define our common beliefs and behavior as well as how we conduct ourselves in our work and interactions: Professionalism, Pride, and Effectiveness.

P R O T E C T

# EXECUTIVE SUMMARY

The United States Capitol Police (USCP) Department Strategic Plan for 2021 – 2025 (DSP) details the forward-focused goals and objectives the USCP will undertake over the next five years to meet mission demands. While the Department’s mission is straightforward, *“Protect the Congress – its Members, employees, visitors, and facilities – so it can fulfill its constitutional and legislative responsibilities in a safe, secure, and open environment,”* the environment in which the USCP operates is dynamic and complex. As the Department developed this DSP, our country was faced with a global pandemic and was responding to a nationwide call for police reform. These events further demonstrate that the USCP must continue to quickly assess, adjust, and utilize the tactics and methods necessary to successfully carry out our mission in any scenario.

There are three essential aspects to ensuring the Department’s ability to respond successfully, regardless of the challenges and complexities of the situations being addressed. They are: 1) A USCP sworn and civilian workforce instilled with the necessary specialized skills, capacity, and leadership support; 2) Operational agility based on the best use of information and technology; and 3) Strong partnerships across the law enforcement community.

The Department’s priorities for 2021 – 2025 encompass establishing the required professional workforce and operational capacity to meet current and evolving law enforcement trends over the next five years. The DSP establishes four strategic goals and 17 objectives to serve as a roadmap for the activities and performance expectations that will guide the Department as it carries out its critical mission.

FIGURE 1 - DSP 2021-2025 GOALS AND OBJECTIVES TABLES

DSP GOAL 1	OBJECTIVES
Invest in the USCP workforce.	1.1 Deliver valuable human capital management services aligned with the USCP’s mission and strategic goals.
	1.2 Cultivate a diverse, inclusive culture of transparency, collaboration, and equity that leverages employees’ unique talents, skills, and perspectives.
	1.3 Recruit and retain the workforce needed to meet the USCP’s mission now and into the future.
	1.4 Train and develop sworn and civilian personnel to ensure a ready, able, and professional USCP workforce.
	1.5 Enhance performance management practices to support and sustain a high performing USCP workforce.

FIGURE 1 - DSP 2021-2025 GOALS AND OBJECTIVES TABLES (CONT.)

DSP GOAL 2	OBJECTIVES
<p><b>Optimize the USCP’s operational capacity, resiliency, and readiness to meet dynamic mission requirements.</b></p>	<p>2.1 Continuously assess and adapt operational capabilities to maximize mission readiness.</p>
	<p>2.2 Enhance protective services capabilities and communications for Members and the Congressional community.</p>
	<p>2.3 Strengthen emergency readiness and the ability to continue operations during potential crisis situations.</p>
	<p>2.4 Invest in programs targeted to enhance employee resiliency, health, and professionalism.</p>
	<p>2.5 Identify industry leading equipment and systems requirements and seek appropriate resources to enhance mission success while protecting and securing Department assets.</p>

DSP GOAL 3	OBJECTIVES
<p><b>Enhance information gathering, analysis, utilization, and dissemination.</b></p>	<p>3.1 Evaluate USCP capabilities and maximize the use of information gathering across the Department.</p>
	<p>3.2 Establish processes and implement a Department-wide framework for converting information and data into actionable communications for the workforce.</p>
	<p>3.3 Optimize and leverage the use of technology to enhance data analysis and information dissemination.</p>
	<p>3.4 Expand and foster effective working relationships with federal, state, and local law enforcement partners.</p>

DSP GOAL 4	OBJECTIVES
<p><b>Uphold Department-wide accountability.</b></p>	<p>4.1 Optimize the efficiency of Department resource deployment and utilization (people and assets).</p>
	<p>4.2 Enhance internal controls, transparency, and adherence to best practices to support efficient use of Department fiscal resources.</p>
	<p>4.3 Modernize Department policies, business processes, and data utilization.</p>

# INTRODUCTION

Since 1828, the United States Capitol Police (USCP) has been responsible for securing the U.S. Capitol and protecting the Congress. As a Commission on Accreditation for Law Enforcement Agencies (CALEA) accredited law enforcement agency, the USCP adheres to the highest standards of professionalism in carrying out its mission. Now more than ever, policing practices founded on integrity, transparency, and accountability are critical to the USCP's vision of being a nationally-recognized, results-oriented law enforcement agency that demonstrates the highest standards of professionalism, security, safety, and management.

The USCP Department Strategic Plan for 2021 – 2025 (DSP) focuses on areas that enable the Department to be successful in fulfilling its mission and vision. By defining the USCP strategic direction, this DSP will further prioritize and enhance the Department's decision-making, workforce management practices, resource utilization, and accountability for its mission-driven outcomes. The DSP elements include:

- **STRATEGIC GOALS** – Convey clear statements of what the USCP wants to achieve to advance its mission and vision. The DSP has four strategic goals.
- **OBJECTIVES** – Define the specific components of goal achievement by describing the initiatives and actions that the USCP will undertake to accomplish the goals. The DSP has 17 objectives.

## DEFINING THE DEPARTMENT'S STRATEGIC DIRECTION FOR 2021 – 2025

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To identify the DSP's goals and strategies, USCP leaders, employees, and key stakeholders, to include the leadership of the Fraternal Order of Police/U.S. Capitol Police Labor Committee and the International Brotherhood of Teamsters Local 639, were interviewed and asked to share their observations and insights about the Department's current operations and its workforce. They also were asked what changes the Department should focus on over the next five years. Information gained during the strategy session interviews was analyzed for common themes, frequency of key topics, and highest priority focus areas. Additionally, to define the USCP DSP goals and objectives for 2021 – 2025, a USCP-specific environmental scan was completed. The environmental scan encompassed an analysis of internal and external drivers including, but not limited to, the following:

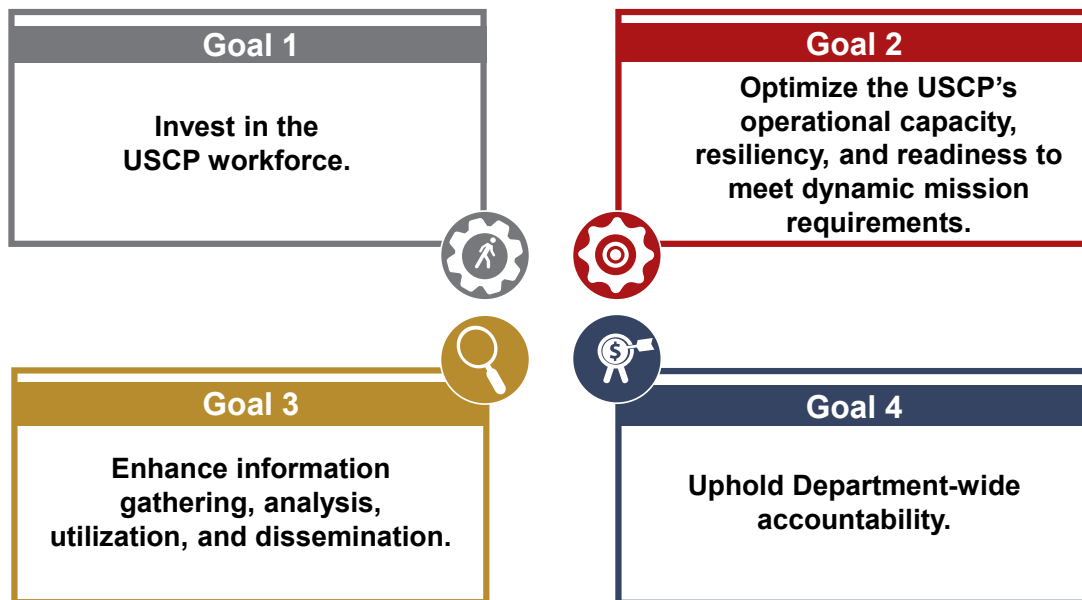
- Assessment of the evolving USCP policing environment and challenges to protecting the U.S. Capitol Complex, those working within and visiting the U.S. Capitol, and Member security;
- Review of social, community, political, economic, technological, regulatory, and ecological/environmental issues related to carrying-out the Department's mission;
- Evaluation of recently published reports, studies, and transcripts of external proceedings that relate to the USCP management and operations, and the USCP budget requests as presented to the Congress;

- Congressional hearing testimony from the USCP Chief of Police; the USCP Inspector General; the Sergeants at Arms of the U.S. House of Representatives and the U.S. Senate; the Chairman of the USCP Labor Committee; and others;
- Emerging workforce trends such as the need for leadership development and employee training, the risks associated with high rates of officer retirement eligibility, the timeliness and quality of recruitment activities, employee engagement levels, and other workforce trends;
- Assessment of workforce management programs and operations within the Office of Human Resources; Office of Inclusion, Diversity, Equity, and Action; Office of Background Investigations and Credentialing; and the Training Services Bureau.

The Department’s mission and values, the holistic review of the USCP’s current state, and the USCP-specific environmental scan collectively informed the Department’s strategic direction for 2021 – 2025. The four resulting strategic goals are:

1. Invest in the USCP workforce;
2. Optimize the USCP’s operational capacity, resiliency, and readiness to meet dynamic mission requirements;
3. Enhance information gathering, analysis, utilization, and dissemination; and
4. Uphold Department-wide accountability.

FIGURE 2 - DSP GOALS FOR 2021 - 2025

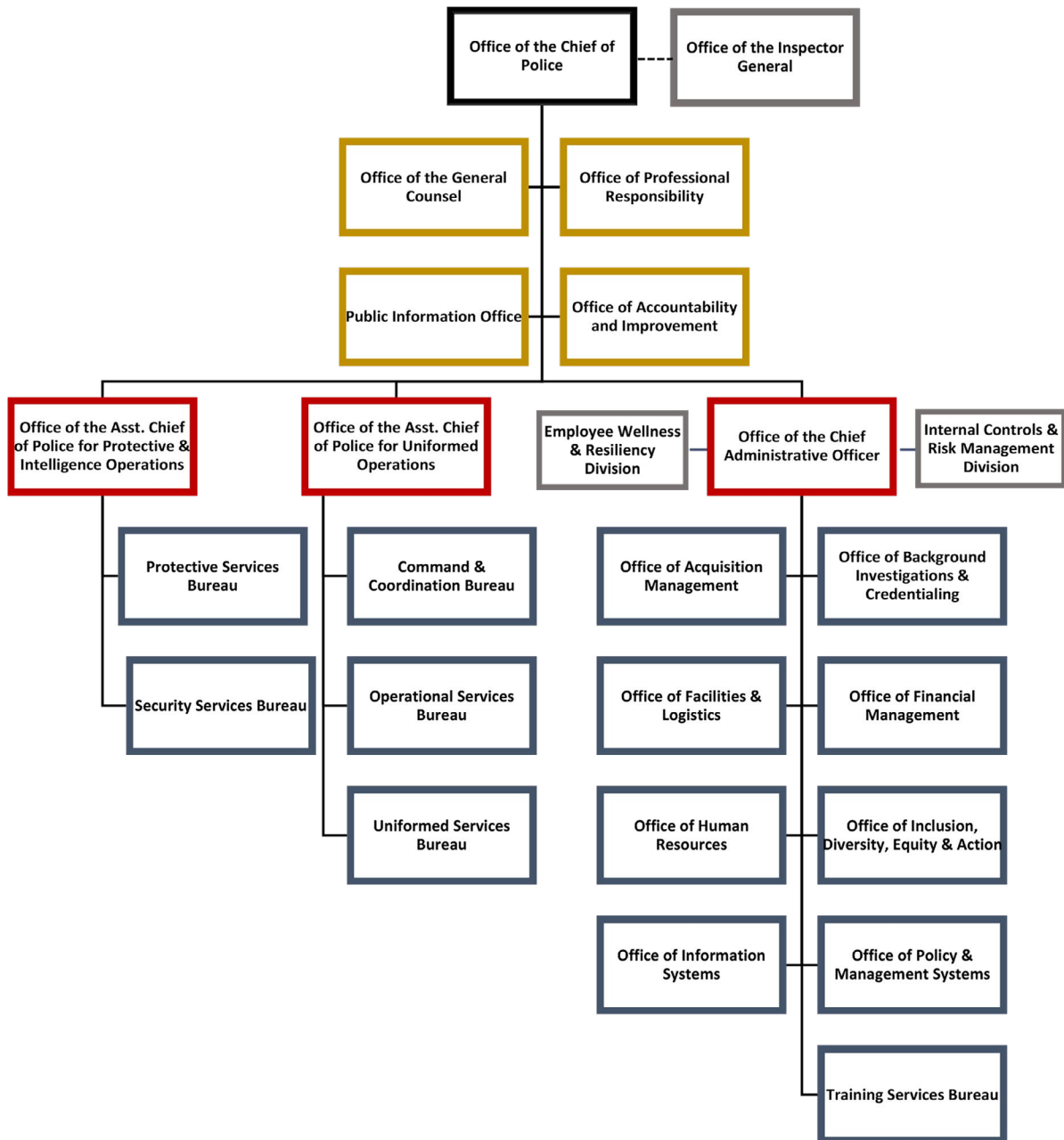




# ACHIEVING THE DEPARTMENT'S STRATEGIC GOALS

The DSP is a critical component in directing and informing the course of management decisions, the use of resources, and the workforce management practices that support high performance across the Department. Each of the Department's bureaus and offices, as captured in Figure 3, plays a key role in accomplishing the DSP goals and objectives for 2021 – 2025.

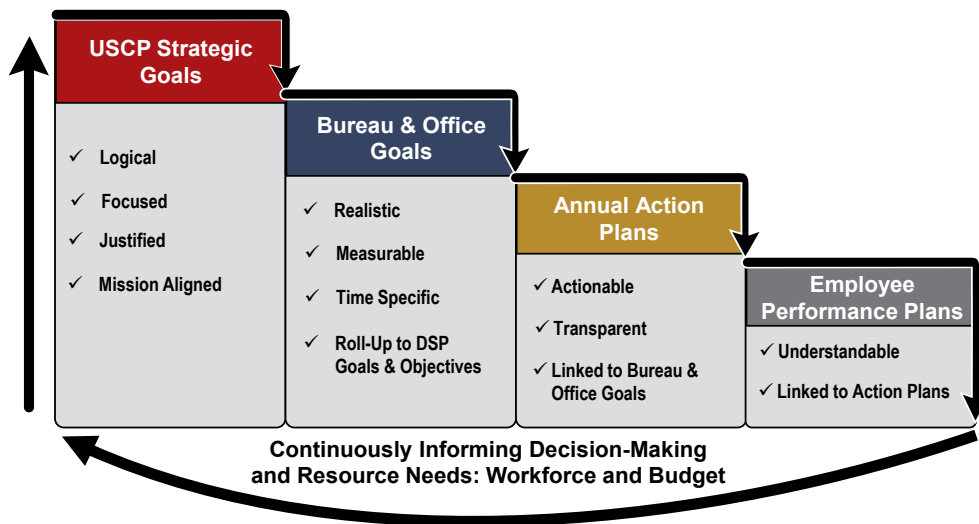
FIGURE 3 - USCP ORGANIZATIONAL CHART



The Department’s integrated, accountable approach to ensuring that its strategic goals are achieved is built into the DSP’s overall methodology. Leaders from across the Department’s bureaus and offices are accountable for accomplishing critical activities in support of the strategic goals. Annual action plans that are directly linked to the DSP will detail the specific activities that each Departmental bureau and office will accomplish in support of the DSP goals and objectives. All USCP employees will have performance plans that tie performance expectations to the activities detailed in the annual action plans. Supervisors will ensure employee performance is based on the outcomes that support the USCP’s mission, appropriately communicate performance expectations, provide updates on performance outcomes, and rate and document employee performance at the end of the rating cycle.

The DSP goal achievement loop ensures continuous focus on the initiatives and activities that result in positive outcomes. The methodology allows for informed decision-making to course correct activities and performance from the executive and senior management level through the individual employee level. Course correction will be progressive and timely and facilitates an agile approach to operating in a highly dynamic, visible, and sometimes unpredictable environment. The methodology also promotes effective communication and information sharing so that employees within the USCP’s bureaus and offices have the essential information they need to support the DSP’s goals and objectives.

FIGURE 4 - DSP GOAL ACHIEVEMENT LOOP



# DEPARTMENT STRATEGIC GOALS AND OBJECTIVES

The four DSP goals, and the 17 objectives that support them, encompass all aspects of delivering mission success, starting with investing in the workforce and focusing on the operations needed to protect Members of Congress, staff, visitors, and Congressional facilities so that the Congress can fulfill its constitutional and legislative responsibilities in a safe, secure, and open environment.

## GOAL 1 - INVEST IN THE USCP WORKFORCE

FIGURE 5 - GOAL 1: FOCUS ON WORKFORCE INVESTMENT



**DSP GOAL 1, INVEST IN THE USCP WORKFORCE** is central to establishing and progressively building and retaining an engaged, diverse, and high-performing USCP workforce to successfully carry out the Department's mission. The Goal 1 objectives are incorporated and will be implemented through the USCP Human Capital Strategic Plan for 2021 – 2025 (HCSP). The Department's HCSP is aligned with the DSP and provides the specific actions the USCP is undertaking to ensure investments in the workforce support the Department's strategic direction for 2021 – 2025 and beyond. The HCSP focuses on hiring, developing, and retaining the requisite high-performing workforce to achieve the USCP's strategic goals. It establishes the workforce management roadmap to support the USCP, where leaders and employees are valued for their diversity of backgrounds, abilities, and ideas and understand their critical role in achieving the mission. Five HCSP goals are supported by 22 objectives. The five HCSP goals are reflected as the DSP Goal 1 objectives as outlined below.

DSP GOAL 1	OBJECTIVES
Invest in the USCP workforce.	1.1 Deliver valuable human capital management services aligned with the USCP’s mission and strategic goals.
	1.2 Cultivate a diverse, inclusive culture of transparency, collaboration, and equity that leverages employees’ unique talents, skills, and perspectives.
	1.3 Recruit and retain the workforce needed to meet the USCP’s mission now and into the future.
	1.4 Train and develop sworn and civilian personnel to ensure a ready, able, and professional USCP workforce.
	1.5 Enhance performance management practices to support and sustain a high performing USCP workforce.

**OBJECTIVE 1.1 - DELIVER VALUABLE HUMAN CAPITAL MANAGEMENT SERVICES ALIGNED WITH THE USCP’S MISSION AND STRATEGIC GOALS** is central to establishing a value-added human capital management program. This starts with a service delivery model that aligns the work of the four Human Capital Management Offices (HCMOs): Office of Background Investigations and Credentialing (OBIC); Office of Human Resources (OHR); Office of Inclusion, Diversity, Equity, and Action (IDEA); and Training Services Bureau (TSB). Delivering valuable human capital management services will enable the HCMOs to enhance collaboration and coordination with their customers – USCP employees and managers. Objective 1.1 has various components that support leaders and employees to accomplish the Department’s mission.

The activities and initiatives related to Objective 1.1 are detailed in the HCSP and include:

- 1.1.1 Deliver customer-centric human capital management services across the offices that have human capital management responsibilities. (HCSP 1.1)
- 1.1.2 Work in partnership with USCP managers to design and sustain the workforce needed to fulfill the Department’s evolving operational and administrative demands. (HCSP 1.2)
- 1.1.3 Define human capital professionals’ competencies and close gaps to ensure they remain value-added resources. (HCSP 1.3)
- 1.1.4 Align human capital policies with applicable statutory authority (i.e., U.S. Code, Title 2 – The Congress) and ensure resources and guidance are readily accessible. (HCSP 1.4)
- 1.1.5 Leverage automation within and across the Human Capital Management Offices to improve efficiency. (HCSP 1.5)

**OBJECTIVE 1.2 - CULTIVATE A DIVERSE, INCLUSIVE CULTURE OF TRANSPARENCY, COLLABORATION, AND EQUITY THAT LEVERAGES EMPLOYEES' UNIQUE TALENTS, SKILLS, AND PERSPECTIVES** is key to establishing the foundations for the USCP workplace culture. The workplace culture directly influences employee engagement and employees' perceptions of how they fit within the Department. The components of Objective 1.2 are included in the HCSP and establish a mission-focused culture and infrastructure that enables the USCP to build teams, cultivate leaders, and create a Department that is inclusive of every employee.

The activities and initiatives related to Objective 1.2 are detailed in the HCSP and include:

- 1.2.1 Ensure USCP human capital management policies, programs, and initiatives are designed with attention to the Department's diversity, equity, and inclusion. (HCSP 2.1)
- 1.2.2 Empower USCP leaders to be champions for, and openly support diversity and inclusion initiatives and embrace a culture of diversity, equity, and inclusion. (HCSP 2.2)
- 1.2.3 Generate opportunities for all employees to participate in programs and activities that foster a culture of inclusion. (HCSP 2.3)
- 1.2.4 Assess employees' perspectives on the workforce environment, engagement, and equity to identify successes and remediate challenges. (HCSP 2.4)
- 1.2.5 Leverage data and analysis in support of achieving human capital objectives, to include diversity, equity, and inclusion. (HCSP 2.5)

**OBJECTIVE 1.3 - RECRUIT AND RETAIN THE WORKFORCE NEEDED TO MEET THE USCP'S MISSION NOW AND INTO THE FUTURE** establishes the activities to support hiring the workforce, sworn and civilian, needed to build bench strength and capability to meet the Department's mission now and into the future. This work is critical to the USCP's ability to efficiently, quickly, and effectively attract and hire talented employees, who represent the demographics of our citizenry, to carry out the Department's important mission. This objective also focuses on retention strategies to ensure the Department does not experience a gap in staff and skills needed to carry out the mission.

The activities and initiatives related to Objective 1.3 are detailed in the HCSP and include:

- 1.3.1 Engage in proactive and strategic recruitment activities to attract consistent pools of qualified, diverse, and committed applicants. (HCSP 3.1)
- 1.3.2 Ensure efficient assessment, screening, and selection processes where candidates have the necessary skill sets and meet Department suitability standards. (HCSP 3.2)
- 1.3.3 Implement initiatives to retain needed Department-wide skills and build workforce bench strength. (HCSP 3.3)
- 1.3.4 Collect and analyze data, including demographic data, from all Human Capital Management Offices to ensure optimal recruitment, assessment, and retention. (HCSP 3.4)

**OBJECTIVE 1.4 - TRAIN AND DEVELOP SWORN AND CIVILIAN PERSONNEL TO ENSURE A READY, ABLE, AND PROFESSIONAL USCP WORKFORCE** enables the administration of robust training and employee development activities for the entire workforce to close competency gaps, ensure leadership excellence, prepare employees for professional growth, and meet mission demands now and into the future. Key to Objective 1.4 is ensuring the Department invests appropriately in identifying, delivering, and managing the training that will position the USCP to meet future strategic mission requirements, including building a strong cadre of Department leaders.

The activities and initiatives related to Objective 1.4 are detailed in the HCSP and include:

- 1.4.1 Establish professional development training based on rank and/or position that includes a diversity, equity, and inclusion curriculum. (HCSP 4.1)
- 1.4.2 Establish employee annual training plans that include Department training, professional development, and leadership development, as appropriate. (HCSP 4.2)
- 1.4.3 Identify, facilitate, and track Department bureau- and office-specific mandatory and discretionary training requirements. (HCSP 4.3)
- 1.4.4 Streamline and modernize the administration and deployment of all workforce training (sworn and civilian) under the Training Services Bureau. (HCSP 4.4)

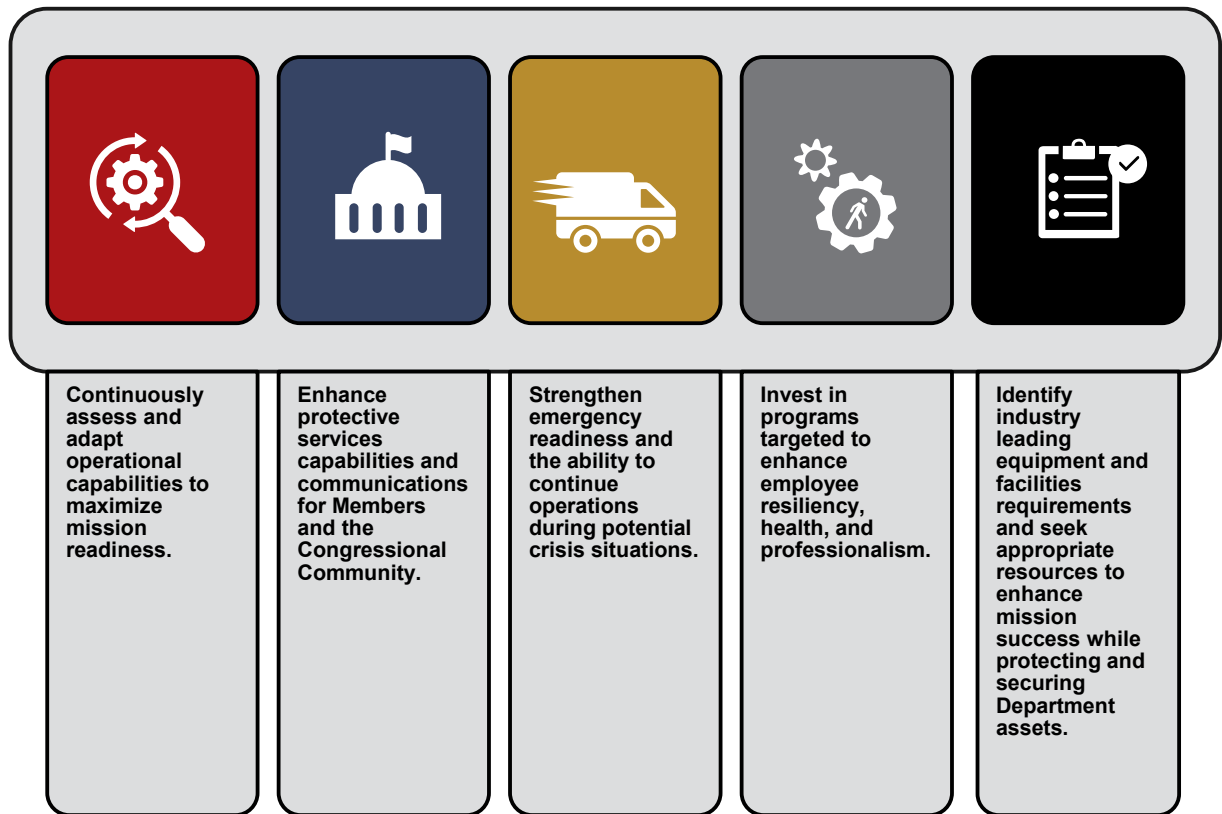
**OBJECTIVE 1.5 - ENHANCE PERFORMANCE MANAGEMENT PRACTICES TO SUPPORT AND SUSTAIN A HIGH PERFORMING USCP WORKFORCE** is critical to enhancing the USCP human capital management policies, processes, and systems needed for a successful performance management culture. It places emphasis on establishing a support structure that helps managers and employees focus on what is important, and to hold employees accountable for achieving results. Objective 1.5 supports the USCP's mission by incorporating Department strategic goals into individual employee performance plan elements through the use of bureau and office annual action plans.

The activities and initiatives related to Objective 1.5 are detailed in the HCSP and include:

- 1.5.1 Provide leaders with the training and tools needed to support their employees' performance and development. (HCSP 5.1)
- 1.5.2 Align employees' performance goals with the Department's strategic plan and goals. (HCSP 5.2)
- 1.5.3 Ensure regular, meaningful performance reviews are conducted, as required by the Department's performance management procedures. (HCSP 5.3)
- 1.5.4 Automate the Department's performance management processes to improve the timeliness and quality of performance assessments, and to establish performance data for analysis and decision-making. (HCSP 5.4)

# GOAL 2 - OPTIMIZE THE USCP'S OPERATIONAL CAPACITY, RESILIENCY, AND READINESS TO MEET DYNAMIC MISSION REQUIREMENTS

FIGURE 6 - GOAL 2: FOCUS ON OPERATIONAL READINESS



DSP GOAL 2, OPTIMIZE THE USCP'S OPERATIONAL CAPACITY, RESILIENCY, AND READINESS TO MEET DYNAMIC MISSION REQUIREMENTS ensures the USCP has the necessary operational capacity and a resilient workforce to adapt and respond appropriately during both routine and critical incidents. The nature of the Department's police work demands the continual assessment of the USCP's processes, workforce, and tools to ensure they are optimally aligned to maintain the security of the Congress and the Capitol Complex. The ability to manage and mitigate risk is an essential function of operational readiness, and the objectives for Goal 2 define the components unique to the USCP that achieve the desired outcomes of ongoing operational capacity and readiness.

DSP GOAL 2	OBJECTIVES
<b>Optimize the USCP’s operational capacity, resiliency, and readiness to meet dynamic mission requirements.</b>	2.1 Continuously assess and adapt operational capabilities to maximize mission readiness.
	2.2 Enhance protective services capabilities and communications for Members and the Congressional community.
	2.3 Strengthen emergency readiness and the ability to continue operations during potential crisis situations.
	2.4 Invest in programs targeted to enhance employee resiliency, health, and professionalism.
	2.5 Identify industry leading equipment and systems requirements and seek appropriate resources to enhance mission success while protecting and securing Department assets.

**OBJECTIVE 2.1 - CONTINUOUSLY ASSESS AND ADAPT OPERATIONAL CAPABILITIES TO MAXIMIZE MISSION READINESS** ensures the USCP is systematically adapting to meet evolving policing requirements. With Objective 2.1, a formal process is in place to monitor and predict requirements, and to identify new and enhanced methods and means for meeting the Department’s mission. The USCP proactively addresses crime, aggressively engages in terrorism prevention, and delivers optimal policing services in order to maintain national security and the overall safety and security of the Capitol Complex.

Activities and initiatives related to Objective 2.1 include:

- 2.1.1 Conduct ongoing analysis of evolving Department policing requirements based on current and anticipated changes to how the USCP carries out its mission, to include enforcement policies, to ensure adherence to all applicable laws.
- 2.1.2 Review Department operations against law enforcement best practices to identify needed enhancements to address evolving policing requirements.
- 2.1.3 Conduct ongoing systematic cause and effect analysis of potential scenarios, and the Department’s ability and speed to adjust procedures, equipment, resources, and/or infrastructure to address operational and administrative priorities.
- 2.1.4 Automate system tracking for various types of incidents and their frequency, perform ongoing analyses, and recognize trends and identify patterns to address potential operational risks and/or areas for operational refinement.

**OBJECTIVE 2.2 - ENHANCE PROTECTIVE SERVICES CAPABILITIES AND COMMUNICATIONS FOR MEMBERS AND THE CONGRESSIONAL COMMUNITY** focuses on the Department’s commitment to the safety of Members of Congress whether they are working in or away from the Capitol Complex. As the threat to personal safety is an ever-present aspect of carrying out the legislative process, the USCP works to ensure Members are not the purposeful or accidental targets of crime. Enhancing existent measures and continuing to foster and expand its network through relationships with federal, state, and/or local law enforcement agencies, the USCP builds a broad “protective umbrella” for Members of Congress.



Activities and initiatives related to Objective 2.2 include:

- 2.2.1 Enhance communications, in collaboration with the Capitol Police Board, with Members regarding potential threats, and coordinate with appropriate federal, state, and/or local law enforcement organizations on potential threats.
- 2.2.2 Disseminate information in a timely manner, in collaboration with the Capitol Police Board, to Members, and coordinate with appropriate federal, state, and/or local law enforcement organizations on the disposition of threat resolutions.
- 2.2.3 Expedite notifications of potentially high visibility events and/or threats on and near the Capitol Complex to Members and law enforcement partners.
- 2.2.4 Conduct routine, periodic outreach with Members and their staffs to answer questions, provide updates, and maintain effective communication.
- 2.2.5 Disseminate regular and recurring reports that may be shared with Members, key stakeholders, and law enforcement partners regarding USCP threat and crime activity.

**OBJECTIVE 2.3 - STRENGTHEN EMERGENCY READINESS AND THE ABILITY TO CONTINUE OPERATIONS DURING POTENTIAL CRISIS SITUATIONS** provides a formal process for the continuous review and updating of the Department's emergency planning measures to ensure preparedness in scenarios that would require immediate emergency response and/or evacuation. Significant responsibility for Continuity of Operations (COOP) and Continuity of Government (COG) rests with the USCP; both internally to the USCP and across the Legislative Branch. Collaboratively working with Department organizational elements as well as in conjunction with federal, state, and/or local law enforcement agencies, the USCP coordinates and executes operations that safeguard the Capitol Complex and the operations of the Congress. Objective 2.3 is dedicated to the USCP's review and updating of its emergency planning procedures and plans related to multiple scenarios that require an emergency response.

Activities and initiatives related to Objective 2.3 include:

- 2.3.1 Identify bureau and office mission essential functions to inform Department-wide continuity of operations plans that are aligned to the DSP and strategic goals.
- 2.3.2 Develop contingency plans for carrying out police work even in extreme situations, such as a widespread pandemic or imminent terrorist activity.
- 2.3.3 Enhance cyber-security capacity and protocols for continuity of operations during potential crisis situations and extreme operations scenarios.
- 2.3.4 Identify stakeholder and external partner requirements to greater inform USCP continuity of operations and continuity of government responsibilities.
- 2.3.5 Update workforce management policy guidance to address operations under contingency plans and continuity of operations.

**OBJECTIVE 2.4 - INVEST IN PROGRAMS TARGETED TO ENHANCE EMPLOYEE RESILIENCY, HEALTH, AND PROFESSIONALISM** demonstrates the Department's steadfast commitment to employees' well-being to ensure optimal operational readiness and resiliency. For our employees to do their best every day, in the face of often changing and unique circumstances, their safety, health, and resiliency is a top priority. Objective 2.4 supports the implementation of programs that are dedicated to employee well-being and professionalism, which directly ties to the workforce management initiatives and actions outlined in Goal 1 of the DSP as well as the HCSP.

Activities and initiatives related to Objective 2.4 include:

- 2.4.1 Launch a customized USCP holistic wellness program that focuses on work-life balance, sworn and civilian mental and physical wellness, and other employee resources – while ensuring employees' confidentiality.
- 2.4.2 Provide confidential access to mental health services for law enforcement officers and civilians.
- 2.4.3 Review and update, as needed, USCP policies to support work-related training, education, and career-enhancing activities.
- 2.4.4 Increase officers' awareness of their critical role through the enhancement of information sharing and training, thereby ensuring a professional and ready workforce equipped to meet mission requirements.

**OBJECTIVE 2.5 - IDENTIFY INDUSTRY LEADING EQUIPMENT AND SYSTEMS REQUIREMENTS AND SEEK APPROPRIATE RESOURCES TO ENHANCE MISSION SUCCESS WHILE PROTECTING AND SECURING DEPARTMENT ASSETS** institutes an ongoing process of targeted reviews to ensure the USCP is investing wisely in the policing tools and systems needed to meet its mission. As the types of threats and crimes evolve, the tools and systems necessary for police work, to include investigative and information technology and technical countermeasures, must keep pace. Objective 2.5 focuses on the continuous review, assessment, and decisionmaking to maintain and/or procure needed equipment and systems in accordance with industry standards.

Activities and initiatives related to Objective 2.5 include:

- 2.5.1 Utilize dedicated subject matter experts to assess equipment and information technology needs and focus on procuring the best technology to meet the USCP's requirements.
- 2.5.2 Identify appropriate information technology to support the workforce and establish a plan to transition to selected technologies, such as video analytics, USCP-issued cell phones or portable computing devices, etc.
- 2.5.3 Review automation requirements and identify opportunities for new or upgraded systems.
- 2.5.4 Upgrade existing technology platforms, equipment, and processes to remain current with industry standards.
- 2.5.5 Reinforce partnerships with the Architect of the Capitol (AOC) and other external partners to ensure USCP facility use and management priorities are addressed.

# GOAL 3 - ENHANCE INFORMATION GATHERING, ANALYSIS, UTILIZATION, AND DISSEMINATION

FIGURE 7 - GOAL 3: FOCUS ON INFORMATION-LED POLICING



DSP GOAL 3, ENHANCE INFORMATION GATHERING, ANALYSIS, UTILIZATION, AND DISSEMINATION is central to enhancing the Department’s capabilities in information-led policing. As the types of threats to the Capitol Complex and Members of Congress evolve, the USCP is focusing on increasing the use of information and intelligence to predict and prevent national security issues and crime. Twenty-first century technology has changed how terrorists operate. Recognizing these evolutionary changes, the USCP’s ability to quickly and accurately perform criminal identification, apprehension, prevention, and disruption is essential. With continued refinement of how data is analyzed, coupled with the right technology and strong law enforcement partnerships, information-led policing strengthens the USCP’s role in deterring crime and terrorism. The objectives for Goal 3 establish the roadmap to assessing the Department’s information-led policing capabilities, acquiring the requisite tools and technology, increasing law enforcement community networks, and instituting Department-wide practices and procedures to enhance the information and intelligence infrastructure.

DSP GOAL 3	OBJECTIVES
Enhance information gathering, analysis, utilization, and dissemination.	3.1 Evaluate USCP capabilities and maximize the use of information gathering across the Department.
	3.2 Establish processes and implement a Department-wide framework for converting information and data into actionable communications for the workforce.
	3.3 Optimize and leverage the use of technology to enhance data analysis and information dissemination.
	3.4 Expand and foster effective working relationships with federal, state, and local law enforcement partners.

**OBJECTIVE 3.1 - EVALUATE USCP CAPABILITIES AND MAXIMIZE THE USE OF INFORMATION GATHERING ACROSS THE DEPARTMENT** is the first step in enhancing the USCP’s infrastructure for information-led policing. The Department will conduct a comprehensive assessment and analysis to identify opportunities for enhanced use of real-time information, data, and intelligence to take the necessary actions to help prevent crimes and terrorist activities from occurring. The assessment will focus on requirements for communications equipment and information technology, employee training, and USCP policies and processes for the dissemination and use of information and intelligence. Informed by the completed assessment, a Department information dissemination framework will be developed and implemented to ensure officers have the advanced warning and necessary information to prevent threats from being carried out.

Activities and initiatives related to Objective 3.1 include:

- 3.1.1 Assess required actions to maximize the gathering of information, data, and intelligence across the Department.
- 3.1.2 Evaluate the current USCP intelligence operations and structure to determine the optimal alignment for assessing threats, analyzing intelligence, and receiving and sharing intelligence with law enforcement partners.
- 3.1.3 Develop an intelligence communication plan for disseminating information as appropriate.
- 3.1.4 Train officers and employees on the appropriate actions to take when receiving and sharing intelligence information.
- 3.1.5 Identify required workforce security clearances to ensure personnel are optimally positioned to handle sensitive information and intelligence.
- 3.1.6 Create cross-training opportunities across operational bureaus for information and intelligence gathering and analysis to expand law enforcement efficiencies.

**OBJECTIVE 3.2 - ESTABLISH PROCESSES AND IMPLEMENT A DEPARTMENT-WIDE FRAMEWORK FOR CONVERTING INFORMATION AND DATA INTO ACTIONABLE COMMUNICATIONS FOR THE WORKFORCE** supports the Department’s ability to get the right information to the right people at the right time. Information-led policing is effective when those who need the information know how to use it and receive it in a timely manner to take appropriate actions. Objective 3.2 establishes the communication channels that make it possible for information to get quickly to those who need it, without unnecessary delay or confusion. Converting general information, data, and intelligence into USCP-specific information for action and getting the information to the right people is mission critical.

Activities and initiatives related to Objective 3.2 include:

- 3.2.1 Execute a communications plan for disseminating information to internal and external stakeholders.
- 3.2.2 Enhance communication methods and channels to ensure effective, appropriate, and timely “two-way” communication among USCP officers, civilians, labor unions, and leadership.
- 3.2.3 Enhance roll call protocols to support the sharing of information and improve communications from leadership to the front-line officers.
- 3.2.4 Increase communication between executive and senior leadership with both internal and external stakeholders to bolster the conduit of critical information from and to the workforce.
- 3.2.5 Review USCP policies and procedures for adherence to industry best practices for information-led policing methods.

**OBJECTIVE 3.3 - OPTIMIZE AND LEVERAGE THE USE OF TECHNOLOGY TO ENHANCE DATA ANALYSIS AND INFORMATION DISSEMINATION** focuses specifically on ensuring the USCP has the technology needed to meet information dissemination policing requirements now and into the future. As the use of information expands across the Department, having the best technology for the USCP’s information sharing requirements is the purpose of Objective 3.3. The USCP will invest in identifying the technology needed to get information quickly and securely across the Department, and to its law enforcement partners. Within the budget allotted, the USCP will make the best use of new and existing technology to ensure mission accomplishment.

Activities and initiatives related to Objective 3.3 include:

- 3.3.1 Assess the opportunities for technology solutions to address essential information collection and sharing, both quickly and securely, across the Department.
- 3.3.2 Invest in and/or upgrade existing USCP technology to support the gathering and dissemination of both mission critical and mission support information.
- 3.3.3 Assess best practices and use of technology for information sharing with law enforcement partners.

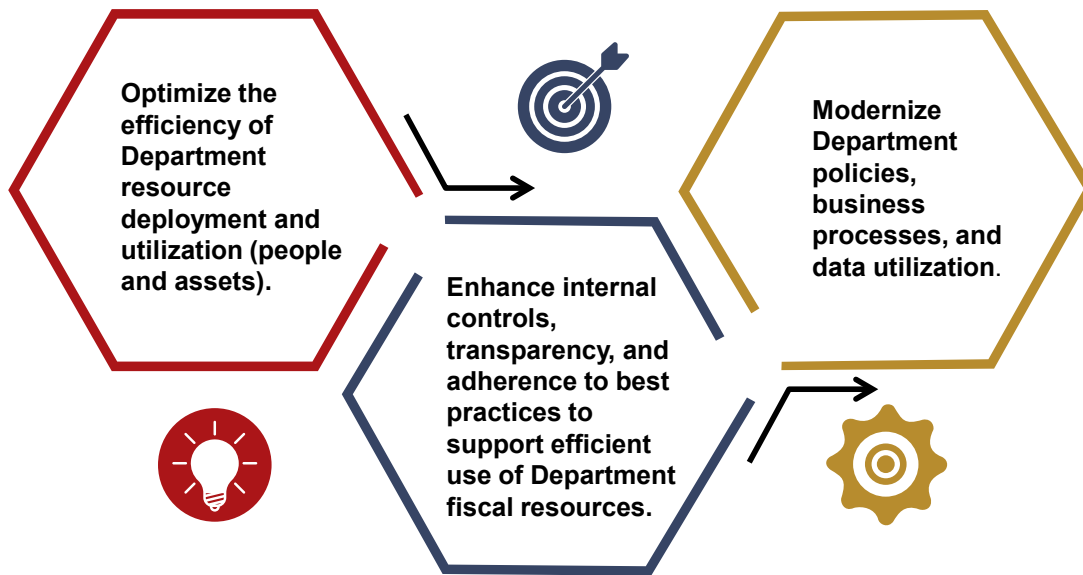
**OBJECTIVE 3.4 - EXPAND AND FOSTER EFFECTIVE WORKING RELATIONSHIPS WITH FEDERAL, STATE, AND LOCAL LAW ENFORCEMENT PARTNERS** is a critical step in information-led policing and Objective 3.4 focuses on the USCP’s law enforcement partnerships. The Department will continue its work to expand critical information sharing with federal, state and local law enforcement to share and receive critical information. To protect the Capitol Complex, Members of Congress, staff, and visitors, the USCP will ensure ready access to other law enforcement entities and open channels for sharing information in real-time. Partnerships with the law enforcement community strengthen the USCP “protective umbrella” – a key component of carrying out the Department’s mission.

Activities and initiatives related to Objective 3.4 include:

- 3.4.1 Formalize law enforcement partnerships through documented agreements that specify how joint cooperation will be handled.
- 3.4.2 Ensure the ongoing exchange of routine, recurring standing intelligence updates with law enforcement partners.
- 3.4.3 Enhance USCP policies and procedures related to the Department’s role with federal, state, and/or local law enforcement partners in responding to threats and preventing crime and terrorism.

# GOAL 4 - UPHOLD DEPARTMENT-WIDE ACCOUNTABILITY

FIGURE 8 - GOAL 4: FOCUS ON DEPARTMENT-WIDE ACCOUNTABILITY



**DSP GOAL 4, UPHOLD DEPARTMENT-WIDE ACCOUNTABILITY** is centered on the responsible planning for and management of USCP resources. The Department understands the fiscal restraints facing the federal government and takes the judicious stewardship of the USCP's resources very seriously. The Goal 4 objectives underscore accountability for achieving outcomes and following best practices. The USCP's resources include the tools used by police officers in the day-to-day execution of their work, the employees across the Department who are deployed and utilized in the current environment of dynamic and ever-changing security challenges, and procured services to supplement the USCP mission where needed. Following environmentally sustainable practices is key to responsible asset management. Efficiently utilizing resources to include people, assets, and fiscal resources for procurement, while following environmentally responsible practices, is a strategic priority for the Department. Through Goal 4, the USCP will ensure policies and procedures result in: the safeguarding of USCP assets; reliability and integrity of Department-wide procurement and budgetary activities; efficient and effective law enforcement and administrative operations; and the accomplishment of strategic goals and objectives through the DSP.

DSP GOAL 4	OBJECTIVES
Uphold Department-wide accountability.	4.1 Optimize the efficiency of Department resource deployment and utilization (people and assets).
	4.2 Enhance internal controls, transparency, and adherence to best practices to support efficient use of Department fiscal resources.
	4.3 Modernize Department policies, business processes, and data utilization.

**OBJECTIVE 4.1 - OPTIMIZE THE EFFICIENCY OF DEPARTMENT RESOURCE DEPLOYMENT AND UTILIZATION (PEOPLE AND ASSETS)** focuses on strategic workforce utilization and contractor support, economical use of equipment and supplies, and efficient management of facilities. Through the DSP goals and objectives, the USCP will focus on being a responsible steward of all its assets by assessing the most effective means of carrying out the mission and making adjustments to current practices, as necessary, to achieve efficiencies.

Activities and initiatives related to Objective 4.1 include:

- 4.1.1 Reaffirm through the established budgetary process that the USCP’s Congressional budget justification remains balanced across all needs – workforce costs, technology expenditures, equipment, and other critical asset requirements.
- 4.1.2 Ensure the best utilization of workforce resources to include the use of contractor support.
- 4.1.3 Improve the economical use of equipment, supplies, and facilities and improve the Department’s “green footprint” where possible.
- 4.1.4 Appropriately retire outdated equipment and supplies and ensure new assets represent the most economical and ecological options.
- 4.1.5 Assess and gather data from USCP organizational elements to determine how facilities should be utilized, identify USCP-needed facility upgrades to support operations, and appropriately secure and protect assets such as equipment, property, and vehicles.

**OBJECTIVE 4.2 - ENHANCE INTERNAL CONTROLS, TRANSPARENCY, AND ADHERENCE TO BEST PRACTICES TO SUPPORT EFFICIENT USE OF DEPARTMENT FISCAL RESOURCES** commits the USCP to benchmark and deploy best practices for managing fiscal resources, procuring equipment and tools, and contracting for Department-wide services. The Department will ensure a sound control environment focused on integrity, diligence in following best practices, and identifying areas at the greatest risk for waste.

Activities and initiatives related to Objective 4.2 include:

- 4.2.1 Assess and improve the Department’s practices and policies to ensure transparent, safe, and accountable delivery of law enforcement and mission support services.
- 4.2.2 Review USCP policies and practices to enable transparency for appropriate public-facing documentation.

- 4.2.3 Assess best practices across federal law enforcement agencies for responding to public inquiries and handling of public complaints.
- 4.2.4 Train sworn and civilian mid-level supervisors to increase foundational knowledge of internal controls and risk mitigation, and to develop effective operational procedures and controls.

**OBJECTIVE 4.3 - MODERNIZE DEPARTMENT POLICIES, BUSINESS PROCESSES, AND DATA UTILIZATION** is focused on ensuring the Department's operational policies, business processes, technology to support business operations, and the use of data in decision-making and performance monitoring fully supports optimal operations.

Activities and initiatives related to Objective 4.3 include:

- 4.3.1 Work with Congressional stakeholders on statutory and regulatory changes to provide necessary authorities to improve business processes.
- 4.3.2 Enhance collaboration with Legislative Branch organizational partners to increase the collective execution and efficiency of mission requirements in support of Legislative Branch constitutional responsibilities and priorities.
- 4.3.3 Assess appropriate and required data to inform decision-making regarding all aspects of the Department's operations and workforce.
- 4.3.4 Establish a long-term plan for acquiring and/or upgrading required information technologies and systems.
- 4.3.5 Review business operations policies to ensure industry best practices, where applicable, are employed throughout Department policies and procedures.
- 4.3.6 Review business processes to identify re-engineering opportunities to improve efficiency and quality of services.



# CONCLUSION

The USCP continues to focus on ensuring the safety and security of the Capitol Complex, the legislative process, Members and the people that work within and visit the U.S. Capitol every day.

The DSP goals and objectives for 2021 – 2025 ensure the priorities of the workforce and Department operations meet the dynamic policing environment in which the USCP carries out its critical mission. The USCP has successfully faced challenges that have arisen, and is keeping pace with evolving threats by continuously maintaining the necessary police infrastructure and high-performing workforce. This DSP focuses the Department and helps to ensure the USCP will carry out the aforementioned progressive goals and objectives, while continuing to successfully meet its mission as a professional, accountable, and results-oriented law enforcement agency.