DISTRICT OF COLUMBIA METROPOLITAN POLICE DEPARTMENT OVERSIGHT AND FEDERAL LAW ENFORCEMENT ASSISTANCE

HEARING

BEFORE THE

SUBCOMMITTEE ON THE DISTRICT OF COLUMBIA

OF THE

COMMITTEE ON GOVERNMENT REFORM AND OVERSIGHT HOUSE OF REPRESENTATIVES

ONE HUNDRED FIFTH CONGRESS

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CONTENTS

	Page
Hearing held on May 8, 1998	1
Statement of:	
Gruden, Peter F., special agent, District of Columbia, Drug Enforcement Administration; Peter J. Dowling, special agent, Washington Field Office, U.S. Secret Service, accompanied by Richard Friedman, chief, Uniformed Division; Gary Abrecht, chief, U.S. Capitol Police; and John Barrett, special agent, Criminal Division of Washington Field Office, Federal Bureau of Investigation	49
Ramsey, Charles H., chief of police, Metropolitan Police Department; and Stephen Harlan, vice-chairman, Financial Responsibility and Management Assistance Authority	7
Letters, statements, etc., submitted for the record by:	
Abrecht, Gary, chief, U.S. Capitol Police, information concerning arrests in the extended jurisdiction	84
Barrett, John, special agent, Criminal Division of Washington Field Office, Federal Bureau of Investigation, prepared statement of	69
Gruden, Peter F., special agent, District of Columbia, Drug Enforcement Administration, prepared statement of	52
Harlan, Stephen, vice-chairman, Financial Responsibility and Management Assistance Authority, prepared statement of	13
Horn, Hon. Stephen, a Representative in Congress from the State of California, boundary charts	64

DISTRICT OF COLUMBIA METROPOLITAN POLICE DEPARTMENT OVERSIGHT AND FEDERAL LAW ENFORCEMENT ASSISTANCE

FRIDAY, MAY 8, 1998

HOUSE OF REPRESENTATIVES,
SUBCOMMITTEE ON THE DISTRICT OF COLUMBIA,
COMMITTEE ON GOVERNMENT REFORM AND OVERSIGHT,
Washington, DC.

The subcommittee met, pursuant to notice, at 9:30 a.m., in room 2154, Rayburn House Office Building, Hon. Thomas M. Davis (chairman of the subcommittee) presiding.

Present: Representatives Davis, Morella, Horn, and Norton.

Also present: Representative Moran.

Staff present: Ron Hamm, staff director; Howard Denis, counsel; Anne Mack, professional staff member; Ellen Brown, clerk; and Denise Wilson, minority professional staff member.

Mr. DAVIS. Good morning and welcome. Today marks the first congressional appearance of our new police chief, Charles Ramsey. We are all eagerly awaiting the fresh start that our new chief represents, and I am particularly pleased we were able to ratify the contract which Chief Ramsey signed on April 21st. Our language enables the consensus approach adopted by the management group overseeing the Police Department to continue.

Key elements of the revitalization package Congress passed and the President signed last year include Federal assumption of certain functions performed by State governments. The city is, thus, in a much stronger position to deliver the essential municipal services that citizens have a right to expect, such as personal safety. That, indeed, is why we are here today.

Our hearing today seeks information on strategies to improve public safety by MPD and the role that some of the Federal forces have in local anticrime efforts.

There have been major changes in the Metropolitan Police Department since this subcommittee was created in 1995. In fact, of the eight persons who have served as chief of police since home rule was enacted in 1973, four have served since 1995: Fred Thomas, Larry Soulsby, Sonya Proctor, and now Chuck Ramsey.

Prior to the Booz-Allen report last September, crime had gone up in the District, while it had gone down in the country and in other major cities. The upsurge in crime prior to the Booz-Allen report occurred despite the fact that population in the District had gone down.

That trend has now been reversed. The Office of Chief of Police is now much more in charge of the Department, including promotions, and the number of homicides and other major crimes is way down.

At the same time, also as a result of information prepared by Booz-Allen, major changes were made in the homicide unit. There were disturbing reports of excessive overtime, closure rates that are unacceptably low, and secrecy pledges that were apparently being applied to other law enforcement agencies.

A number of other issues regarding the MPD have resurfaced and need to be addressed by Chief Ramsey. It was particularly shocking to learn that around half of the District's police officers were not certified to use their weapons. Recruitment and training are long-standing issues that I expect the chief to address in a forceful manner.

Community policing works. It is the stated policy of the MPD to fully implement community policing, with 40 percent more police officers per capita than other large cities. Community policing should be a snap to implement in the District; but, so far, my observations in the community input we have received indicate that community policing is not being successfully implemented. I look forward to the chief's thoughts and plans in this issue.

Additionally, the publicly announced reduction in crime statistics has been greeted with skepticism by some in the community. Suggestions of undercharging arrests, using the new PSA boundary changes to alter the numbers, and even outright fraud are being made by the public. I am interested in Chief Ramsey's plans to deal with this most basic issue of public confidence.

It is imperative that we keep up the pace of modernizing our law enforcement mission. The Nation's Capital must be known again as a safe city where law breakers are quickly identified, arrested, prosecuted, convicted and sentenced. The evidence is overwhelming that a new direction is necessary.

We clearly have a long way to go in the area of law enforcement. I was very encouraged to read Chief Ramsey's initial comments calling for more community policing, the need for systematic improvements, and his acknowledgment that he expects to be held accountable. It is imperative that MPD address the equipment problem immediately, along with other pressing issues the subcommittee will continue to address, in this very important regional and national concern in the months ahead.

I now yield to Delegate Norton, the ranking member of the subcommittee, for an opening statement.

Ms. NORTON. Thank you, Mr. Chairman.

This hearing is an indication of the importance that Congress attaches to efforts to improve public safety in the District. Of course, Chief Charles Ramsey has hardly had time to warm to his new uniform. In approaching this hearing, we recognize that, unlike the other four representatives from Federal law enforcement agencies here today, Chief Ramsey has just arrived. Nevertheless, the new chief's early public statements indicate that he understands that no grass must be allowed to grow under his feet.

Washingtonians were greatly relieved when crime finally began to go down here last year. Notwithstanding serious problems, the

MPD has improved. Every police department is judged first and foremost by crime rates. The MPD deserves credit and our thanks for the hopeful drop in crime.

However, the MPD is in the first, not the final, stages of recovery. Not unexpectedly, there are continuing difficulties throughout the Department—for example, with the new public service areas, with too many cops still behind desks, with the failure to spend Federal and local funds, with abuses such as excessive overtime uncovered in the homicide division, and with an intolerably small pool of candidates for its police academy.

However, neither crime rates nor significant improvements of any kind occurred until the Control Board reached for consultants with state-of-the-art knowledge of police work. As crime continued to rise here, while it declined nearly everywhere else, it became clear that the Police Department lacked the capacity to reform itself from the inside out. The Congress expects reform of the department to continue and be strengthened and that a thoroughgoing restructuring will occur under Chief Ramsey's leadership.

Chief Ramsey may have just arrived, but the second panel of agencies has been around a long time. The FBI, the Drug Enforcement Administation, the Capitol Police and the Secret Service are among several law enforcement agencies that have worked with the District. Counting the number of Federal law enforcement agencies, no local jurisdiction in the United States has anything like the number of police with jurisdiction in its city as the District of Columbia. Yet the District, saturated—and I use my words advisedly—saturated with Federal and local police, our local police, the largest per capita in the United States, has long had one of the highest crime rates in the United States.

In an attempt more efficiently to capture more of this police power, I wrote a bill entitled the District of Columbia Police Coordination Act that, with the strong support and cosponsorship of Chairman Davis, became law last year. In 1992, I wrote Public Law 102–397 that required the Capitol Police, the largest police department per capita in the United States, to patrol the Capitol Hill neighborhoods outside the few blocks surrounding the Capitol.

There are over 30 Federal law enforcement agencies here, many attached to Federal agencies, most with the authority to carry weapons and make arrests. However, some operate more like high-priced security guards than police officers and perform few mainstream police services, even surrounding their immediate locations. Agency police often act like private citizens, calling the MPD through 911 to report crimes or to handle traffic accidents that occur just outside their own agencies.

Yet many of these officers get state-of-the-art training at the Federal Law Enforcement Training Center in Brunswick, GA. Federal officers who do make an occasional arrest merely hand over the suspect to the MPD to do the paperwork, leaving the beleaguered MPD with hours of processing that keep officers off high-crime neighborhood streets.

Although they work in the same city, there is little routine sharing and donation of equipment between the Federal agencies and the MPD. What little coordination is done comes on an ad hoc basis.

The Coordination Act seeks to remedy these problems through cooperative agreements with the MPD to assist the Department in crime prevention and law enforcement activities in the District, including patrolling areas around their respective agencies, sharing and donating equipment and supplies, sharing radio frequencies, and streamlining the processing of suspects.

The U.S. Attorney is the coordination entity for purposes of implementing the bill, and our new U.S. Attorney, Wilma Lewis, is preparing for full implementation of the Coordination Act. The City Council shortly is expected to pass a Peace Officers statute to increase protection against liability.

This morning's hearing should provide us not only with information about the MPD but also with a better idea of how to assure greater efficiency in sorting out Federal and local police services in the District of Columbia. My thanks to Chairman Davis, and welcome to Chief Ramsey, Mr. Harlan, and the four Federal law enforcement officials.

Mr. DAVIS. Thank very much, Ms. Norton.

I see we have here the ranking Democrat on the Appropriations Subcommittee, my colleague from Virginia, Mr. Moran.

Mr. Moran.

Mr. MORAN. Thank you, Chairman Davis. It is nice to be here with you and our good friend and colleague, Mrs. Norton.

I don't know whether the Appropriations Subcommittee on the District is going to be able to have a full-fledged hearing on the Police Department, so I wanted to have some presence here, primarily to show the uniformity in our objectives. We want to provide whatever political support and financial resources are necessary for you to get your job done. You have got an enormous task ahead of you.

This opens a new chapter in the Police Department and, really, in terms of the relationship between the police and Congress.

I should say that, even though I don't know her at all, I think Interim Chief Proctor has done a darn good job. I have been very much impressed by her professionalism and her courage; and she, I think, deserves a lot of credit. I trust she has gotten that deserved credit.

But you come with a good résumé and a whole lot of very high expectations. Actually, when you look at some of the news clippings, you probably figured out that it wouldn't be too hard to improve some of these statistics that we had particular problems with.

We were very much aware, as are the people in this area, that D.C. has more police officers per 1,000 residents than any other city in the Nation, but the police budget is much larger per capita than Philadelphia, Baltimore, Detroit and yet we are making fewer arrests per capita than any of those cities. Of the 3,500 police officers that we had in the District, more than two-thirds, I guess about two-thirds, made fewer than 10 arrests in the last year for which we had statistics, 1996. 1,056 made no arrests. And it just seems like that is because only 500 of the Department's 3,500 officers are assigned to beat duties.

In New York City, where the mayor and all the politicians have gotten tremendous credit, which is something probably everybody is looking for, particularly when it is deserved credit, some of it is

because a whole third of the police department is actually out on the street. It makes a difference.

I say that because I know that is one of your objectives, and it has been of your senior deputies.

This is a period of transition. The Control Board is going through transition. You are sitting beside a member of the Control Board that has been tremendously cooperative with the Congress but particularly constructive for the District. We want to continue to get advice from Mr. Harlan, and we want to continue to support you.

I personally hope that we don't have to see much of you, Chief Ramsey. You can just go about your business, and we don't have to call you up and explain any front-page stories.

I will mention something that just troubles me. I have been debating whether to even mention it. But we have had the St. Patrick's Day Parade, and everything went so beautifully. It was terrific.

One of the police officers had asked somebody in one of these classic cars, it was a convertible, a 1956 or something, to take me back to the beginning of the parade. We drove back; and, all along the route, police officers would waive and smile; and everything just seemed to be going so perfectly. There was a police officer at each intersection of the street with Pennsylvania Avenue.

We got into one street which was actually our destination, and the street was mostly open. There was a little sawhorse there; and then there was behind that a tow truck, D.C. police tow truck.

We drove in, we heard this horn, and I turned to the driver, who was an elderly gentleman, what was that? He said, I don't know.

So we pulled over behind the tow truck. The police officer backs up and starts screaming at us that didn't you hear me? We said, no, I am sorry. We heard a horn. We didn't know where it came from. She said, you are not supposed to be here. She comes out, says, give me your license.

The guy starts to try to pull the stuff out of his wallet, and she grabs a whole handful of stuff, she got a number of cards she didn't need, throws them back at him. So she starts to write out a ticket.

I came up and I said, you know, this gentleman was asked to bring me back. It really wasn't his fault, but we apologize if we went into a street that we weren't supposed to.

She said, you better mind your own business, mister. I said, well, I am sorry. And then she wrote out the ticket and virtually threw it at him. That attitude, which was so belligerent, deliberately belligerent, left an impression that affected the impression of dozens of police officers who just went out of their way to be nice and to be supportive.

I only use that as just a little anecdote, because the Police Department, more than any other agency, is the agency that all of our suburbs, our tourists and so on, are most likely to contact, most likely to leave a lasting impression. And the vast majority of police officers are just so good, professional and constructive in their attitudes. But we pulled in some police officers who are not, who for some reason are hostile or whatever and really not professional.

I know that, given the constituent complaints that we get, when it is about D.C. more often than not it is the Police Department, and it is so frustrating, and it leaves the kind of impression that

makes it very difficult for us to achieve the kind of regional cooperation, the kind of attitude that D.C. desperately needs.

D.C., as you know, can't exist on its own. It needs the workers from the suburbs, it needs shoppers from the suburbs, it needs the resources from the suburbs. We have got to work together. I think that is our common objective here. And there is no agency that is more important, more central to achieving that objective than the professionalism of the D.C. Police Department.

We want to give you the resources. I think we have in the past. We want to give you the amount of political support you need. And we really feel, certainly at this kickoff juncture, that we have the right person in place. You deserve our support, and we hope this begins a whole new chapter not only in terms of regional cooperation and congressional cooperation but in terms of making D.C. a national focal point for the kind of professionalism and community policing and forward-looking thinking that we know you and your officers are capable of achieving.

So, thanks for coming to the hearing. I want to thank the chairman for having the hearing, and I want to thank Mrs. Norton for all her cooperation as well.

Thank you.

Mr. DAVIS. Thank you, Mr. Moran.

Mr. Horn.

Mr. HORN. Thank you very much, Mr. Chairman.

Chief, it is wonderful to have you here. My opening statement will not be very long. I don't want you to be on Medicare before you leave the hearing room.

But, too, my colleague from Virginia reminded me of an incident I saw recently that bothered me, and I was going to write the new chief, but now I can just tell you about it.

Coming back from Dulles Airport—I go back to my District in California usually once a week—I thought, gee, I will take a look at those cherry blossoms. So I go down and go along past the Lincoln Memorial and go by the Roosevelt Memorial and so forth. I see two motorcycle officers sitting there talking and having a lot of fun chatting with each other. Their motorcycles are off in the lawn. Then the traffic is starting to pile up, and it takes us probably 20 minutes to get through the intersection of Wallenberg Way and 15th street.

It turns out, when we get there, the lights are going—that is true. The people are going into the intersection trying to get—you got bumper-to-bumper traffic in both directions. What that needed was a motorcycle officer getting off the motorcycle, controlling that intersection, because hundreds of cars were jammed up in all these directions.

Nobody gave a hoot. This was a Sunday, yet there are two motorcycle officers there, not using their initiative or their supervisor doesn't know what is going on.

So as one who is a fifth generation in our family living in this city and one whose two children went to the public schools in this city in the late sixties, I care a lot about Washington, DC, and I think we have some fine civil servants. We also have some that ought to be booted out, and that I think is what the gentleman

from Virginia is saying. Let's get those few that give the Department a bad image.

It is the same problem we face with IRS. We have an outstanding commissioner, just as we have an outstanding chief in you. It takes attitude change to get people to understand they are here to serve the public. The residents are not here to serve the bureaucracy.

I thank you for coming and taking the job and the opportunity.

Mr. DAVIS. Thank you, Mr. Horn.

Despite all the criticism of the police, I must say there have been many great acts of kindness. You have some outstanding officers putting their lives on the line every day.

It reminds me, we used to have a Member up here who said the problem with politicians is 90 percent of them give the other 10 percent of us a bad name. It is really the opposite with the police. You have a number of outstanding officers, but, like you say, you got to get this customer service all the way down to that officer on the street and empower them to do the job. That is leadership.

Let me call our first panel to testify: Metropolitan Police Department Chief Charles H. Ramsey; and Steve Harlan, vice chairman of the Control Board.

Steve, I can't say enough about your leadership over the last 3 years and what your leadership and dedication to this Control Board meant to this city. I appreciate that and want to acknowledge that publicly.

As you know, it is the policy of this committee that all witnesses be sworn before they may testify. If you would rise with me and raise your right hands.

[Witnesses sworn.]

Mr. DAVIS. I ask unanimous consent any written statements be made part of the permanent record.

We will begin with Chief Ramsey, followed by Steve Harlan.

STATEMENTS OF CHARLES H. RAMSEY, CHIEF OF POLICE, METROPOLITAN POLICE DEPARTMENT; AND STEPHEN HARLAN, VICE-CHAIRMAN, FINANCIAL RESPONSIBILITY AND MANAGEMENT ASSISTANCE AUTHORITY

Chief RAMSEY. Thank you very much. Good morning, Congressman Davis and other members of the subcommittee. I appreciate the opportunity to appear before you today, to update you on my plans for the Metropolitan Police Department and answer any questions that you may have.

I come to you today not simply as the chief of the Washington Metropolitan Police Department, but also as a fellow stakeholder in the future of this city. I recognize that some of you represent communities that may be located away from the District of Columbia, but I also know that you work here and you and your families probably spend significant amounts of time here. Like the hundreds of thousands of other people who live and work in the District, you are my customers. You are the consumers of the services provided by the Metropolitan Police Department. Like the other people who live and work in the District, I hope to count on you as my partners in community policing, partners who are actively

engaged in making our Nation's Capital a safer and more livable city.

Last month, I declared a new beginning for the Metropolitan Police Department. As with any new beginning, there will be changes in the MPD, and these changes will be significant and far-reaching. The changes I envision will help make the MPD the finest, most community-oriented police department in the Nation, and they will help the District of Columbia assume its rightful place as the safest major city in the United States.

The changes we make will be significant and systemic, but they will also be carefully planned and executed. They will be based on thorough research and a hands-on assessment by me of this Department and its relationship with the community.

As the first chief in three decades selected from outside the MPD, I need to see and hear, firsthand, what our strengths and weaknesses are, as well as those key areas where change is needed most. I plan to accomplish this by continuing what I have already begun in the last few weeks, opening up lines of communication within the MPD and between the MPD and the community, including Members of Congress.

Next week, I am issuing a document called "Laying the Foundation for a New Beginning." It describes a series of steps I will be taking over the next few months to prepare the MPD for the changes that lie ahead as we fully embrace the philosophy of community policing. During this period, my focus will be on three key areas: one, assessing the critical needs of the community and the Police Department; two, building a leadership capacity within the Metropolitan Police Department; and, finally, developing a plan of action for the future.

In assessing the needs of the community and the Department, I am reviewing the findings of recent management studies and reports. They provide valuable information that will help us plan for the future. But I also intend to collect information from additional sources. For example, I will be conducting and participating in town hall meetings across the District to identify the crime and disorder problems of most concern to the community, their opinions of current police services and their views on relationships between police and the community. The first of these meetings will be held in approximately 1 month.

Regular meetings with community, business and government leaders, as well as media and police union officials, will help me determine their priorities and the contributions they can make to the community policing partnership here in the District. Continuing to update this subcommittee on our progress will be a top priority.

Internally, my assessment will focus on the needs of both our individual members and our organization as a whole. Each has tremendous needs, and I am convinced that improving the quality of police service in the District will depend upon identifying and meeting those needs. In the coming weeks, I will continue to reach out to hear directly from the rank-and-file of the Department through roll calls, ride-alongs, small group meetings and formal surveys to better ascertain organizational needs. I intend to contract with an independent firm experienced in auditing law en-

forcement agencies to conduct a thorough, objective audit of all MPD operations.

Priority No. 2 is building a leadership capacity within the Department. To successfully transform this agency, I need to build a team of management professionals who are loyal and trustworthy, who possess superior management skills, who share my vision for the future, and who can motivate others to work toward that vision.

Some of our future leaders will come from outside the Department. I intend to recruit nationally to fill key leadership positions where the Department lacks indigenous talent. But I also know we have tremendous talent within the organization, and I intend to tap that talent for future leadership rolls. I have already begun interviewing all current and potential command members to determine their experience, their knowledge, and their commitment to community policing and the changes it entails. During the coming months, I will make command changes as necessary to ensure that we have the best and the brightest leading the charge for change in the future.

Assessing needs and building leadership capacity lead directly into my third immediate priority. That is developing a plan of action for the Metropolitan Police Department. This plan will clearly articulate our priorities. It will establish a strategic vision for the future. It will set the standard to which I personally and the Department as a whole will be held accountable.

This plan will outline actions to be taken in a number of critical areas, including integrity, resource allocation, organizational structure, fiscal responsibility, human resource development and infrastructure, both technological and physical. The condition of our physical plant is of tremendous concern to me. In just my initial visits, I found many of our district stations as well as our training academy, our firearms range and other facilities to be antiquated, inadequate and, in some cases, unsafe. To be effective in fighting crime and working with the community, our members need decent and safe facilities in which to work.

Finally, this plan will include a new model of community policing for the District of Columbia, a policing model that responds to the unique needs of the District and its people. Once we have defined this model, implementing it will take some time. But two elements of this new strategy are nonnegotiable. Our policing model will rely on partnerships with the community and a problem-solving approach to crime reduction and control.

The partnerships I speak of go far beyond just police officers and community residents. They will necessarily include all stakeholders in this city, including other agencies of municipal government and other law enforcement agencies, particularly those in Federal Government. Collaboration with the FBI, DEA, ATF, Secret Service, Park Police and others has had a significant impact on some of our most serious crime problems. The U.S. Capitol Police and Chief Gary Abrecht, in particular, play an integral role in maintaining the peace not only here on the Capitol grounds but also in adjoining neighborhoods. Continued partnership with these and other Federal agencies will be an important part of the District's new community policing model.

By applying these two principles—partnerships and problem-solving—to the unique needs of our city and our Department, I am confident that we can create safer communities and improve quality of life in all of our neighborhoods. I know we can have positive impact on the wide range of problems, from neighborhood disorder to shootings and homicides. Although the District's homicide rate is at a 10-year low, I believe we can bring it lower still by examining all shootings in the city, by pinpointing where our pockets of violence are, and by developing creative new strategies for intervening early to prevent the violence that causes so much fear in so many of our neighborhoods here in the District.

At my confirmation last month, I pledged to create an efficient, well-managed, honest and ethical Police Department, and I am moving confidently toward my goal of making the Metropolitan Police Department the finest in the Nation. I know I cannot achieve that goal alone. However, to succeed—and we will succeed—I will need the continued support of people within the Department and within the community.

I appreciate the support this subcommittee has provided the MPD in the past, and I look forward to an even closer and more productive partnership in the future. Thank you.

Mr. DAVIS. Chief, thank you very much.

Mr. Harlan.

Mr. HARLAN. Thank you, Mr. Chairman, members of the subcommittee. I appreciate the opportunity to be here today.

My name is Steve Harlan. I am vice chairman of the Financial Responsibility and Management Assistance Authority and chairman of the Memorandum of Understanding Partners.

I am pleased to be here today to discuss what I believe is an exciting and optimistic time for MPD and the District of Columbia. Crime is at the lowest level it has been in the last 20 years, and I am very pleased to have a really first-rate police chief now running the Police Department.

Mr. Chairman, I submitted written testimony, and what I am going to do is attempt to shorten it up, because it would take longer than what you would want me to take in oral testimony. There are a couple of points I would like to highlight.

One is that crime is down. This past quarter, the first quarter of 1998, is the lowest level of any quarter in the last 20 years, and I think that is an important thing to remember. But crime statistics really do not tell the story. It is very important for the citizens of our community to feel as though they are not afraid of crime, and right now we don't have that situation.

We will not be successful until our citizens can sit on their front porches, until they are not afraid to leave their homes after dark, until they are not afraid to let their kids walk to the store. So what we have here is a lot of work to do.

In order to make the residents feel safer in the District, MPD has increased the policing presence on the street. Almost a year ago, we implemented the PSA approach to neighborhood policing, and it has gone pretty well.

Mr. Moran pointed out that a year and a half ago we—on the particular day that the audit was made, we had only a little over 500 police officers assigned or working on beats. Right now, we

have over 1,600 assigned. But that is still far too low. We have a lot of police that are not on the street, and we need to increase that. Every public meeting we go to, that is one of the high concerns of our residents and citizens.

But what we are trying to do is not only increase the number of police assigned to PSAs or beats or street patrol activity but also to make them more efficient. Right now, it takes over 4 hours for a police officer to process an arrest. We are moving and the Police Department is moving to reduce that time by working with the U.S. Attorney's Office, Corporation Counsel, to change the arresting or case-processing procedures.

We think we can save about 250 full manpower FTE time by making procedural changes, about 400,000 hours a year.

Another factor that has gone to increase the fear of crime in our city is the perception that the MPD is corrupt. It is a widely held perception, that is true. I don't personally believe that is true, but I do believe we need to put a pin in it, to get it nailed down.

Right now, there are multiple investigations going on in MPD. We have the Inspector General, we have the FBI, we have the U.S. Attorney's Office, the MPD's own Internal Affairs, and we have the District of Columbia Council all conducting investigations, and we will continue to monitor the results of those investigations and see whatever comes up is corrected.

Another point that increases the fear of crime is the homicide rate in our city. While in 1996 there were 397 homicides, in 1997, 301, which is a 24 percent reduction; and, right now, we are running 20 percent or thereabouts lower than 1997. So the numbers of homicides are coming down. And the closure rate has improved. It is now up to about 75 percent, which is still too low, but that is better than national averages right now.

But the point I want to make here is we have a couple of very, very high-profile cases that must be solved. It is the Starbucks case, where three people were murdered; and some of the murders in the Petworth area still need to be brought to closure. I know the MPD, working with the FBI, are working very diligently on those, but I wanted to mention them because they are particular areas of continuing concern.

A recent action that has been taken will help our homicide closure rate. The reason I want to point this out is that so often when we think of crime, we think of the MPD. Well, MPD is the largest central source. I want to point out that the criminal justice system in the District of Columbia is now virtually controlled by the Federal Government. Much more than 50 percent of the criminal justice system is in Federal Government hands. That is the U.S. Attorney, it is the Corrections, all aspects of the criminal justice system are in the Federal Government.

On April 15th, we hired and he came to work, a new medical examiner, which is very important for closure rates on homicides. I am real pleased that Dr. Arden is there. We were able to attract him through the work of the Attorney General and the new Chief Management Officer and all of us working together.

The other point I would like to make in closing, Mr. Chairman, is that I think we need to raise our eyebrows—I mean, raise our eyes and raise our vision a little bit when we think about the crimi-

nal justice system in this town. It is just not MPD. We have formed an MOU group that initially was put together to oversee MPD. What we have found is that it is the interrelationships of the Corrections, it is interrelationships of the Council, it is interrelationships of the courts, the Corporation Counsel, the Department of Public Works, the Department of Human Services, Youth Services. Everybody has got to work on this problem. It is not just MPD.

In other words, we can go out and bust—arrest—a lot of drug pushers, but until we get good drug rehab programs in place, all we are going to be doing is recycling the problem. We need to fix the system. Mr. Chairman, I would encourage your committee to oversee that system, not just MPD in the future. I think we have a way to do this through the MOU group, and I think it is very, very important that we report to you as a system, not just MPD.

There are a lot of other points contained in my written testimony I would offer for your consideration at another time.

With those comments, I will conclude my comments.

Mr. DAVIS. Thank you very much, Mr. Harlan.

[The prepared statement of Mr. Harlan follows:]

Mr. Chairman and Members of the Subcommittee:

Good morning. My name is Stephen D. Harlan. I am the Vice Chairman of the D.C. Financial Responsibility and Management Assistance Authority (Authority) and the Chairman of the Memorandum of Understanding (MOU) Partners. I appreciate the opportunity to testify before the Subcommittee.

I am pleased to be here today to discuss what I believe is an exciting and optimistic time for the Metropolitan Police Department (MPD) and the District of Columbia. Crime is at its lowest level in the past 20 years and we are very pleased to have a first rate Chief of Police.

Nearly 17 months ago, in December 1996, the MOU partners embarked on an effort to make major improvements in the MPD and to reduce crime and improve the quality of life in the District's neighborhoods. At that time, crime in the District was rampant. From 1985 to 1996 homicides rose more than 150 percent, robberies were up by 50 percent and car thefts increased by nearly 500 percent. By the end of 1997, 12 months after the MOU partners began their effort to improve the operations of the MPD, crime declined by 19 percent below the previous year. As of the end of the first quarter of 1998, overall crime is at the lowest level in 20 years.

While the crime statistics clearly illustrate that significant progress has been made in reducing crime, they are meaningless to those residents of the District who still live every day in fear—who are afraid to sit on their porches, afraid to leave their homes after dark, afraid to let their kids play outside or walk to the corner store. We will not be successful in our efforts to address the District's crime problems until our citizens are no longer afraid to walk the streets.

In order to make residents and visitors feel safer in the District, MPD must increase the police presence on the streets. In July, 1997, MPD began implementing the new Police Service Areas (PSAs), which were designed to balance workload in a way that enables the department to much more effectively deploy officers to the neighborhoods and to increase the police presence in the patrol functions. The number of officers in patrol functions in the police districts have increased more than fifty percent since January 1997. However, police presence remains much too low, particularly considering that the MPD has the highest per capita number of officers of any other police department in the country. While the PSAs generally have been well received by MPD police officers and community members, the PSA strategy has not resulted in the increased police presence that we expected.

Patrol officers continue to spend too much time in activities related to booking prisoners and making court appearances. They also spend too much

time away from the PSAs for administrative reasons, such as annual leave, disability leave, and administrative leave. MPD estimates that there are approximately 45 officers on extended disability leave who will never return to work. MPD is taking actions to retire these officers and to tighten controls on extended sick leave.

MPD also is focusing on streamlining the booking procedures to enable officers to return to patrol as quickly as possible after an arrest, while ensuring that the necessary functions are performed. Additionally, for several months, the U.S. Attorney's Office, the Office of the Corporation Counsel, and the Chief Judge of the D.C. Superior Court, and the MPD have been working very closely together to develop several case processing reforms designed to reduce the amount of time officers spend on court-related activities.

One such reform is the officer-less papering program in which officers will no longer be required to appear for in-person interviews for every case as part of the charging process. Similar programs exist in every other major jurisdiction in the country. MPD will begin this program on June 1, 1998, when MPD has completed all of the report writing training necessary to make this program a success. MPD conservatively estimates that the current case processing reforms could result in approximately two hundred thousand additional patrol hours in the short term. In the longer term, up to five

hundred thousand additional patrol hours could be realized—the equivalent of 250 added police officers to the streets.

Another factor that contributes to fear in the District is the distrust of MPD officers, which has been heightened as a result of the recent allegations of widespread corruption in the Department. The MOU partners remain concerned about integrity and accountability issues in the MPD. However, we are confident these issues will be addressed through the on-going, comprehensive investigations of the MPD by the Inspector General, the Federal Bureau of Investigations (FBI), the U.S. Attorney's Office, MPD's Internal Affairs, and the Council of the District of Columbia. We will continue to monitor the results of these investigations as they are developed.

In order to make residents and visitors feel safer on the streets and to increase the public's confidence in the police, MPD also must solve more homicide cases. MPD increased its case closure rate from approximately 57 percent in 1996 to 70 percent in 1997. Additionally, the number of homicides in 1997 was at a 10 year low of 301. There were nearly 100 fewer victims of homicide. However, the homicide rate in the District is still unacceptably high. Also, MPD has not solved several high profile cases, such as the Starbucks case, which occurred 10 months ago, and some of the Petworth cases—one of which took place in 1996. While I am aware that the police department and the FBI are working diligently to close these

complex cases and have made some progress, the fact that months and, in some cases, years have gone by without closing the cases does not inspire public confidence in the department.

One recent action that should help improve MPD's ability to close homicide cases is the appointment of a highly qualified Chief Medical Examiner for the District—Dr. Jonathon Arden. Dr. Arden assumed responsibility for the District's Medical Examiner's Office (Office) on April 15, 1998. We expect that he will bring about major improvements in the Office. The MOU partners, Janet Reno, the Attorney General, and Dr. Camille Barnett, the Chief Management Officer, all played key roles in convincing Dr. Arden to accept the position. We are committed to providing Dr. Arden with the resources and support he needs to be successful and to ensure that improvements in the Medical Examiner's Office are lasting. We also are committed to identifying funds to establish a state of the art forensic laboratory, which would greatly enhance our on-going efforts to improve public safety in the District.

While there is much work ahead, we are confident that under the leadership of the District's new Police Chief—Chief Charles Ramsey—MPD will provide the District's residents with the quality police service they deserve. We anticipate that crime will continue to decline, that officer

presence on the streets will continue to increase, and that residents will begin to feel safer in their neighborhoods and throughout the City.

As you know, on April 2, 1998, the MOU partners selected Mr. Ramsey as the new Police Chief for the District of Columbia. Chief Ramsey was overwhelmingly confirmed by the Council of the District of Columbia on April 20, 1998, and sworn in on April 21, 1998. We are very fortunate to have him as our Police Chief.

After the resignation of the former Police Chief in November 1997, the MOU partners decided to conduct a nationwide search for a new Police Chief. The MOU partners firmly believed that MPD must have a strong and skilled leader with demonstrated ability to implement the reforms so desperately needed in the department. We were committed to identifying the best person for the position from anywhere in the country. We took this task very seriously. We recognized the importance of the decision to the citizens of the District and the impact of the decision on the District's ability to continue its crime reduction efforts.

An executive search firm was retained to assist with the search for a permanent Police Chief. Additionally, the MOU partners sought out individuals they thought were highly qualified for the position. In fact, Chief Ramsey is one of those individuals. He did not initially apply for the job.

When we learned that the Mayor of Chicago did not select him for Police Chief, we immediately contacted him in an attempt to persuade him to apply for the position of Police Chief for the District. In fact, Dr. Camille Barnett and I immediately flew to Chicago to meet with him and convince him that he should consider Washington, D.C., and that we would do everything possible to support him should he be selected as the Police Chief.

The search resulted in a pool of more than 40 applicants, many of whom were among the very best police leaders in the country. Of those applicants, nine were selected for interviews. As a result of the initial round of interviews, the MOU partners and the Mayor's Citizen Advisory on March 31, 1998 interviewed the final candidates.

The candidates were evaluated in terms of their experiences and achievements in policing during two decades or more in large, urban police departments. The Mayor's Advisory Committee, which was established to assist the Mayor in the selection process, recommended that Mr. Ramsey be appointed Police Chief. The MOU partners gave considerable weight to the committee's recommendation. We felt strongly that it was important for community members to have a voice in the selection of the Police Chief. After all, the community will have to work in close partnership with him to reduce crime in the District.

The MOU partners unanimously selected Mr. Ramsey as the new Police Chief. We are confident that he possesses the leadership, drive, and skills to lead MPD on a course toward greater professionalism and continued crime reduction.

Chief Ramsey has had a successful and impressive career in police leadership. He started in the Chicago Police Department 29 years ago as a police cadet. He quickly rose through the ranks, serving one-third of his career in command level appointments. He has vast experience in managing all aspects of a police department. Most recently, he served as the Deputy Superintendent of the Bureau of Staff Services. He also served as the Deputy Chief of the Patrol Division, he was commander of the Narcotics Section, commander of a Patrol Division and a Detective Division, and he has held many other management positions in the department. Mr. Ramsey received numerous awards during his outstanding career, including the Gary P. Hayes award, which is the Police Executive Research Forum's most prestigious honor.

Chief Ramsey clearly did a terrific job in Chicago, where he was credited with designing and implementing a successful community policing model. The program was selected by management expert Tom Peters as the public sector model of excellence for providing quality customer service. Chief Ramsey has publicly stated that one of his top priorities is to lead the

District's effort to design and implement community policing strategies tailored to the unique needs of the diverse communities in the District.

Chief Ramsey has a five year contract with the District of Columbia. He will report to the Authority during the term of his contract. The contract provides for an annual evaluation of the Police Chief based on performance standards that hold him accountable for the performance of the department.

The MOU partners are committed to supporting Chief Ramsey in his efforts to make MPD one of the best police department's in the country, and to provide the District's residents with the quality police service they deserve. We recognize that he can not be successful in reducing crime and improving the quality of life in the District without the support of all the criminal justice agencies in the District, as well as other District government agencies. When we began reforming the MPD, our focus was solely on MPD. We since have realized that, since the criminal justice agencies are integrally linked, we must expand our focus to include the entire criminal justice system and other relevant District government agencies, where appropriate.

The crime problems in the District can not be solved by MPD alone. Many District agencies, such as the Departments of Public Works, Consumer and Regulatory Affairs, Recreation, Employment Services, and Human

Services, including the Youth Services Administration, must share responsibility and accountability for addressing the City's crime problems. We also can not be successful in reducing crime without the support and cooperation of community members. We are confident that Chief Ramsey can lead MPD in establishing trust and respect between the police and the community.

Mr. Chairman, we have several efforts underway to increase the cooperation among the criminal justice agencies and other District government agencies. The MOU partners have formed three committees comprised of staff of the various agencies represented on the MOU partnership as well as other City agencies. These committees include the information technology committee, which is led by Jay Carver, the Offender Supervision Trustee appointed under the D.C. Revitalization Act; the juvenile justice committee led by Moses McAllister of the D.C. Superior Court; and the community justice committee led by Debra Long-Doyle of the U.S. Attorney's Office. Additionally, the recent focus on closing the open-air drug markets in the City and reforming case processing in the criminal justice system have resulted in new levels of coordination and cooperation among numerous District and federal agencies.

The MOU partners also recently convened their second two-day session devoted to exploring issues and opportunities in the District's

criminal justice system and planning our agenda for the months ahead. We held our first session in January of this year and our second session in mid-April. We have benefited greatly from support we have received from the National Institute of Justice (NIJ), the Kennedy School of Government at Harvard University, and other important criminal justice practitioners and scholars from around the country. We look forward to continuing our partnership with these individuals and organizations.

The recent planning session for the MOU partners, held in mid-April, focused on issues surrounding juvenile crime in the District. As a result of the planning session, we agreed to create a task force of relevant District government agencies and the NIJ to assess available data on juvenile crime problems so that we have information on which to base our decisions. The spirit of community among the MOU partners was evident at the session.

The MOU partners are bringing a new sense of energy and commitment to addressing the District's crime problems. There is a feeling that, for the first time, the criminal justice agencies and other District government agencies are beginning to truly collaborate on issues, and to share information and responsibility for solving some of the District's crime problems. The level of cooperation and collaboration should continue to improve with the on-going implementation of the City-wide management reforms. Nevertheless, we have laid the foundation to build effective and

lasting partnerships among these agencies. We must now focus our attention on more effectively bringing the community into these partnerships.

While it is clear that progress has been made, there is still a great deal of work to be done to reach our goal of a fully effective, well managed police department and a safer City. The Authority is committed to working with Chief Ramsey and the other MOU partners to ensure that major reform in the police department occurs. The District's residents deserve a quality of life that makes the nation's capital one of the safest cities in the country. We are committed to that goal.

Mr. Chairman, before I close, I would like to bring you up to date on where we stand on the fiscal year 1999 consensus budget. Based on recent discussions with the Chief, the consensus budget of $273 million would include approximately $245 million for personal services and $28 million for non-personal services.

The personal services budget would be comprised of $187 million for salaries and benefits for sworn members; $30 million for salaries and benefits for civilian employees; $12 million for other pay; $15 million for overtime; and $20 million for the pay raise. The personal services budget assumes a sworn member level of 3,600 throughout the fiscal year, and a civilian level of 722 at the beginning of the fiscal year, with approximately

eight new hires each month, for a year end total of 822. Two million in funding for 100 additional civilian employees should greatly assist MPD in its "civilianization" efforts.

MPD also will receive $10 million in management reform funds in fiscal year 1998. Chief Ramsey currently is finalizing a spending plan for the management reform funds.

Chief Ramsey is satisfied with the fiscal year 1999 budget recommendation, and believes that he can continue to move the department forward with the proposed budget.

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Mr. Chairman, that concludes my testimony. I would be happy to respond to any questions that you might wish to ask me.

Mr. DAVIS. I would agree with you in terms of the MPD as an organization not being corrupt. I certainly concur with that.

I also want to recognize that we have acting Chief Sonya Proctor sitting behind Chief Ramsey. We appreciate your service there as well. I wanted to acknowledge that.

I wonder if Mrs. Norton would like to say a word as well?

Ms. NORTON. Thank you, Mr. Chairman.

I want to associate myself with your remarks and with the remarks of Mr. Moran. And, if I may add, not only did Chief Proctor bring enormous credibility during a period when in my lifetime the District needed it most, but there are many of us who will forever be proud that she has been the first woman chief of the District of Columbia Police Department.

Mr. DAVIS. Acting Chief Proctor is also a strong team player, as Chief Ramsey indicated to me, and a very key part of the transition here. We appreciate your being here today.

I am going to start with Mrs. Morella, who came at the end of the opening statements, and allow her to make any statement she would like.

Mrs. MORELLA. I appreciate that. May I ask unanimous consent that my opening statement be included in the record?

Mr. DAVIS. Without objection.

Mrs. MORELLA. I am delighted you called this meeting.

Chief Ramsey, welcome. We really look forward to having you work out your plan and the priorities and appreciate the attitude that you bring to this and the determination.

Steve Harlan, it is always a pleasure to have you here at the leadership capacity. I hope that you will reconsider what you are talking about with regard to the Control Board.

I remember, Mr. Harlan, that you were with us when Booz-Allen came out with their report about the disconnect between the Police Department and the people they were actually serving. At that time, over a year ago, it was evident that MPD suffered very low morale and extremely poor management. Less than 10 percent of the officers were assigned to scout cars, two-thirds of the MPD officers made 10 or fewer arrests, half of those officers made no arrests at all. They made less than their counterparts in the surrounding jurisdictions. Most of them held a second job.

Lack of organization, lack of adequate management within the Department translated into lack of necessary delivery of police services.

Since that time, control of the administrative and managerial practices at the MPD was transferred from the Mayor to the Office of the Chief of Police. A new mission has been developed for the MPD, more arrests have been made, crime has declined in the District, and this is what you mentioned. All D.C. police officers were given a 10 percent raise which became effective last summer.

I want to add my accolades to Acting Chief Proctor. It is also a pleasure to work with her, and she was at the reins when this change took place.

But there are many issues that have been brought to the attention of this subcommittee regarding MPD. Although the ratio of police officers to residents is better than in most cities, 7.2 police officers to every 1,000 residents, the crime rate in the District is high-

er than other major cities; and most disturbing is a report estimating that at least half of the officers in D.C. lack certification to use their weapons.

I know that in your priorities that you have outlined, Chief Ramsey, that indeed that is going to be part of that. We look forward in Congress to working with you.

I wanted to mention one item that has been called to my attention. It has been in the past, too; and it reemerges as something I think is important.

Shortly after the provision in the District of Columbia appropriations bills was enacted which said that it would restrict off-duty use of D.C. government vehicles, some problems have been manifested. So I would like to give you an example.

Shortly after that provision went into effect, members of D.C.'s Emergency Response Team were recalled to work to help members of the MPD who were on duty. A subject with a shotgun had fired on police officers and had fled the scene. Members of the ERT responding to the incident had to pass within blocks of the crime scene on the way to pick up their official cars at the police station only to turn around and respond back to the crime scene. Consequently, it took a long time for members of the ERT to respond to this serious situation, which, fortunately, was successfully resolved.

But that incident was brought to my attention because it has an enormous potential for serious injury or death to police personnel, lawbreakers and innocent bystanders. I would like to pose to you the possibility, I hope a probability, that there will be an exemption to allow workers who are responsible for public safety, such as members of the ERT, to drive official vehicles outside city limits so they can respond to emergency situations directly from their homes.

Ms. NORTON. If the gentlewoman will yield, I ask you to yield only because the Police Department is responding to language that does not allow exceptions. So if there are to be exceptions, these exceptions will have to come from this body.

The chief is without discretion to do this and without discretion for a very good reason. We might find an anecdote here or there; but the fact is, routinely, there were in various agencies, including the Police Department, cars being driven home on our gas and with all the wear and tear. And these police officers did not even—had cars that, when they got to work, they couldn't get outside into the neighborhoods because they had been worn down going 45 miles back and forth to Maryland and Virginia.

There may be exceptions made, and the chairman and I would be glad to take testimony to see what kind of exceptions should be made.

I just want to say, for the record, at least this Member is going to hold the Department, if it wants any exceptions to be made, to the highest standard of showing the exceptions need to be made, not because here and there something may occur but because on a fairly frequent basis there are reasons for the taxpayers of the District of Columbia to send somebody home to the suburbs and back every day, somebody who doesn't pay commuter taxes to this jurisdiction.

So I just want you to know it is not in the chief's hands, but it is in your hands, Mrs. Morella, and my hands, and I would be very pleased to work with you to correct this situation to the extent it needs correction.

Mrs. MORELLA. Well, I don't think this was necessarily thought out when it was put into that legislative language. If, in fact, legislation is needed, I am going to be among the first to push it.

But it seems to me that safety is the No. 1 concern, and when you are talking about an Emergency Response Team, it is an Emergency Response Team. Whether it is a little extra gas or not, you may be putting in jeopardy an innocent bystander, someone who is a victim. So it seems to me that should be the overlaying and the transcending kind of concept; and you should, within your power, have the opportunity to make some of those decisions.

I just wondered about your response also, Chief Ramsey.

Then we will pick up—first of all, let me yield to my good friend, Mr. Horn.

Mr. HORN. Yes. I just want to say, I think the gentlewoman from Maryland is absolutely correct here on having supervisors have the vehicles so they can be here.

Now, obviously, there is one way around that. The way around that is if we can hire more police officers from the District of Columbia who live here and don't live far out in the suburbs. I think that ought to be our aim in terms of educating people as a police career and being part of this city.

Every major metropolitan area in America has this problem as officers have moved to the suburbs. We certainly have it in Long Beach, CA. We have it in Los Angeles, CA. But we certainly should not risk further crime by not having the right officers there at the right time at 2 a.m.

Mrs. MORELLA. Reclaiming my time, we want the very best. It is like technology workers. If we don't have enough technology workers in one locale, we go close by for the very finest and the best, and we feel that way about the Police Department. We do have the finest and the best in the District of Columbia. So I think we need to look at the immediate situation and then look at the possibility of enhancing our Police Department, too, and looking within, of course.

So, Chief Ramsey.

Chief RAMSEY. I agree with what I have heard today. There are police officers that have specialized skills. We need to make some exceptions as it relates to their ability to take vehicles home. The emergency response situation was a good example. Those kinds of things, fortunately, do not happen that often. But when they do happen, lives are at risk. We need to make sure that our people can respond very quickly to these scenes and be able to perform their jobs.

We can work together to carve out whatever language is necessary to be able to create certain circumstances or exceptions to the particular law as it currently exists so that we can serve the needs of the public and also be aware of the fact that we also need to be very careful how we use the equipment for the Metropolitan Police Department, which, quite frankly, we don't have a lot of equipment as it is, and we need to be very careful how we use it.

So having officers just taking cars home for the sake of taking cars home is something I would be opposed to. But certainly there are some situations where it is necessary.

Mrs. MORELLA. We would all be opposed to that, and I think oversight is certainly important. We shouldn't do anything to place a barrier in front of someone who should be fulfilling an emergency job.

If I could just ask one other question, and that is, as you know, since April 1st of this year, the GAO has been examining the expenditure of MPD's grant money. I wonder—and I guess I would direct this to both Chief Ramsey and Mr. Harlan—what plans are there for strengthening the Department's financial management? Are there any plans for MPD to seek additional Federal grant money and what mechanism is in place to ensure that the money will go where it is supposed to go or the resources will go where desired?

Chief RAMSEY. I have met with our chief financial officer to talk about the issue of grants. We do have centralized grants management now in the Department so that we can keep track of the grants that we currently have and the spending plans that the various units that are affected by those grants, what they have put in place to ensure that we are in fact spending the money that we have asked for.

Right now, in terms of future grants, we will be asking for grant money. However, I will not be asking for anything until I am certain that we have a need. Right now, I am in the process of assessing what our needs are to make sure we are utilizing the resources that we currently have, rather than just asking for more for the sake of more.

I am not confident that we are using everything that we currently have available to us. Once I am confident we are doing that, I will come before Congress, I will apply for grants, I will do whatever is necessary to get the Department what it needs in order to function.

Mrs. MORELLA. Mr. Harlan, do you want to comment on that?

Mr. HARLAN. Thank you very much, Mrs. Morella.

The financial management system in the District of Columbia in total has been, over the years, severely fractured. I am pleased to say that the Metropolitan Police Department is one of the pilot agencies on the installation of a new financial management system. That pilot activity was begun earlier this year, and the MPD should be completely supported by a new financial management system by October 1st, as one of the first agencies in the city.

As far as grants go, as the chief has said, there is a separate grant management division within MPD now. It started earlier this year, around the first of January. And what we are attempting to do within the city, in line with my earlier comments in looking at the criminal justice system, not just MPD, is to say, on all of the grant money being provided for the criminal justice system, is being spent in a wise fashion throughout for the system in total? Does it make sense in total?

We have a Grants Subcommittee MOU, chaired by Jay Carver, who is the gentleman that is charged with organizing and implementing a new Federal agency, offender supervisory agency, for

pretrial, for courts, et cetera. He is leading this effort, particularly in the area of information technology.

What we have found is each of these agencies have systems that don't speak to each other appropriately; and as they put in new technology, it is key that all of those points of interface are well thought through. I am very pleased with the progress he is making as part of that.

As far as the grant money goes, Federal grant money in the future, I am convinced that it needs to be—we need to make some requests. As the chief said, when he gets his hands around the resources that are needed, I am sure requests will be made.

As far as the $15 million that was provided now almost 2 years ago, virtually all of it has been obligated. It takes a long time, and it is an exasperating time. Through our procurement process to get it all placed, it is well under control. As part of my testimony, I think you will find that information is there.

The other point I would like to make about financial management is that, as the chief mentioned in his testimony, these District buildings, particularly the police buildings, are falling down. We have had 22 years of deferred maintenance, and these are in terrible shape. It is going to take somewhere, best guess, between $80 and $100 million just in the police to get them brought up.

That can't be done overnight. We can't manage that type of efforts overnight. But we are talking huge amounts of money here. So I am sure that, in the future, requests will be coming to Congress to work with the District, to work with MPD, to figure out how this terrible, deplorable situation can be corrected.

Mrs. MORELLA. We look forward to hearing from you, Mr. Harlan and Chief Ramsey. Thank you for your response to that question and the other.

Thank you, Mr. Chairman. Thank you for giving me that extra allocation of time.

Mr. DAVIS. Thank you.

I am going to recognize Mrs. Norton and then Mr. Horn.

Ms. NORTON. Thank you, Mr. Chairman.

I would like to acknowledge the presence of Councilman-at-Large David Catania and Statehood Senator Florence Pendleton and welcome them both to this hearing.

I suppose, perhaps because this involves some history before you came, I should direct this, at least in part, to Mr. Harlan.

You will recall that, in the depth of the police crisis, there were some residents who actually came to the Hill—this is a complete and total no-no, but it shows you the desperation of residents—and raised the notion of a Federal takeover of the D.C. Police Department. Fortunately, it was raised with one of my good friends in the Senate, Senator Orrin Hatch.

I just called him up and asked him what would he do with a Federal takeover, whether he wanted to be the police chief, and suggested to him the problem with the D.C. Police Department at that point was that cars couldn't get out of the station because there were no tires on them and that, essentially, the financial crisis had brought the Police Department down.

I asked him if I could bring the U.S. Attorney and the police chief to see him so I could discuss the real problems of the Police

Department, problems that I didn't think a Federal takeover had much to do with.

I went over to see Senator Hatch with both of them; and, as a result of that meeting, Senator Hatch changed his view on what should occur. And he did something more than change his view.

I told him that we were trying to get some money as a result of a very important task force that the Speaker brought together, some extra money, but I hadn't been able to get it out of the House. I asked him if he thought he could get at least some of it out of the Senate; I think it was about $40 million. He got almost half of it, about $15 million out. Then he said, Eleanor, if they use it well, I will try to help you get the rest.

Now, as a result of the work in reforming the Police Department, one of the things that the Control Board did was to relieve the chief of the normal procurement regs and also to use the GSA in part for procurement. Yet the newspapers have continued to run stories about failure to spend the $15 million; and, if I may say so, it will be very difficult for me to get any extra money of that kind for that reason.

I did have a check done on it before I came, and I am told that $2.1 million of the original $15 million remains unobligated, and that is for renovation of the cell blocks.

Two questions: One, why would the waiving of procurement regs and GSA help? Does money not get spent on a timely basis? And, two, is there some special reason why this $2.1 million that was directed on a priority basis for the cell blocks has not been obligated?

Mr. HARLAN. You're directing that at me?

Ms. NORTON. Yes, Mr. Harlan.

Mr. HARLAN. OK. We did relieve the Police Department of procurement and did procurement regs and did engage GSA to help with the procurement, and it's gone reasonably well—not, by a long shot, perfect.

The situation is as follows: As far as the $15 million goes, I believe that the cell block is the largest part of the unspent but obligated money. In other words, it's just—you get architects, you get people to come in and figure out what needs to be done. It's just a long process.

Ms. NORTON. Again, that's the whole point I have in the GSA in that.

Mr. HARLAN. Even with them, it takes a good while on physical things, as opposed to going out and buying bulletproof vests or other important things that some of those funds were used for. Those funds are virtually all obligated and/or spent.

The newspaper article that appeared in the Post was inaccurate, and I don't know why it was inaccurate; whether it was—the writer received bad information or it was a bad interpretation. But I do know that Chief Proctor responded to that and sent a letter to the Post clarifying that.

Ms. NORTON. Mr. Harlan, when I was riding with the police last year, when I was trying to get a supplemental, the supplemental I was not able to get, and in part this was raised against me. And the reason I ask these questions, I want to make sure these are not put in our way again when we try to get more money.

A police officer who was riding with me said that he had been able to get a copier within a few days and what a tremendous relief it was. And I said, well, great, the procurement must be working. He said, no, I got it through the GSA, and they used credit cards, and they just go buy copiers.

My question is, this is part of reinventing government that is happened throughout the Federal Government, so they don't even—for small items like this, they don't even use these cumbersome procedures.

Mr. HARLAN. Absolutely right.

Ms. NORTON. Is there any reason we couldn't have credit cards to go out and get what the cops need in the police station?

Mr. HARLAN. You're exactly right. And I will be honest with you. It's frustrating me, and I can't understand why we can't get it done either.

Because we've been talking about getting these type of credit cards, small purchase authorizations through, and the bureaucracy drives me crazy. But it's there. And we're working on it. It's like chipping away at a very large piece of granite that we keep chipping away and chipping away.

I can't tell you when, just because I don't know. But I do know that they're working on it. I can't tell you when these credit cards will be available to the police districts, but it's something that absolutely needs to be done.

The other problem with nonpersonal service items is the budget. It's been underbudgeted for years. I believe that, 1998, their budget was about $25 million. A very high percentage of that has already been spent or obligated.

So we're looking and working with the police leadership to make certain that we don't violate any laws but, at the same time, provide the funds necessary for nonpersonal services.

In the 1999 budget, we've worked with the police chief to add moneys to that nonpersonal service budget, but it's probably not enough in total, but it's more than has been in the past.

Ms. NORTON. May I ask this? I understand that you all have just added—I don't know, bring it up to complement or whatever you call it—a number of police officers. Again, another question I always get over here, recognizing even that some of your officers do county functions, State functions—we are putting more money into more police officers when there's severe criticism because some of the officers are still behind desks, and we're not civilianizing.

So, in a real sense, I'm not convinced that you need any more police officers, given the large number you already have; and I think the taxpayers are being had. Every time they want more done, they say tax us more so we can get some more police officers; and the same number are behind the desk.

Why can't we get these police officers out from behind the desk?

Chief RAMSEY. You raise a good point. Let me back up one moment, though, around the procurement issue.

One of the first things that came to my attention, in fact, the day of my confirmation, was an issue around fax machines. The Department did not have fax machines. I checked into that, and we have ordered and received 15 new fax machines and an additional 20 to

replace old fax machines that were not functioning. So we've done that.

Ms. NORTON. Did you do that without going through a whole cumbersome bureaucracy? Did you do it through the GSA? How did you get it done?

Chief RAMSEY. I talked with the chief financial officer and told him I wanted it done. Now whether he used a credit card or check, I don't know what he did, but he got them. And it was relatively quick. Now, those are small items. And, hopefully, in the future, we'll be able to buy items that we need very quickly in a shorter timeframe as possible without going through a lot of red tape.

Right now, my understanding is that things are not working the way they should work. However, in this case, we were able to move some of the fax machines that we had in other places out to the field and then also purchase some new ones. So we were able to get the people who need it what they needed to have out there to function.

As far as the number of police officers, I don't know right now how many police officers we need to really adequately police the District of Columbia. I'm concerned about the numbers that I'm seeing versus the numbers of people that are really out there in the field. We're going to go through every nook and cranny of that building to make sure that we have police officers doing what they were hired to do and that serve the public in a law enforcement capacity and not sitting behind some desk or in nonpolice-related type of functions.

That's why civilianization is so important. In order to be able to successfully do that, because those are jobs that need to be performed, we need to be able to hire nonsworn individuals to take that officer's place so they can in fact go out on the street.

The pace of hiring is slow. It does not even keep up with attrition. So a lot of what you see in terms of hiring is simply making up for those individuals that are leaving from retirement.

Ms. NORTON. That's why I had reference to the additional officers bringing it up to whatever is the authorized level. I'm not talking about replacements. That's understandable. But the more cops is what, it seems to me, the Department ought to have to justify, as long as it has people behind desks.

And may I say I understand that part of the problem is with keeping civilians—and Chief Proctor, Mrs. Proctor, is trying to get some reclassifications so that you can upgrade the civilians and keep more civilians. I'm very concerned that there are 45 sworn officers in 911, because you've not been able to hire enough civilians to do it. Because that is a specific example of officers that could be out on the street. And I would ask you to hasten the reclassification.

I understand there's some negotiations with the unions that have to take place as well. I just give that priority. Because if we can move, even on the 911, 45 officers in one clip gone out into the street, and let people know that. What Mr. Harlan was saying, I think, would then reverberate in the community.

He says, and I can understand his frustration, he can bring down the crime. You have these statistics. You tell the community about them. They still don't feel safe. And what we need are some spe-

cific, perhaps dramatic, illustrations of getting people off, out into the streets to make people then feel the notion that is reflected in these statistics.

Now, Mr. Chairman, Mr. Horn has to leave, so I will defer until another round.

Mr. DAVIS. OK. I now recognize the gentleman from California.

Mr. HORN. I thank you very much, Mr. Chairman.

I've got about four or five questions that will take about the time Ms. Norton had, which is 13 minutes or so.

Let me just ask you on this—on the upgrade of information technology, one of the things that Mrs. Morella, Subcommittee on Science, and mine on the Subcommittee on Government Management, Information, and Technology, have been looking at is the year 2000 problem and whether various critical missions in software that is needed in this area will be compatible so your whole system doesn't go out on January 1, 2000. Do you know how much activity is going on in the Police Department on that?

Chief RAMSEY. There is a group that has been looking into that for some time, part of a larger effort, the city to take a look at the 2000 problem. It is my understanding that we're making significant progress and that, when the clock turns to the year 2000, we should not experience a problem, that the changes that are needed in order to avoid that software changes are, in fact, taking place and on schedule.

Mr. DAVIS. Could I interrupt here? I don't want to put anybody on the line. I think the city has a serious problem. I would be happy at a later time to sit down and have some of the other folks in the city familiar with this, brief Mr. Horn and Mrs. Morella who have taken a lead in this on Capitol Hill. But I don't want to go too far overpromising what we can deliver on this.

Chief, I think it's serious, and we're just getting into finding out the depth of this. I don't want to have you or anybody else overpromise what I think we can deliver on this. I think it is a serious problem that will need some focus.

Mr. Harlan.

Mr. HARLAN. I wanted to say, Mr. Davis, I absolutely agree with you. I think it's a much bigger problem. We, from a citywide perspective, are engaging—they're engaging outside people to come in and remediate the problem.

There are probably 20 million lines, maybe more, of code that need to be fixed in this city, including I would imagine some that affect the Police Department. But one of the things that helps is that they're putting new systems into the Police Department. And to the degree that new systems get put in, those will be Y2K compliant.

Mr. HORN. The other thing I would like to know on the use of information technology, to what degree is the Police Department involved in tracking down deadbeat dads to enforce court orders as to payments for the children? Is the Metropolitan Police at all involved in that effort?

That's a Nationwide effort. That's under Nationwide law. Where computer systems in California—for example, the LA County has a suburb system; 26 other counties want their own individual sys-

tems. And this is sort of crazy, but we need to get that job done. And I just wonder, where are we on that?

Chief RAMSEY. I was just informed by Assistant Chief Monroe there's a special unit in the Youth Division that their sole responsibility is to check—is to track down the deadbeat dad, paternity type of cases.

Mr. HORN. See, the question would be, can you track them into Maryland and track them into Virginia where—in California, we face that problem. They just go across the county line. In this case, it would be a State line, a District line. And they disappear, and we can't get the payments. Are we working on that?

Chief RAMSEY. I'm told we are tracking them, sir; and that's what I'm being told right now.

Mr. HORN. OK. You had quite a reputation in the Chicago police for getting citizen involvement. And one of the key things I've seen that's really helped in my constituency, which is a very mixed constituency in terms of ethnic groups, racial groups, all the rest, is the Neighborhood Watch Program. To what extent do you feel the District police have an effective Neighborhood Watch Program? And what else are you planning to do if you don't think it's effective?

Chief RAMSEY. It's my understanding that the Neighborhood Watch has not been as strong as it had been in years past. I did come from a community that had a very strong Neighborhood Watch Program. I intend to do the same thing here in the District. It is a vital part of our strategy in community policing. So whatever needs to be done, I'll work with the community organizations to see to it that we have a very, very strong Neighborhood Watch.

Mr. HORN. One of the other things that—the Los Angeles County Sheriff is the contract police force for several cities in my district, and they simply look at the 25 top most violent youth gang leaders, and they just call on them about every 8 hours and say how are you doing, and that sort of solves some problems. They know they're under watch, and they either usually go somewhere else and get out of our area. But do you have any thoughts of a program such as that?

Chief RAMSEY. I saw that—I believe it was Charlotte that was doing something like that at one time, if they're not still doing it. They probably are still doing it. I haven't had a chance to really look at that sort of thing yet, Mr. Horn. I'm willing to look at anything that will help us reduce violence, whether it's juveniles, adults or what have you.

Those kinds of partnerships with probation that are used—Boston, is an example of an effective strategy. I think we need to take a look at everything that's out there; and, if it's working, we need to see whether or not it's something that would be appropriate for the District.

Mr. HORN. In your experience in Chicago and now here, have you ever had the situation where people are buying either official or bogus police badges and knocking on people's doors and committing crimes by the use of those badges?

Chief RAMSEY. Yes, sir.

Mr. HORN. I'm about to put in a bill, make it a Federal law, at least at the misdemeanor level, which would back up also any

State laws on interstate sale of these and the possible use in crimes.

We've recently had in southern California some terroristic attacks on families where somebody is flashing a badge at the door. And some of them were legitimate badges, but they were for sale by the manufacturer to people outside the Los Angeles Police Department.

The tariff was pretty high I might say. One paid $1,000 for the badge. So we're going to try to stop that. And I just wondered if that was a problem.

Chief RAMSEY. It was a problem in Chicago. The stars in Chicago were not copyrighted as it was found out later, and there were jewelers that were manufacturing them.

It was also a problem with lost stars. And I don't know if we have—I imagine we have a problem here with badges that are lost and have fallen to the wrong hands and used inappropriately. So that would be a good piece of legislation.

Mr. HORN. When an officer retires from the force here in Washington, do they take the badge with them or do they have to turn it in?

Chief RAMSEY. No, they turn them in, and they're given a retirement badge.

Mr. HORN. OK. One last question. You've shown in a lot of your public statements you're aware there's a considerable bit of public skepticism about the various crimes statistics reports.

Chief RAMSEY. Yes, sir.

Mr. HORN. Allegations have been raised about reporting boundary changes effecting comparability, crime being underreported to make the numbers look good and the outright failure to record reported crimes. How do you intend to address these concerns, and would you consider asking the FBI Quality Assurance Unit to assist the Department in compiling crime reports?

Chief RAMSEY. Yes, sir. As a matter of fact, I'm taking a look at—having someone take a look at our crime statistics. The crime statistics have to be accurate. There's nothing that I can think of that is any worse than having a police agency intentionally not report crimes. I'm not saying that's occurring in the Metropolitan Police Department. I hope certainly that's not the case.

But I have heard from community members that they don't trust the crime statistics; and I'm hoping that that's just simply a perception they have right now due to some of the other problems and difficulties we've had in the Department, that it is just something that has carried over in in terms of their lack of trust overall of the Department.

The FBI, I met with Director Freeh last week, and he's offered his assistance in any way I need it. So we'll be taking a look at all of those things, just to make sure that what we're reporting is, in fact, accurate.

Mr. HORN. At this point are you aware of any border realignments? To then say, gee, District II or III or IV has less crime now than it did. And it's because they shifted the border where they had less crime anyhow, and then those data were put into a district and it seems to be better?

We've had this on our examination of computer systems where the Pentagon simply gets rid of a couple of hundred critical mission computer systems and says, gee, we're making a lot of progress. Do we have anything like that in the District Police Department?

Chief RAMSEY. Well, I'm not aware specifically of that.

Let me say this. The District boundaries do periodically shift as you have shifts in crime. That's why you have to not only look at the individual district's crime statistics, you have to look at the city as a whole. Because you may shift it from let's say 2D to 3D or what have you, but it still belongs to the District of Columbia.

So, oftentimes, even without boundary changes, enforcement strategies can cause displacement to occur in another area. So you have to not only look locally at what's going on but you have to take the bigger picture, too, and that way you really get a better picture of crime in the District of Columbia.

Mr. HORN. Thank you.

Thank you, Mr. Chairman.

Mr. DAVIS. Thank you, Mr. Horn.

Chief, I can't let this opportunity pass without asking you about the situation last week when the Traffic Enforcement Division set up a seat belt checkpoint on the 14th Street Bridge and completely disrupted the afternoon rush hour. It was 45 minutes getting onto the bridge from Capitol Hill. I didn't know what caused it.

Jim Moran and I, as you know, sent a letter last Friday about this; and I appreciate your rapid response not just to our letter but to the community that was effected. It was a real breath of fresh air around here to have you immediately and publicly apologize for that very ill-conceived operation. And it's certainly true that the greater good for the public is getting people home quickly and safely, rather than issuing 18 citations for not wearing seat belts.

How was this operation planned and implemented? Was the Traffic Division able to do this without approval, or at least informing higher command? Did you know about it in advance? Have you been able to determine whether anybody outside the MPD knew about this, encouraged it or approved of this operation? And finally, what have you done within your command structure about this incident and what assurances can you give the community that other situations like this, where more harm then inconvenience is caused that can be justified by the value of the operation, will not occur in the future?

Chief RAMSEY. Well, I mean, let me begin by just saying I don't want to make——

Mr. DAVIS. I got it off of my chest.

Chief RAMSEY. I don't want to make it appear as if I'm not concerned about seat belt safety. It's very important. We have in the past and we will continue in the future to enforce seat belt laws.

I think that what happened on the 14th Street Bridge was just simply judgment on the part of those involved, where they did not take into consideration all the factors that they needed to consider at the time they decided to take that enforcement action.

I assume all responsibility for what takes place. It is not really an issue of whether or not we knew in advance or not. It's impossible for anyone to know in advance everything. However, we have to be sure that our officers always exercise sound judgment.

Their intent was not to cause a traffic jam. They had seen a problem the day before on the bridge with vehicles sitting on the side blocking traffic, apparently waiting to be able to use those lanes. They thought that with some enforcement they would be able to—during the time they noticed some people were not wearing their seat belts—not only get the traffic to flow smoother but also be able to enforce seat belt laws. They didn't take into consideration the gaper's block that's caused whenever a police vehicle pulls another vehicle to the side.

We're going to continue to enforce seat belt laws. But what we're going to do is take a look at the bigger picture and make sure that what we do does not have an adverse impact on the flow of traffic overall.

I can't tell you that they'll never be another circumstance when an officer who, for whatever reason, whether it is investigating a traffic incident, writing a citation or whatever, you won't have a gaper's block developed and so forth. But in terms of our planning to do things, we need to look at more than just a law enforcement aspect of things; we have to look at the bigger picture. And certainly the orderly flow of traffic and so forth is something that we do need to consider the next time we have something like that.

Mr. DAVIS. Moving people in and out of the Nation's Capital, not just for commerce but for Government business, is very critical for the city. We've had incidents in the past, some of them intentional, where this was an attempt to obstruct and this is something that's got to be, it seems to me, one of the city's and one of the Police Department's highest priorities. I think you agree with me, and I appreciate your response.

Chief RAMSEY. It is. And I just want it known that the officers were just trying to do what they thought was best at the time. And sometimes errors in judgment occur. They realize that. They're very good officers. They will continue to be good officers. And I think we will be able to accomplish both, enforce seat belt laws to ensure public safety and also see to it that the orderly flow of traffic takes place at the same time.

Mr. DAVIS. Having been the head of a county government, I offer this observation: you can get too ambitious with these other programs. We're dealing with a Police Department where you have a lot of great officers. Some of them may need a little more training, but I think they can all use more pay. We have those incidents.

But you're also looking at some information technology issues that have not been addressed over a long period. Police cars and some other basics are not functioning well. You've got to get those basic necessities functioning well before you can get too ambitious with some of these other programs. If you try to do too many things, you will end up doing nothing.

What are your established priorities to get the homicide unit up and working correctly and to insure that the status of security for seized assets and storage facilities is run correctly. Booz-Allen has given you a pretty good cookbook. Are you intending on following their recommendations for the most part?

Chief RAMSEY. Booz-Allen has provided a lot of very useful information. They've done a lot of things already that have had a positive impact on police operations.

I agree with you, Congressman. Before we get too carried away with programs and so forth, we have to take a look at the Department and the systemic problems that are there in the Department. And they are significant. I have to fix that first. If I don't fix that, it's going to be really difficult to really deliver long-term, quality police service, because there was a lot of problems in the Metropolitan Police Department.

They're fixable problems. There's a lot of talent in the organization that's going to help get that done, but we are taking a very, very careful look at that. I plan to continue to utilize Booz-Allen, Hamilton and anyone else who can help me identify those problems and come up with solutions to fix them.

Mr. DAVIS. Can you give us right now, Mr. Harlan, the status of recruitment and training of new recruits as well as the veterans?

The revelation on weapons certifications was disturbing. Let me just say to Chief Proctor in the back, that given all the other things you have to do at one time where do you start? You can't do 30 things at one time.

So will you take a look at recruitment and training and certifications? Where do we stand with these at this point?

Chief RAMSEY. There hasn't been an awful lot of emphasis on consistent recruitment to reach out to a broad area, a group of people to try to make sure we can keep pace with attrition. We have done a lot. We have a rather large unit, but they also are responsible for not only recruiting but doing the background checks and the various other things. That can be very, very time consuming.

We lose an awful lot of applicants as a result of background checks that they're unable to pass and so forth. So we're really having difficulty keeping pace. So we need to take a look at that to see if we have sufficient resources to that end, because we're always moving to try to put police officers in field, but there are critical functions that we need to also have sufficient staff in place for.

As far as training and firearms qualifications—and let me be the first to announce here, that I did qualify myself earlier this week, so that's not an issue. There's one more person who is qualified, but——

Mr. DAVIS. How did you fire? Did you fire expert?

Chief RAMSEY. Well, 569 out of a possible 600.

Mr. DAVIS. OK.

Chief RAMSEY. And that was the first time I ever fired a semiautomatic. They tell me that's not too bad, by the way.

I think what that really does—the fact that so many people didn't qualify really—just really speaks to a lot of the systemic problems that we have organizationally. Nothing less than 100 percent compliance is acceptable. It's just that simple.

I mean, police officers carry firearms. We ought to be able to demonstrate proficiency in the use of those firearms. That's not something that's optional. But the systems were not in place to ensure that every single member, whether it was the chief or a police officer, went to qualify with a firearm.

Right now, I'm told that we should have 100 percent compliance by the end of June. It takes until the end of June because of the number of ranges we have available and the number of people that can be cycled through in a given time.

One of the ranges that we have, the outdoor range, which has 45 positions, cannot be used because it's contaminated with lead—another one of the problems we have in terms of the need to fix up some of our own facilities. But we are bringing people into compliance. But you have to have systems in place that take care of those things automatically.

The Chicago Police Department has a sworn force of 14,000. Police officers are required to qualify twice a year. It's done every single year with 100 percent compliance. So if an organization that size can do it, there's absolutely no reason why an organization this size can't do it. It's just a question of having systems in place.

Mr. DAVIS. Let me just ask one last question. Chief Ramsey, coming from the Chicago Department where the level of organization, technology, and training was at a much different level than here, how would you compare these two systems? You would like to get us to the levels of Chicago or even surpass it, but clearly there's such a long way to go in so many areas. Try to give us a comparison of what it's like.

Chief RAMSEY. Well, actually, there's very little comparison. The amount of technology is at a point where we found ourselves in Chicago perhaps 7 or 8 years ago.

The 2000 problem, for an example, is no longer a problem. That was dealt with a long time ago, and it is not an issue because it was dealt with immediately.

The number of computers that are available, the facilities—I took a walk through facilities. In fact, yesterday I went to the Emergency Response Team where they're headquartered, and it was just unbelievable. In fact, I brought photographs with me of several of the facilities. You actually have raw sewage in locker rooms in some of these places. You can't expect to have a professional Police Department when people have to work in an environment like that.

There is no comparison to what I've seen in other jurisdictions when I look at some of the other conditions that our officers are forced to have to live with day in and day out.

So it's something, again with everyone working together, that can be corrected. But we have to fix a lot of those systemic problems before we can really try to get the professional department that we all want and that this city deserves.

Mr. DAVIS. I appreciate that.

This will be my last question before I turn it back over to Mrs. Norton for questions. Do you remember how many officers were assigned to protect the mayor of Chicago, the city of 3 million?

Chief RAMSEY. Well, actually, there were quite a few assigned in the Chicago Police Department. The exact number, I don't know. It's in excess of the number that we have here, though.

Mr. DAVIS. It is?

Chief RAMSEY. Yes.

Mr. DAVIS. All right, thank you very much.

Mrs. Norton.

Ms. NORTON. Thank you, Mr. Chairman.

I'd like to find out more about the figures that at least were in the paper on recruitment. Huge number of people recruited; almost nobody gets through the system. Not getting through the system is perfectly understandable. You were responding to the opposite that

occurred before you came, some years back, when recruitment was done too quickly and many unqualified people got through. You still have some of those officers on board.

But since, in fact, only a third of our officers live in the District of Columbia and you can recruit from around the area and do, and since the salary levels—although benefit levels not—but the salary levels are approaching parity, I'd like to know why the disqualification rate—apparently, you are able to bring in large numbers. Most of them don't come from the District of Columbia. Why are so few fully qualified people getting through so that we can get a pool that's larger than what you've been able to attract?

Chief RAMSEY. Well, the background check, criminal investigation background checks, psychological screening——

Ms. NORTON. I don't mean that. I understand that.

I'm sorry. My question—I should clarify my question.

These same background checks, I'm sure, go on in the other jurisdictions. I'm sure we're not doing any more than Maryland and Virginia are doing. And I'm sure we're not recruiting simply from the high crime streets of the District of Columbia, where you might expect more youngsters to have been in trouble. Therefore, I don't understand why we get so many who are not qualified coming here, and where in the world are they coming from?

Chief RAMSEY. Well, I think that—let me give the real answer. One reason why we have difficulty recruiting people into the Metropolitan Police Department has to do with image. There are a lot of people who don't want to be members of the Metropolitan Police Department when they could be a member of Prince George's County for an example. It's image. It's professionalism. That's what we've got to change.

We've got to make people want to be a part of what we do. They have to feel like they're part of something that is the best in the country.

Right now, we don't have that. In fact, it's embarrassing. You can go to a police station and you might find a police car from Prince George's County sitting right in front of a facility recruiting our people. They take our best people away from us.

Why? It's not about money. It's about professional pride and the image that that particular agency projects versus the Metropolitan Police Department. That we are going to fix.

I live for the day when I can put a car in front of a facility in Prince George's County and take their people away from them. That's what's going to ultimately occur. And until we turn that around, we're going to always have difficulty. Because we will have people that will apply here because they already know they can't cut it somewhere else.

Mr. DAVIS. Chief, I appreciate you using Montgomery County instead of Fairfax.

Chief RAMSEY. We will be there, too, sir.

Ms. NORTON. I appreciate your candor, because I think facing the real reason is the only way to get rid of that reason. I appreciate it, and I understand it. And I think you're right. It can be turned around. It can be turned around in a fairly short time. I think people want to be a part of an organization that they think is rapidly changing. They want to be a part of that rapid change.

I've got to ask you, on 911, this is both anecdotal and systemic. I walked into a shop here on Capitol Hill on a Saturday, and the woman had a big red stain, and she said somebody had tried to steal something. She went after her, and when it got to be an altercation, she had to let her go. And she called 911. She also, by the way, did find an MPD officer around the corner. So the MPD did help her.

Let me tell you what happened. She said, you know, Ms. Norton, when I called 911, I was put on hold. Then I had my people check to see if on 911 you get put on hold. I have to tell you, Chief—I know you share this jurisdiction with others—for the first time I was frightened.

Because unlike some, Mr. Harlan, I do feel safer. I mean, that may be because I live in my head. And so when the figures in fact go down, I really do feel safer. And I very much appreciate that the crime has gone down. What frightened me, though, was the notion that I could be on the third floor of my house by myself with my daughter, dial 911, and somebody would put me on hold.

And I would like to know very specifically, one, why that happens; two, what can be done about it; and, three, how quickly something can be done about it?

Chief RAMSEY. Well, let me just say that people that call the police for an emergency, I can't think of any circumstance where they ought to be put on hold. I mean, I can't answer that question, because I'm not saying——

Ms. NORTON. Try dialing 911. You will find it.

Chief RAMSEY. I understand what you're saying, and I'm not saying that this did not occur. But what I'm saying is, you're asking me to make an excuse for something inexcusable, and I'm not going to do that. We need to make sure that we can respond to citizen calls as quickly as possible. If it is a nonemergency call, then it's understandable that the call is shifted somewhere else.

Ms. NORTON. How do you know that?

Chief RAMSEY. That's my point. You have to at least ask certain questions first.

There needs to be a protocol where certain key questions are asked to make a quick determination as to whether or not this is something that is life-threatening and requires immediate police response. Once that dispatcher is confident or call-taker is confident that we are not talking about something, that there's an imminent threat to life, property, then it should go into the nonemergency system so that line can be freed up again for another critical call that comes in.

If that's not occurring, that absolutely has to be fixed. There is no excuse at all for anyone who calls 911 and is not asked even basic questions to find out the nature of their call to be placed on hold.

Ms. NORTON. I cross-examined her and had my staff check, and no questions were asked, just immediately got put on 911. I'm not sure why this hasn't become a major scandal in this city, because it's such an extraordinary—it goes—it's so counterintuitive, and it's so dangerous. And I appreciate—I believe what you had said that the kind of triage notion that you just laid forward, I believe that could be implemented quickly——

Chief RAMSEY. Certainly, certainly.

Ms. NORTON [continuing]. And I wish you would report back to this committee as soon as it is implemented.

Chief RAMSEY. I would be glad to.

Ms. NORTON. Thank you very much.

Now, second jobs, what's the police policy on that in the District of Columbia? The—I will not call it moonlighting, because I certainly understand why officers might sometimes be on second jobs. Some Police Departments don't allow it. I would like to know the policy on it and how it is regulated, if at all.

Chief RAMSEY. The D.C. Council passed legislation some time ago—it's my understanding in the 1980's, as a matter of fact—to allow officers to work secondary employment. At the time, the restriction was 24 hours they were allowed to work. And they wanted them to work and allowed them to work in uniform.

Just recently, there was new legislation passed that increased the number of hours that officers could work from 24 to 30.

My opinion about secondary employment is that, one, I don't have a problem with officers working secondary employment as a whole. However, I do think that the number of hours ought to be restricted and where they're allowed to work ought to be restricted.

For an example, right now, based on the D.C. law that was passed, the code, officers can work in establishments whose primary source of income is the sale of alcohol, nightclubs, OK, in uniform.

I have serious problems with police officers working in bars in uniform. It sets up conflict that is just unbelievable that that kind of thing could even be allowed to occur.

Ms. NORTON. Does that happen now?

Chief RAMSEY. That happens now. I've spoken with my general counsel. I would like to—and he sees no reason why it can't—I will develop a policy that will restrict—will eliminate that. I'm not talking about people who may work in a hotel, let's say. Hotels aren't in business to sell liquor. They may have a bar in the hotel. I'm not talking about that, but nightclubs.

It's my understanding even one or two topless bars have officers working in them. That kind of a situation is ridiculous, should not occur. If an officer is working in that bar, it's difficult for me to believe—and maybe the officer is going to do their job properly; I would hope they do—but if there's an underage individual that tries to purchase alcohol, that officer would have to arrest not only the minor but arrest the bartender, too. How can you do that when you're working for the establishment?

When an officer responds to that sort of thing and is met at the door by another uniformed officer, even if they both do the right thing, the perception on the part of public is going to be that someone has special protection. We cannot afford to have that happen. We're talking about professionalism. That is a big, big part of it, and that's public perception.

So I plan to take action on that. And if that's something that I'm told later I can't do, then we'll just have to fight it out in court or whatever. But I feel very, very strongly about that.

Ms. NORTON. Chief Ramsey, early action on a few truly visible items like that, like 911, while you are in the process of doing

something very difficult, and that is doing the whole Police Department, I think would send the kind of signal to residents that change is occurring. It's visible change that gives people confidence, even when the changes are small.

And we certainly recognize the very difficult job that lies before you. In fact, I'm going to ask you one more question, because much of what I want to know you can't tell me yet, because you just got there and you need to be given time to do what has to be done.

I am interested in how you're going to approach reform and restructuring. You know, there's been some harping about the fact that consultants were brought in. Well, the chairman and I have not been among those who harped. In fact, we have congratulated the Control Board for bringing consultants. And the reason we've congratulated the Control Board for bringing in consultants is because not one damn thing happened until they came. And then we were told about how much they cost and the rest of it. Those of who have harped about them have not said, instead of that, what should have been done was—instead there's this old thing about consultants.

But the fact is that the Control Board, I think, wisely understood that the Department needed state-of-the-art knowledge of police work, and that if you had been buried in the D.C. Police Department, you had a state-of-the-D.C. knowledge, which was anything but what residents, Congress and the administration wanted. So I think the Control Board did what it had to do.

And while I know nothing about the consultants, how much they cost, how long they should be there, any of the rest of it, one of the things that Congress is tired of hearing in the District of Columbia is what shouldn't be done when those who talk about what shouldn't be done have no idea what they would do instead. And those running for Mayor and City Council ought to know that the people of the District of Columbia are very tired of what shouldn't be done with no new ideas brought forward.

You need to look at the consultants. Because we do need to see whether or not they're being used properly, whether or not they've been there too long, and whether we need more of them. And you need to be free to do what you think is best to do.

Let me just say everything began to happen then. We don't think the police department could have reformed itself from the inside out, but if it could have, then it would have done. But imagine our embarrassment, our outrage, when the worst crime-filled cities in the United States had the crime going down and we're sitting here with our crime going up.

And when somebody is coming in and the crime goes down, the people on the block where I live say that those who brought people in to help the crime go down, thank you. So you've got to be able to do what you've got to do.

However, Booz-Allen came in, saw immediate results, but they looked at specific areas. They looked at trouble areas here and there. For example, they told us that they looked at getting the cops out on the street first. And as soon as cops got on the street, you began to have crime go down. And, of course, some of these statistics have been questioned and the rest of it.

You have a large—a more comprehensive charge. This Department needs top-to-bottom restructuring overhaul reform. And my question to you is this: Outside experts who understood, had something to compare us with, helped move us along. We're grateful. Are you going to bring in a management team or use other outside experts so that we're not thrown back on people who do not have anything to compare us with because they have only the experience that comes from having worked in a Police Department that itself has been mired in bureaucracy and has only recently seen crime go down?

In other words, who are you going to be depending upon to comprehensibly overhaul the Police Department of the District of Columbia?

Chief RAMSEY. Well, first of all, let me say that I think that the contribution that consultants make or can make is something that you need to take advantage of, especially when you're trying to get off the dime and change. It's very difficult when you've been part of an organization for a long time to really see things differently and do the things that you need to do.

I did not come here with our plan of action, that much I can guarantee you. I see the problems in the Metropolitan Police Department as being very systemic. You laid out some of them—the organizational structure, for an example.

We've got a new philosophy of policing called community policing. Yet we've taken that philosophy and we've superimposed it upon a structure that was not designed to support it. It's like trying to build a Sears Tower on a foundation that was laid for a 7-Eleven convenience store. You can only go so high, and it's going to topple over.

We have to rethink how we're structured. We're not structured right now really to get work done. In fact, the structure can often stand in the way of getting work done, because the work flow occurs horizontally through the organization, yet police organizations are structured vertical. That's the strength of that model.

We need to know how many layers we need to have in the organization. We need to redefine roles and responsibilities in the organization. We need to understand cross-functional relationships within the organization. All of those kinds of things will occur, and that will lead to the kind of systemic change that will lead to one thing, and that is better delivery of services to the people in the community.

The system is broken. It needs to be fixed. And it will be fixed. And it will take a combination of managers to come in that understand that and can help development of those people currently in the organization. Because there is a lot of capacity here. And also utilizing consultants in certain areas to help us through some difficult times, and perhaps we don't have the exact answer.

I have a contract for 5 years. One of my primary goals is to build an internal capacity within the Metropolitan Police Department so this agency never again has to be faced with a situation where everyone feels that they have to bring someone in from the outside to run that organization. There is talent in the Metropolitan Police Department, but it needs to be groomed, it needs to be developed.

And we need to have that internal capacity to take whatever strategy we have forward.

Because if we were really going to be the safest city in the country, it's not going to occur in 2 or 3 years. But it can occur over time, and every person has to have—to take on responsibility to pass that baton, to keep momentum moving forward until we reach the goal that we're trying to reach.

Ms. NORTON. Thank you very much.

Thank you, Mr. Chairman.

Mr. DAVIS. Thank you very much, Ms. Norton. I know Mrs. Morella has one more question.

I just note there are a lot of answers, a lot of innovations being used around the country, and the consultants are part and parcel of following this. There's no reason to need to reinvent the wheel in this case. We need to adopt it for this city differently. I think you bring that perspective to the job. So I appreciate it. It's very refreshing to hear your comments.

Mrs. Morella.

Mrs. MORELLA. I appreciate your comments, too, Chief Ramsey.

I want to ask you, what is the status of the interjurisdictional cooperation among the various police departments and law enforcement bodies with the jurisdictions that surround us?

Chief RAMSEY. I'm going to tell you, the first thing I noticed, before I even took command, I was getting phone calls from chiefs from the surrounding jurisdictions, from many of the chiefs of the Federal agencies, welcoming me, first of all, to Washington but also pledging their full support. I have been very pleased with law enforcement response at the local level and Federal level, and I look forward to working with folks.

Right now, I think we have a pretty good relationship in most areas. Some maybe could be strengthened just slightly. But from what I've seen so far, there's absolutely no reason why we cannot just continue to grow in that area.

Mrs. MORELLA. Is there any formal structure, or would this be something you would be working on?

Chief RAMSEY. There are meetings that take place periodically, it's my understanding, once a month in some cases, where the various chiefs, especially the Federal chiefs, sit down and discuss issues and problems. I plan to be a part of that at the local area. I've already asked the chief in Prince George's County and many of the other jurisdictions to sit down and, if nothing more, just have lunch, just to kind of talk about the problems, the issues.

We talked about technology earlier—regional, data bases. So we make sure that the system we build in Washington is compatible with systems in neighboring jurisdictions so we can share information. Those are critical issues that maybe as chiefs we may not have the expertise to deal with, but our technology people ought to be talking as well. So it's not just chiefs communicating, it's other critical people in the organization that open up lines of communication. And that's how you form really solid relationships and get things done.

Mrs. MORELLA. Exactly. I look forward to continuing to hear about that great cooperation. How many police do we have in the Police Department?

Chief RAMSEY. Right now, our budget strength is at 3,700; our actual numbers are around 3,500.

Mrs. MORELLA. About 3,500. OK, fine.

Thank you, Mr. Chairman. Thank you, Chief Ramsey.

Mr. DAVIS. If there are no other questions, Chief Ramsey, we will probably submit some other questions to you that you can get back to us at a later time. We have a second panel. Mr. Harlan, thank you again.

Mr. HARLAN. I would like to make an additional comment if I may?

Mr. DAVIS. Would you like to make any additional comments?

Mr. HARLAN. I would. Thank you very much.

I'm winding up my 3-year term on the Control Board; and, as you know, each of the members of the Control Board have certain oversight responsibilities to specific agencies within the District. And I've been fortunate enough to work during the past year and a half pretty committed to the Police Department; and I want to say that I think, after 22 years of great deferral of maintenance and lack of support in many areas as it relates to police, I think things are really turning around.

And I'm proud of what we've done, but I think the proudest contribution that I feel is being able to attract Chief Ramsey to our city. When we found that the mayor of Chicago had made a huge blunder, in my view, by not promoting Chief Ramsey to be the chief in Chicago, Camille Barnett and I got on planes and went to Chicago that very day to meet with Chief Ramsey to ask him to please consider coming to Washington.

That had nothing to do with the talent and the leadership that Sonia Proctor had displayed while she was Acting Chief, but we felt like we needed to attract someone from the outside.

So, Mr. Chairman, I appreciate the opportunity to contribute to our city in this fashion. And I particularly appreciate the support that the police leadership, all of the leadership has given to me personally and to the Control Board. And I think we're on the right track, particularly now with Chief Ramsey at the helm.

Thank you very much.

Mr. DAVIS. Thank you Chief Ramsey, and to the staff behind you. We want to give you all the tools we can to make this successful, because not only is the city and the region counting on you but the country is too.

Mr. Harlan, thank you for your contribution.

Mrs. MORELLA. Mr. Chairman.

Ms. NORTON. Mr. Chairman, if I can just say a word.

Mr. Harlan, you are very optimistic in making a statement that you presume to be your last statement before the Congress. This is not—it was perhaps hopefully, as far as you were concerned, your last statement; and it probably is.

I do want to say, inasmuch as you've indicated you do not want to be reappointed to the Control Board, I do think it would be appropriate to say at this time, since it may be the last time we get to see you, that I know that the people of the District of Columbia would join me in thanking you for exemplary service. And I believe they would do so because it has been very difficult to see specific

changes in the city, because the city had so many changes to be made.

And one would be hard-pressed to point to positive parts, I don't know, the DPW or the Department of Human Services, but no citizen in this town fails to see, whatever concerns they have about the Police Department, that there have been changes made there; and those changes were due, in no small part, to your oversight and your determination.

As you leave the Control Board, I hope you will understand that whatever complaints and problems of this subcommittee or others of us have had about the Police Department, that's part of our job. And it has not—it does nothing but reflect in us the eagerness with which we approach—the determination with which we approach our own oversight. You have shown precisely that kind of determination and intelligence in the way you have approached your own job, and we very much thank you for service without benefit of pay to the District of Columbia.

Thank you very much.

Mr. DAVIS. Thank you.

Mrs. Morella.

Mrs. MORELLA. Thanks, Mr. Chairman.

I just also wanted to add my appreciation to Mr. Harlan for having done a superlative job in a very difficult, changing situation. Maybe you will reconsider. You can never say never. But, again, I just wanted you to know that if, in fact, this is your last meeting before us that we have appreciated all the work that you have done.

Mr. HARLAN. Thank you very much.

Mr. DAVIS. Again, thank you both.

Mr. HORN. Mr. Chairman, I would just like to add my own comments to what you've heard from our colleagues here.

It's always important for the community and it's always appreciated, I would hope, by all of us when one renders public service, as you have. And I don't think you're going to be able to escape it. You've too much experience, and we need you. The city needs you. So I know, in some way or the other, you will be contributing to the improvement of this city in the years ahead.

Thank you for what you've done.

Mr. HARLAN. Thank you.

Mr. DAVIS. Mr. Harlan, once again, our thanks for a job well done. You can take pride in the fact that you've left this area better than you found it, much better. As we look at the legacy you've left and with Chief Ramsey in the years ahead, I hope you will continue to be involved, and we can call on you for advice.

Thank you both very much.

We have a second panel now, which will consist of Mr. Peter Gruden, the Drug Enforcement Administration Special Agent for D.C.; Mr. Peter J. Dowling, U.S. Secret Service for the District of Columbia; Chief Gary Abrecht of the U.S. Capitol Police; and John Barrett, the FBI Special Agent for the Criminal Division of the Washington Field Office.

If you will stand behind your chairs, I will swear you in.

I would add that we have everyone's testimony for the record. So to the extent that we can be brief, we can move right into questions. I know we have a number of questions for you.

I also am going to have to leave for an engagement in Virginia in a few minutes. I will leave Mr. Horn in charge.

Well, let me swear in everybody. We've got everyone here. If you will all please stand.

[Witnesses sworn.]

Mr. DAVIS. Thank you very much.

Why don't we start Mr. Gruden and work our way down from your right to left. Thank you very much.

STATEMENTS OF PETER F. GRUDEN, SPECIAL AGENT, DISTRICT OF COLUMBIA, DRUG ENFORCEMENT ADMINISTRATION; PETER J. DOWLING, SPECIAL AGENT, WASHINGTON FIELD OFFICE, U.S. SECRET SERVICE, ACCOMPANIED BY RICHARD FRIEDMAN, CHIEF, UNIFORMED DIVISION; GARY ABRECHT, CHIEF, U.S. CAPITOL POLICE; AND JOHN BARRETT, SPECIAL AGENT, CRIMINAL DIVISION OF WASHINGTON FIELD OFFICE, FEDERAL BUREAU OF INVESTIGATION

Mr. GRUDEN. Thank you, Mr. Chairman and members of the subcommittee. Thank you for the invitation to testify on the Drug Enforcement Administration's cooperative efforts for the Metropolitan Police Department and our role in the local anticrime efforts.

I've submitted a complete statement for the record; and, with your permission, I will give a very brief synopsis of some of the highlights in that statement.

As most of you already know, most of the drug trade in the United States is controlled by organized criminal syndicates outside of this country, from places like Mexico, Colombia and Southeast Asia, whose leaders actually live beyond the reach of United States law enforcement. They control virtually every phase of drug distribution, from the production to the transportation and to the cell managers who control the delivery and wholesale distribution of drugs to the cities in the United States.

It is important to understand that the distribution of illegal drugs in the Washington, DC, area is directly influenced by these same foreign drug syndicates. Our Nation's Capital is home to a number of major drug trafficking organizations with direct ties to foreign sources in South and Central America, Africa, the Caribbean and Southeast Asia.

Although D.C. is not a common base of operations for the control and command functions of these foreign drug-trafficking syndicates, there is no question of their influence over the cocaine and heroin markets in the District of Columbia. These local wholesale trafficking organizations, in turn, supply the street distribution groups that control many of these D.C. housing projects and area neighborhoods and spawn much of the crime and violence so evidenced today in our Nation's Capital.

Of course, the city's drug trade is also driven by the existence of a large consumer population and our close proximity to wholesale drug centers such as New York and Miami.

Crack cocaine first arrived on the drug scene during the mid-1980's and quickly reached epidemic proportions. It remains the

city's most significant drug problem today for a number of reasons. It is readily available, it is cheap, it is of high quality, and it is the one drug most commonly associated with violence.

In 1996, the last year for which we have data, almost as many people were admitted to area hospital emergency rooms for cocaine- and crack-related episodes as for heroin and marijuana combined.

Perhaps one of the most troubling trends that we have seen over the past couple of years is the resurgence in heroin. Following Nationwide trends, we have witnessed a steady increase and availability and purity, along with a significant decrease in prices. Over the short run, we have every reason to believe that this trend will continue, along with a steady increase in our adult population.

Another drug of increasing concern, which is actually a West Coast phenomena and has gradually moved across the United States, is methamphetamine. Already in the more rural and suburban areas of Virginia and Maryland we're finding that drug. And, unfortunately, most recently we're finding it in Washington, DC, expeditiously in some of the nightclubs that the Chief has earlier spoken about.

DEA and the Metropolitan Police Department have a long history of cooperation. I think it's safe to say that virtually every major case being worked by DEA and the District of Columbia involves the Metropolitan Police Department in one way or another.

One of our first significant efforts together came in the early 1980's when we formed a task force to address the problem of PCP. We've successfully targeted both traffickers and laboratory operators manufacturing PCP right here in the District of Columbia and in Maryland. And, in fact, as a result of that effort, we gradually reduced the availability and use of PCP to the point where it is no longer a major problem today.

As the PCP threat abated, the law enforcement efforts shifted, dealing with the crack epidemic and the violence in the city as drug gangs fought for territories and sought revenge against rival trafficking groups.

This drug-related violence was a primary cause in Washington, DC, reporting among the highest crime rates of major cities throughout the United States.

In 1989, DEA and the MPD joined forces in then Drug Czar Bill Bennett's task force to address the rise in violent crime associated with the arrival of crack cocaine. This group, which still exists today, is called the Washington, DC, Metropolitan Area Task Force and is a combined effort between DEA and the Washington Metropolitan Police Department.

In 1991, DEA also joined with the MPD to form a drug-related homicide task force known as REDRUM to investigate drug-related murders and contract killings. The task force brought together the experience and knowledge of veteran homicide investigators and the expertise in conducting narcotic investigations of DEA special agents. In fact, just recently, a defendant being investigated by this task force was arrested and charged with the murdering of a DEA confidential source of information and running a continuing criminal enterprise.

DEA also pursues a variety of joint operations on a case-by-case basis with the Metropolitan Police Department as part of our task

force approach in attacking drug-related issues. For example, 11 DEA agents were recently detailed to the MPD to assist the homicide division with drug-related homicide investigations.

DEA and the MPD's Narcotics and Special Investigations Division have conducted numerous investigations which target violent drug distribution organizations. One example of a successful joint operation that was recently concluded was the investigation into the so-called 4th and L Crew. A year-long investigation resulted in 54 arrests and the seizure of over $64,000 and a number of vehicles. I can tell you sitting here, without going into a whole lot of detail, there will be more of this coming in the very near future.

The DEA Mid-Atlantic Laboratory also handles all drug evidence analysis for the MPD. DEA's interdiction enforcement groups, housed both at National and Dulles Airport, work on a regular basis with the MPD at the mass transit stations here in Washington.

DEA trains MPD narcotic officers in all aspects of drug investigations. Over 300 Metropolitan Police Department officers have been trained in the last 2 years. In addition, during 1997, 12 Metropolitan Police Department officers received training in clandestine laboratory investigations.

We have an aggressive community outreach program which we pursue in concert with the MPD. This effort garners the support of the community which, in turn, provides information that helps us identify, arrest and remove criminal groups in their neighborhoods.

In 1993, the DEA and the MPD jointly developed the Network 3 Program, linking the schools and the community in drug and crime prevention initiatives, as well as alternative positive activities for youth.

In conclusion, let me just say that I believe in the 7 years that I have been here that we have an extremely close working with relationship with the Metropolitan Police Department, and it is a relationship that we value greatly. I sense that that will continue well into the future. I want to assure you that DEA is committed to continuing its close working relationship with the Metropolitan Police Department.

I dare say, any successes that we have enjoyed in this community would not have been possible without the help and the close cooperation of the Metropolitan Police Department.

That concludes my remarks. I will be happy to answer any questions you might have.

Mr. HORN [presiding]. Thank you very much, Mr. Gruden, for sharing that with the committee.

[The prepared statement of Mr. Gruden follows:]

Statement by
Peter F. Gruden
Special Agent in Charge
Washington Divisional Office
Drug Enforcement Administration
~~before the District of Columbia Subcommittee~~
May 8, 1998

Chairman Davis and Members of the Subcommittee: Thank you for the invitation to testify on the Drug Enforcement Administration's (DEA) cooperative efforts with the Metropolitan Police Department (MPD) and our role in local anti-crime efforts. My comments today will entail a historical perspective on the DEA and the MPD's successful relationship and the challenges we face in the nation's capitol to combat drug trafficking.

Before discussing the historical and current cooperative drug law enforcement efforts in the District of Columbia (D.C.), it is important to understand who is bringing this poison; the heroin, cocaine, methamphetamine, and marijuana, into our community and selling it to our children. The drug trade in the United States is controlled by organized criminal syndicates from Mexico and Colombia, whose leaders live in sanctuaries in Cali, Medellin, Sonora, and Guadalajara, beyond the reach of U.S. law enforcement. They send armies of workers to the United States to control the transportation and distribution of their drugs through a network of compartmentalized cells.

The drug trade in the United States operates as a seamless continuum with these syndicate leaders controlling virtually every phase of drug distribution, from the transportation specialists, who move cocaine through the Caribbean or Mexico into the United States, to the cell managers who control the delivery and wholesale distribution of multi-hundred kilograms of cocaine to cities throughout the U.S. We have documented the direct influence of these drug lords in locations as varied as: Richmond, Virginia; Charlotte, North Carolina; and Aurora, Illinois.

The distribution of illegal drugs in the Washington, D.C., metropolitan area, like every other major city, is directly influenced by the leaders of these foreign drug syndicates. New York City, which is the one of the most significant wholesale distribution centers for cocaine and heroin in the United States, serves as a major source for the heroin and cocaine sold in the Washington, D.C., market. Washington's strategic location on the Interstate 95 corridor between New York and Miami places it astride a regular transit route for thousands of kilograms of cocaine and hundreds of kilograms of heroin annually, bound for the Northeast and other U.S. drug markets.

The Washington metropolitan area is home to a number of major drug trafficking organizations with direct ties to foreign sources in South America, Central America, Africa, the Caribbean, and Southeast Asia. Although D.C. is not a common base of operations for the command and control functions of Colombian and Mexican drug syndicates, there is no question of their direct influence over the cocaine and heroin markets within the District, as well as the entire metropolitan area.

The wholesale level traffickers operating in D.C., who act as surrogates for the foreign drug syndicates, are usually composed of family members and lifelong associates of D.C. residents. They have ready access to sophisticated smuggling pipelines, and high-tech communications systems, including cellular telephones, pagers and facsimile machines. The wholesale level traffickers supply numerous mid-level organizations based throughout the area. The mid-level organizations are generally made up of long-time local traffickers who have worked their way up through the drug trade. The mid-level traffickers, in turn, supply street distribution groups that exert control in several D.C. neighborhoods and communities.

The city's drug trade is driven by the existence of a large consumer population residing in Washington, D.C., and the surrounding suburbs. Competition for control of the lucrative retail market is the source of much of the violence we have seen in our city over the last several years. Drug trafficking organizations operating in D.C. range from well-established wholesale distribution organizations, to loosely-knit street level distribution groups that control "open air" drug markets, which also generate a high level of drug-related violence and homicide.

Trafficking Trends in Metropolitan D.C.

Crack cocaine first arrived on the drug scene during the mid-1980's and reached epidemic proportions in just a few years. In many parts of the country methamphetamine has overtaken crack cocaine as the drug of choice. However, in D.C., according to the Drug Abuse Warning Network (DAWN), in 1996, almost as many patients were admitted to area emergency rooms for cocaine and crack-related episodes (3,340) as for marijuana and heroin-related episodes combined (3,390). Cocaine is brought into the metropolitan area and is converted to crack at some point between the mid-level wholesale and retail level.

Heroin remains a popular drug of abuse in D.C. The DAWN reports that heroin episodes have steadily increased over the last three years -- with 1,261 episodes in 1994, 1,301 episodes in 1995 and 1,492 heroin-related episodes in 1996. This increase in popularity is consistent with the return to heroin abuse in many parts of our country. The major source of heroin sold in the D.C. is from Colombian traffickers in New York City or Dominican trafficking groups acting as their surrogates at the wholesale level. Nigerian traffickers, who obtain their heroin from source countries in the Far and Middle East, are also significant sources of supply for wholesale heroin dealers in Washington.

A recent series of seizures highlighted the involvement of Nigerians in the smuggling of heroin to the city. On March 6, 1998, DEA was contacted by the United States Customs Service regarding two Federal Express packages that contained heroin. A similar package containing heroin was also intercepted in Indianapolis, Indiana. These packages were addressed to three separate addresses in Washington D.C. Ultimately nineteen pounds of very high quality Southeast Asian heroin destined for sale on the streets of the District were seized and three traffickers from a Nigerian heroin trafficking ring were arrested. This group shipped heroin from Sotheast Asia via Singapore and the Phillippines to the Washington area for distribution.

Overall, methamphetamine trafficking and abuse appear to be increasing in rural and suburban areas of Virginia and Maryland and the urban night club scene. Wile the D.C. metropolitan area has not experienced the levels of methamphetamine abuse seen in states such as California, with the Mexican

trafficking organizations sweeping eastward with methamphetamine distribution it can be anticipated that instances of abuse will be more widely reported.

Jamaican traffickers maintain a dominant presence in the marijuana distribution activities in the city. Express parcel delivery service is a primary transportation method for shipping much of marijuana that comes into D.C. During late 1996, a joint Organized Crime Drug Enforcement Task Force (OCDETF) case, initiated by DEA and MPD, focused on the distribution activities of a Jamaican trafficking organization operating in D.C.; Los Angeles, California; and other cities on the East Coast. Twenty-three individuals were indicted in this case and charged with distribution, operating a Continuing Criminal Enterprise, and money laundering. Reliable community sources suggest that Jamaican traffickers are responsible for much of the marijuana distribution that takes place in area schools. Just recently, an Anacostia third grader was found in possession of a "blunt"---a cigar which had been voided of tobacco and filled with marijuana.

DEA's Cooperation with the Washington, D.C. Metropolitan Police Department (MPD)

DEA and the Metropolitan Police Department have a long history of cooperation in countering the drug threat in the nation's capitol, having worked side by side for over 20 years. Throughout that period the focus of the relationship has shifted in response to the changing dynamics of the drug trade. One of our first significant efforts together came in the early 1980's when we formed a task force to address the burgeoning problem of phencyclidine (PCP). An animal tranquilizer with hallucinogenic properties that was most commonly found in the Midwest, PCP was being widely abused in the District of Colombia. Our efforts successfully targeted both traffickers and laboratory operators who were manufacturing phencyclidine right here in the District and in Maryland.

As the PCP threat abated, the abuse and distribution of crack cocaine reached epidemic proportions and the law enforcement focus shifted, from other initiatives, to dealing with the crack epidemic and the violence that became so prevalent throughout the city as drug gangs fought for territories and sought revenge against rival trafficking groups. This drug related violence was a primary cause in Washington D.C. reporting the highest murder rate among large cities in the United

States from 1987 through 1997. Significantly, the population of Washington steadily declined over the same period.

DEA and MPD again joined forces in former Drug Czar William Bennett's Task Force with officers from both Federal and local jurisdictions. The Bennett Task Force, which was initiated in June 1989, to address the burgeoning rise in the violent crime rate associated with the arrival of crack cocaine, evolved into what is now the Washington, D.C. Metropolitan Area Task Force (MATF). This task force approach brought together Federal, state, local, and international counterparts to target area drug problems and the skyrocketing murder rate.

As the number of homicides in the District increased, DEA also joined with the MPD to form a drug-related homicide task force, known as REDRUM in January of 1991. The REDRUM TASK FORCE joined MPD Homicide Detectives with DEA Special Agents to investigate drug related murders and contract killings. This task force was able to forge the experience and knowledge of veteran homicide investigators with the expertise in conducting narcotic investigations and access to the vast data base on narcotic traffickers of DEA Special Agents. The REDRUM initiative was the genesis for the current DEA/MPD Task Force Group comprised of DEA Special Agents and nine MPD detectives, which focuses on drugs, violent crime and gang activity.

Most recently, a defendant being investigated by this joint DEA/MPD task force group, was arrested and charged with murdering a DEA confidential source of information and running a Continuing Criminal Enterprise. This individual was responsible for the distribution of over fifty kilograms of cocaine and crack cocaine per month in the Washington area. Twenty-five kilograms of cocaine and jewelry, U.S. currency, and real estate valued at $833,395.00 were seized during the course of this investigation.

This working relationship between the DEA and the MPD has continued to develop during the last several years The evolution of the MATF and the formation of the Baltimore/Washington High Intensity Drug Trafficking Area (HIDTA) in 1994 created a true partnership of Federal, state and local enforcement, including many other participants in addition to DEA and the MPD. A total of eleven MPD officers are now assigned to DEA HIDTA Groups, nine to the previously mentioned Drug and Violent Crimes Task Force and Two to our Interdiction Task Force, which focuses the movement of drugs and drug proceeds

through the several mass transit terminals located in the metropolitan area.

DEA also pursues a variety of joint operations on a case-by case basis with the MPD as part of our task force approach to attacking drug-related issues in D.C. For example, eleven DEA Special Agents were recently detailed to MPD to assist the 7th District Homicide Division with drug-related homicide investigations in the Stanton Terrace area of the city. This cooperative effort resulted in over thirty arrests for crack cocaine distribution and drug-related homicide. The individuals in the Stanton Terrace area were responsible for four murders and seven assaults within a six-month time frame.

DEA and the MPD's Narcotics and Special Investigations Division (NSID) have conducted several "Local Impact Cases" which target violent drug distribution organizations. One example of a successful joint operation that was recently concluded was the investigation into the "4th and L Crew," which operated in the 4th and L streets neighborhood of Washington, D.C. selling crack cocaine and heroin. The 4th and L area had been taken over by this "crew", with open air drug sales taking place throughout the day. This year long investigation resulted in 54 arrests and the seizure of over $64,000 and 11 vehicles.

The DEA and the MPD collaborate not only on investigations, but other areas as well. The DEA Mid-Atlantic Laboratory handles all drug evidence analysis for the MPD. DEA's interdiction Enforcement Groups housed at the Ronald Reagan National Airport and Dulles International Airport, regularly work with the MPD interdiction teams at the mass transit stations in Washington.

DEA actively trains MPD narcotic officers in all aspects of drug investigations. Over 300 MPD officers have been trained in the last two years. In addition, during 1997, 12 MPD officers received Clandestine Laboratory Training from DEA.

Everyone recognizes the importance of a strong demand reduction program. If we are ever going to be successful in our struggle against drug trafficking and drug abuse we must continually educate our youth on the horrors of drug abuse. We have an aggressive program which we pursue in concert with the MPD to reach out to the communities. For example, in conjunction with our REDRUM Operation in the East Capitol Dwellings and Greenway communities we worked

with the 6th District Police Department Community Services section and the community to enhance youth programs and neighborhood watch groups. This effort garnered the support of the community who provided information that helped arrest and remove the criminal groups that had devastated the neighborhoods with homicides and violent crimes.

DEA and the MPD jointly developed the Network 3 Program in Washington D.C. in 1993. Network 3 links the schools and the community in drug and crime prevention initiatives as well as offers alternative, positive activities for youth and helps develop drug abuse resistance skills. We started the program with three schools in 1993 and now have 12 schools actively involved in the program.

I would like to thank you again for the opportunity to testify at this hearing and hope that we have left you with a clearer understanding of the drug trafficking situation and how our cooperative efforts with the Metropolitan Police Department are working together to apply our resources to attack these drug trafficking groups on an international and local level. I want to assure you DEA is committed to continuing its close working relationship with the Metropolitan Police Department and will make every effort to assist the MPD in its efforts against the drug traffickers who ruin the lives of our children and make our neighborhoods unsafe. With your continued oversight, we will continue to combat this growing threat through joint investigations and efforts that will yield positive results.

I will be happy to answer any questions you might have.

Mr. HORN. We will be asking all witnesses to first testify, and then we will have questions. Your statement will be placed in full in the record automatically when you are introduced. If you could summarize it in 5 minutes, it would allow us more time for questions.

So, Mr. Dowling of the U.S. Secret Service, would you like to be next?

Mr. DOWLING. Mr. Chairman, members, my name is Peter Dowling. I am the Agent in Charge of the Secret Service, Washington Field Office. Accompanying me today is Richard Friedman, the Chief of the Secret Service Uniformed Division.

On behalf of Director Merletti, thank you for the opportunity to appear before you today.

The testimony we present will focus on the Secret Service's relationship with the Metropolitan Police Department vis-a-vis our joint efforts to combat crime while serving the citizens of the District of Columbia. We will discuss the functions of our Uniformed Division Officers, Special Agents assigned to the Washington Field Office, and other support personnel, such as Security Specialists from the Technical Security Division.

The Secret Service's role is unique among Federal law enforcement agencies in that our jurisdiction includes both protective and investigative authority and encompasses a uniformed police force, as well as traditional special agent investigators. In fact, by statutory authority, members of the Secret Service Uniformed Division enjoy the same police powers within the District of Columbia as members of the MPD.

The primary mission of our Uniformed Division is to provide protection for the White House complex, the Vice President's residence at the Naval Observatory, and over 500 foreign diplomatic missions and embassies, the vast majority of which are located in northwest Washington.

Officers are assigned to fixed posts, foot patrols, motor patrols, bike patrols and marked police cruiser patrols. Their presence on the streets of the District of Columbia serves as an additional deterrent to crime.

In addition to their specially assigned duties, Uniformed Division Officers routinely respond to requests for assistance from citizens of the District and visitors. These services range from giving directions to lost tourists, up to and including apprehending violent criminals and drunk drivers who pose a serious risk of injury to the public. The Uniformed Division Officers also routinely provide a backup to MPD officers who require assistance in dangerous situations. In fiscal year 1997, the Uniformed Division made over 900 arrests in the District and issued almost 2,200 citations for moving violations. Chief Friedman can cite numerous instances of his officers assisting MPD.

The Uniformed Division also has formed a Crime Scene Unit, which responds to all crime scenes at Secret Service protected areas. The Crime Scene Unit utilizes state-of-the-art equipment. Our technicians are highly trained and all are expert witnesses in Superior and District Court for the District of Columbia. This has significantly helped free up resources for MPD, since their Mobile Crime Units had previously been tasked with this responsibility.

Moreover, MPD uses the Uniformed Division Crime Scene Unit as a backup to their Mobile Crime Units, and our Crime Scene Unit has responded to numerous homicides and other violent crimes within the District to assist MPD.

Special Agents assigned to our Washington Field Office conduct a wide range of criminal investigations within the jurisdiction of the Secret Service and Treasury Department. These violations include counterfeiting, forgery of U.S. Government checks and bonds, credit card fraud, bank fraud, telecommunications and cellular phone crimes, assaults on Officers and Special Agents, theft of U.S. Treasury property, fraud in connection with identification documents, and money laundering. These investigations resulted in 1,509 arrests during the last fiscal year.

The Secret Service, along with MPD and other law enforcement agencies, is committed to the U.S. Attorney's strategic plan to reduce violent crime and drug trafficking in the District. Cases within our core jurisdictions that involve violence, the threat of violence, drug trafficking or any organized criminal group, receive top priority.

The close working relationship between MPD and Secret Service in the area of criminal investigations is evidenced by the cross assignment of personnel within the agencies. The Washington Field Office runs two very successful multiagency task forces: the Metro Area Fraud Task Force and the High Intensity Drug Trafficking Area Money Laundering Task Force.

The Fraud Task Force has two MPD detectives assigned to it. These detectives work alongside Secret Service agents and other Federal and local officers assigned to the Task Force. They investigate complex fraud cases, usually involving organized criminal groups of illegal aliens. This group of dedicated law enforcement professionals has earned a stellar reputation among their peers, Federal and State prosecutors in the D.C. area, and also the banking and credit card industry. It is considered the prototype for other fraud task forces throughout the United States.

The Money Laundering Task Force, also supervised by the Secret Service, has one MPD detective assigned. As the name implies, they target drug traffickers and investigate the violations of Federal law as they attempt to spend their illegal profits. Their assets are also located and seized, thereby taking the profit out of the crime.

The successes of both task forces are impressive. Last year, approximately 1,000 individuals were arrested; $8.3 million in assets were seized; and $400,000 was returned to MPD through the equitable sharing provisions of the Treasury Asset Forfeiture Fund.

As a further commitment to the efforts against violent crime in the District, the Secret Service has recently assigned two Special Agents to MPD's Homicide Unit. These agents work under the supervision of the Homicide Commander and are paired with MPD detectives. We also have a Special Agent assigned to the Joint Fugitive Task Force, which is also comprised of persons from MPD, FBI and the U.S. Marshals Service.

The Washington Field Office has recently formed a new unit to combat telecommunications and cellular telephone crimes. Most drug traffickers and violent street gangs utilize cellular telephones

that are either cloned or otherwise obtained using a false name or straw purchaser so as not to leave a paper trial on their phone or billing records. A cellular phone is cloned when a victim's electronic serial number and mobile identification number are illegally reprogrammed into another phone, and the person doesn't really realize they are victimized until their phone bill later arrives.

In concert with MPD, this new unit will target street-level drug dealers and violent gang members who use these illegal cellular telephones in violation of Federal law. It is anticipated also, of course, that these investigations will lead to other criminal charges.

Finally, I would also like to mention the various support functions that the Secret Service offers to MPD. In the area of forensics, the Secret Service Forensic Services Division regularly performs laboratory examinations on behalf of MPD for questioned documents. Our Special Agent polygraph examiners conduct polygraphs for MPD when requested. We also conduct forensic examinations of seized computers.

Security specialists assigned to our Technical Security Division have provided invaluable assistance to MPD and other metropolitan entities. We helped the District prepare for nuclear, biological or chemical incidents. In fact, during last year's anthrax scare at the B'nai B'rith Headquarters, our personnel responded to the scene and initially contained the suspected anthrax.

Other Treasury enforcement bureaus, such as the IRS-Criminal Investigation Division, U.S. Customs Service, and ATF, are also involved with MPD in numerous crime-fighting efforts. All devote resources and personnel to HIDTA-sponsored drug and violent crime initiatives. ATF works very closely with MPD in dealing with the District's problem of illegal firearms being imported into the city.

Thank you, Mr. Chairman. This concludes my statement, and Chief Friedman and I will later be happy to answer any questions you may have.

Mr. HORN. Thank you very much.

Chief Gary Abrecht of the U.S. Capitol Police. We are delighted to have you here, Chief.

I want to thank you in particular since I live on Capitol Hill. And when a number of us who work late at night until 2 or 3 a.m., walk to our housing, we are grateful to occasionally see a fine member of the Capitol Police driving around or the dog patrol or whatever. You do a terrific job in trying to control crime, which used to be rather rampant on Capitol Hill. It isn't any more. I thank you for that.

Chief ABRECHT. Thank you, Mr. Chairman. It is an honor to appear before you today to discuss the involvement of the U.S. Capitol Police in anticrime efforts in the District of Columbia and the level of cooperation and coordination with the Metropolitan Police Department.

For many years, the U.S. Capitol Police has worked closely with the Metropolitan Police Department, particularly within the First District, which surrounds our primary jurisdiction. I have a unique perspective on this relationship because, prior to becoming the chief of the U.S. Capitol Police, I served first as the captain at the

First District Substation and then as the commander of the First District itself.

During my tenure as chief of the U.S. Capitol Police, I have seen the level of cooperation and assistance between the two agencies continue to develop and strengthen. In 1992, the Congress granted the U.S. Capitol Police full law enforcement authority in the area immediately surrounding the Capitol Complex, which is commonly known as the Extended Jurisdiction Zone. Prior to the enactment of this legislation, our officers were limited as to the level of law enforcement acts they could take to assist citizens or arrest violators outside the confines of the Capitol Complex.

The Extended Jurisdiction Zone encompasses many outlying congressional facilities where we have primary responsibility for security and police services. This area is bounded by H Street to the north, 7th Street to the east, Potomac Avenue to the south, and 3rd Street to the west. Although the Metropolitan Police Department retains the primary responsibility for police services within the Extended Jurisdiction Zone, the U.S. Capitol Police maintains a presence in the area in the routine performance of our mission.

In 1994, the U.S. Capitol Police participated in a Federal law enforcement assistance initiative organized and directed by the U.S. attorney for the District of Columbia. The U.S. Capitol Police pledged to assist the Metropolitan Police Department by responding to calls for service in the Extended Jurisdiction Zone, providing canine and crime scene search officers as needed, and transporting and processing prisoners. I am pleased to report that, after 4 years, our Department is still committed to providing this level of assistance.

To facilitate the interaction between the agencies, Metropolitan Police radios have been installed in our patrol vehicles; and our radios have been installed in their First District and Special Operations Division cruisers. This allows officers on the street to exchange information and coordinate their response to calls for service. In addition, officials from both Departments routinely meet to discuss crime statistics and any issues which require special attention.

While our primary focus will always be providing law enforcement, security and protective operations within the Capitol Complex, we can assist in anticrime efforts in the surrounding neighborhoods through enforcement and deterrence. Thus far, in fiscal year 1998, the U.S. Capitol Police has made 413 arrests in the Extended Jurisdiction Zone. We have also taken 127 police reports that would otherwise have to have been taken by the Metropolitan Police Department and responded to 47 requests for assistance from the Metropolitan Police.

From the outset, the goal of the U.S. Capitol Police has been to supplement the efforts of the Metropolitan Police and be a good neighbor to business owners and citizens on Capitol Hill. To foster this relationship, our officers routinely attend community meetings and participate in civic activities. In June, we are providing a self-defense seminar to instruct area residents how to protect themselves in threatening situations.

The spirit of support and cooperation which exists between the U.S. Capitol Police and the Metropolitan Police is important to

both agencies and the citizens of the District of Columbia. I congratulate Chief Ramsey on his appointment and look forward to working with him and his commanders as we continue to address issues of mutual concern.

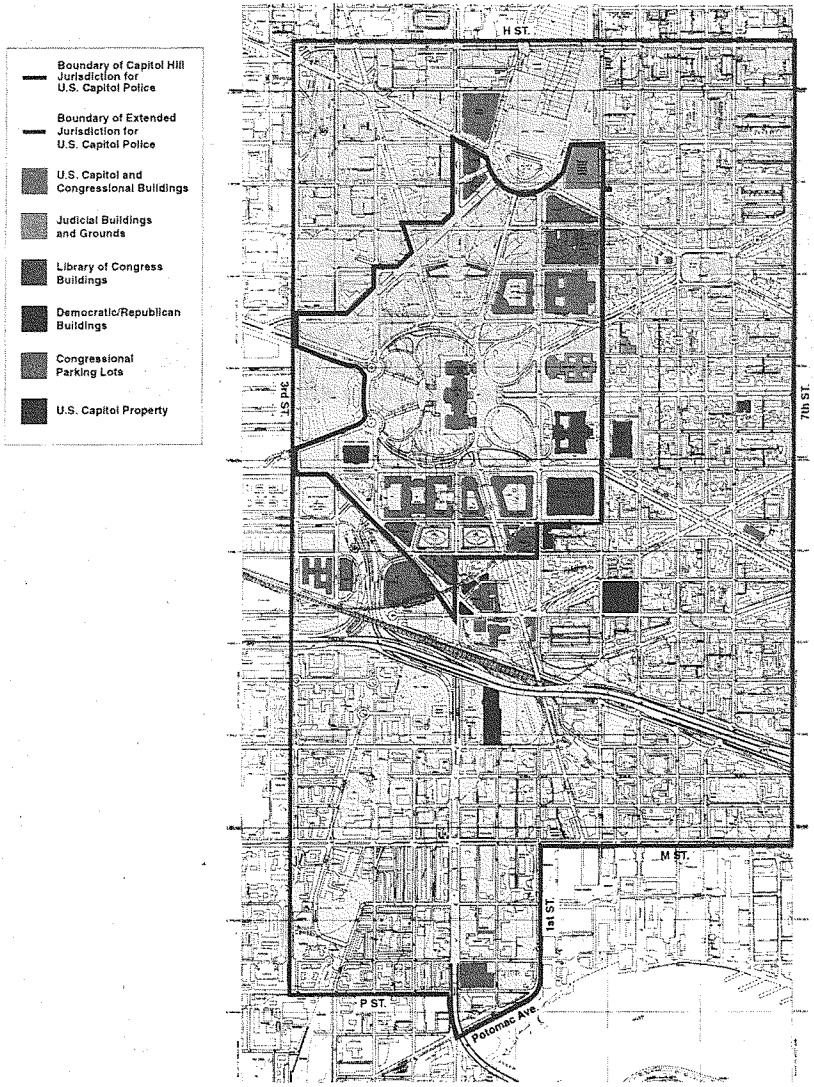
Thank you, Mr. Chairman, for the opportunity to appear before you. I am heartened to hear you are also a Capitol Hill resident, as am I.

Mr. HORN. I will tell you, I lived here 30 years ago, and in those days we called the Capitol Police the Georgetown and George Washington University Scholarship Program. We now have a marvelous, highly professionalized force here.

What particular impresses me is some of your people on our doors, going through here. You had a wonderful person, I think I wrote you about him on Longworth, where they get to know our names and we get to know their names. It makes us a real family around here. So I appreciate that extra effort that a lot of your officers have made.

Well, thank you, Chief.

[The boundary charts referred to follow:]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Boundary of Extended Jurisdiction for U.S. Capitol Police
U.S. Capitol and Congressional Buildings
Judicial Buildings and Grounds
Library of Congress Buildings
Democratic/Republican Buildings
Congressional Parking Lots
U.S. Capitol Property
H ST.
15 PIC
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M ST.
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P ST.
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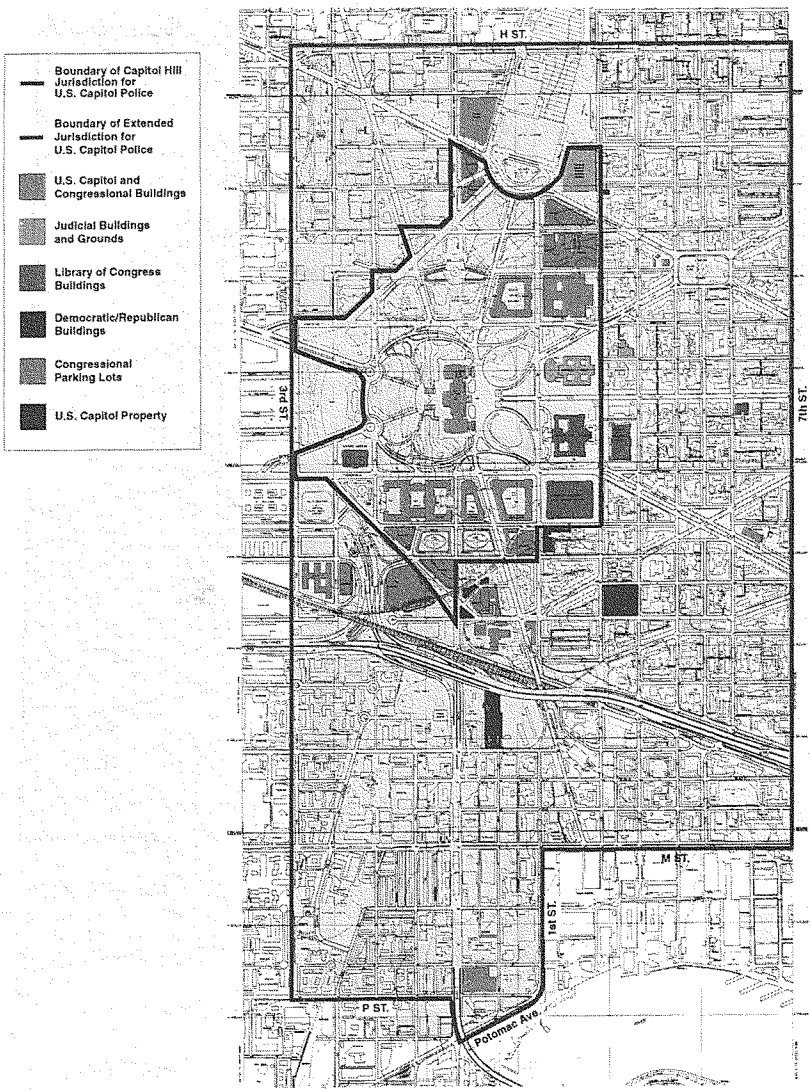
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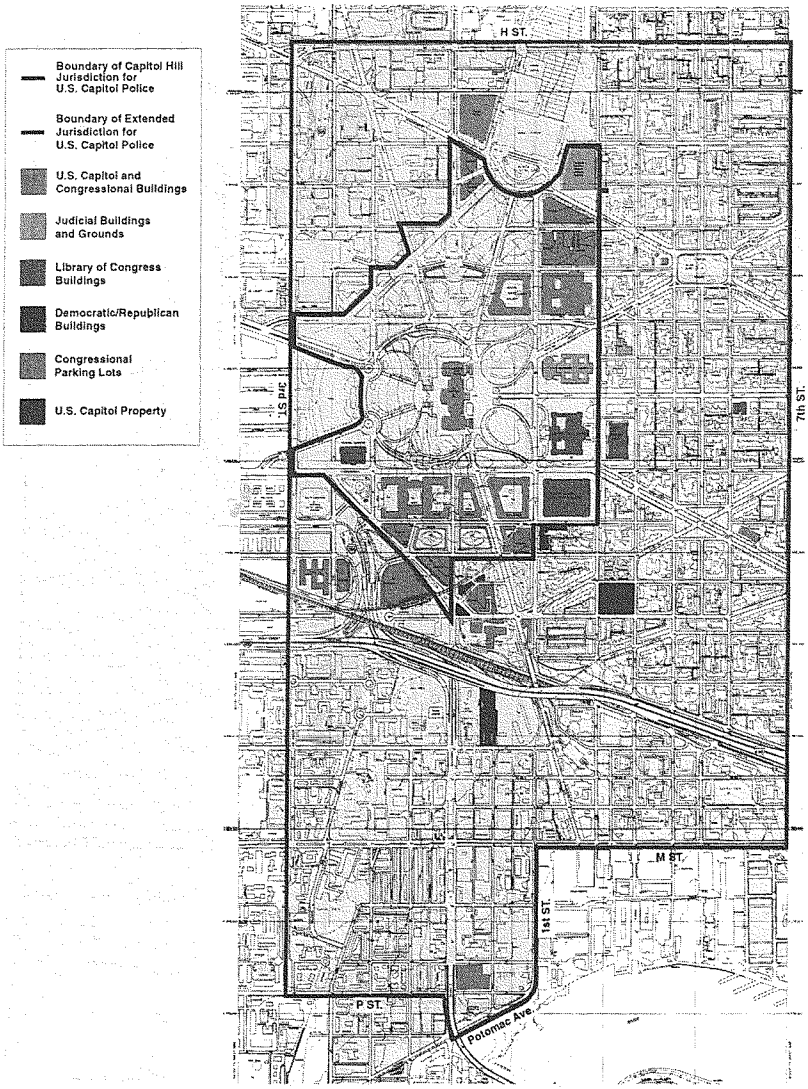
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1st ST.
P ST.
Potomac Ave.

Mr. HORN. Mr. Barrett, John Barrett, is the Special Agent in Charge, Criminal Division of the Washington Field Office for the Federal Bureau of Investigation. Please proceed.

Mr. BARRETT. Thank you, Mr. Chairman and Members.

On behalf of Assistant Director Carter, who is currently out of town, it is a pleasure for me to have the opportunity to address you today concerning the nature of the FBI's involvement and cooperation with the Washington Metropolitan Police Department in local anticrime efforts. With your permission, I will submit my prepared statement for the record and summarize those cooperative efforts.

Mr. HORN. Without objection.

Mr. BARRETT. Thank you.

As the committee is aware, in April 1992, now Deputy Director Bob Bryant appeared before this very committee to outline the Washington Field Office's initiatives to combat the then escalating levels of violent crime. To paraphrase Deputy Director Bryant, the FBI's Washington Field Office has a special relationship in the District of Columbia and with its citizens to include the protection and an attempt to reduce the levels of violent crime in this city.

My prepared statement has highlighted and outlined some of our most significant prosecutions in cooperation with the Metropolitan Police Department.

The primary efforts of the Washington Field Office's efforts to reduce crime is in its Violent Crime Program. In that regard, the Violent Gangs Task Force, consisting of 15 FBI agents and 16 MPD officers, direct their investigative efforts against the most violent street gangs operating in the District of Columbia.

With respect to the D.C. Joint Fugitive Task Force, which is the successor to the Sodburn Task Force, this consists of approximately 13 FBI agents, 15 MPD officers, 8 Deputy U.S. Marshals, participation by the Secret Service, and 12 additional Federal and local law enforcement officers. This task force has been responsible for the arrest of over 6,000 violent fugitives since 1989 and just last month for the arrest of 60 violent fugitives, 12 of whom were wanted for homicide.

The FBI–MPD Major Case Team, consisting of 11 FBI agents and 10 MPD officers, concentrate their efforts to investigate homicides which are gang- or narcotics-related. Since June 1992, this squad has solved a total of 212 homicides.

There is also collocation of FBI agents and MPD officers with respect to participation in our Drug Intelligence Squad and the Metropolitan Area Violent Vehicle Theft Task Force.

An integral part of the Safe Streets Initiative is the Washington Field Office efforts to promote crime prevention and develop better relationships within the community. In that regard, the Washington Field Office provides tutoring and mentoring to five elementary schools here in the District.

In the area of direct financial support to the MPD by the FBI and the U.S. Attorney's Office, I would like to summarize for the committee for the period of fiscal year 1995 through the current fiscal year of 1998 moneys spent and anticipated being spent in the following areas.

With respect to case-related expenses, and that would include moneys expended for the use of rental cars by the MPD officers,

cellular telephone and beepers, for this period the FBI has expended $836,113.

In the area of travel for both training and operational travel by the investigators in connection with their investigations, the FBI has spent $30,272.

With respect to overtime, these are moneys provided by the U.S. Attorney's Office administered by the FBI in support of the Safe Streets Initiative, the FBI and the U.S. Attorney's Office have expended $272,924.

In the area of equipment that has been released to the MPD, and specifically that is FBI vehicles that have been surplussed after use between 80,000 to 100,000 miles, $1.4 million has been expended in that regard.

With respect to training, during the past year, the FBI has provided training to MPD in the area of fingerprint identification, latent fingerprints, fitness instructor courses, street survival courses, firearms instructor courses, interviews interrogation, homicide and undercover agent training, certification and evaluation.

On May 26 through the 28th, WFO is providing homicide-death-investigation, gang-related training to 25 MPD officers at the MPD Academy.

Mr. Chairman, that concludes my remarks; and I am here to answer any questions you might want. Thank you.

Mr. HORN. We thank you. That is a very interesting record. All of you seem to be really helping this District in terms of the cooperation, and we appreciate that.

[The prepared statement of Mr. Barrett follows:]

THANK YOU, MR. CHAIRMAN AND MEMBERS OF THE SUBCOMMITTEE. IT IS A PLEASURE FOR ME TO HAVE THE OPPORTUNITY TO ADDRESS YOU TODAY CONCERNING THE NATURE OF THE FEDERAL BUREAU OF INVESTIGATION'S (FBI) INVOLVEMENT AND COOPERATION WITH THE WASHINGTON METROPOLITAN POLICE DEPARTMENT (MPD) IN LOCAL ANTICRIME EFFORTS. WITH YOUR PERMISSION, I WILL SUBMIT MY PREPARED STATEMENT FOR THE RECORD AND SUMMARIZE THOSE COOPERATIVE EFFORTS.

IN APRIL, 1992, ONE OF MY PREDECESSORS, MR. ROBERT M. BRYANT, NOW DEPUTY DIRECTOR OF THE FBI, CAME TO THIS SUBCOMMITTEE WITH AN OUTLINE OF LOCAL INITIATIVES TO COMBAT RISING LEVELS OF VIOLENT CRIME. AT THAT TIME, OUR PLAN REVOLVED AROUND A REVITALIZED NATIONAL VIOLENT CRIME STRATEGY AIMED AT DRUG AND GANG-RELATED VIOLENT CRIME. THAT STRATEGY WAS CALLED THE SAFE STREETS INITIATIVE. SINCE THEN, THE WASHINGTON FIELD OFFICE (WFO) OF THE FBI HAS FORGED A DYNAMIC AND SUCCESSFUL PARTNERSHIP WITH THE MPD WHICH HAS CONTRIBUTED TO REMOVING SOME OF THE MOST VIOLENT DRUG GANGS OPERATING IN THE DISTRICT OF COLUMBIA. WITH RESPECT TO ITS SUCCESS, IT IS WORTH NOTING THAT THE NUMBERS OF HOMICIDES IN WASHINGTON, D.C. HAS DROPPED FROM 489 IN 1991, TO 301 IN 1997. WHILE THE REDUCED RATE CAN BE ATTRIBUTED TO A NUMBER OF FACTORS, IT IS CLEAR THAT THE COOPERATIVE LAW ENFORCEMENT EFFORT THE FBI HAS INITIATED WITH THE MPD, BY TARGETING THE MOST VIOLENT CRIMINAL OFFENDERS AND THE UTILIZATION OF FEDERAL STATUTES IN PROSECUTION HAS HAD A SIGNIFICANT IMPACT

ON WASHINGTON D.C.'S MOST SERIOUS CRIME PROBLEM.

SAFE STREETS VIOLENT CRIMES INITIATIVE

THE NATIONAL STRATEGY OF THE FBI'S SAFE STREETS INITIATIVE IS TO ADDRESS, THROUGH A TASK FORCE APPROACH, MAJOR DOMESTIC VIOLENT STREET GANGS AND DRUG ENTERPRISES AS SIGNIFICANT THREATS TO THE INTEGRITY OF AMERICAN SOCIETY BY DEVELOPING, THROUGHOUT FBI FIELD OFFICES, SUSTAINED, COORDINATED INVESTIGATIONS THAT LEAD TO SUCCESSFUL PROSECUTIONS. CASES ARE PRIORITIZED BASED UPON THE SIGNIFICANCE OF THE TARGET ORGANIZATION AND PURSUED UNDER THE ENTERPRISE THEORY OF INVESTIGATION USING SOPHISTICATED INVESTIGATIVE TECHNIQUES. INVESTIGATIONS ARE FOCUSED ON PROVING A PATTERN OF CRIMINAL ACTIVITY RATHER THAN ON INDIVIDUALS OR ISOLATED CRIMINAL ACTS.

INVESTIGATIONS ARE TYPICALLY CONDUCTED USING A VARIETY OF SOPHISTICATED INVESTIGATIVE TECHNIQUES IN WHICH ALL MEMBERS OF THE TASK FORCE CONTRIBUTE EQUALLY. THOSE TECHNIQUES INCLUDE THE USE OF UNDERCOVER DRUG BUYS, CONSENSUAL MONITORING USING COVERT ELECTRONIC SURVEILLANCE, COVERT VIDEO SURVEILLANCE, PEN REGISTERS, TRAP AND TRACES, THE EXTENSIVE USE OF A CONFIDENTIAL INFORMANT BASE, AND TITLE III ELECTRONIC SURVEILLANCE.

THE WASHINGTON FIELD OFFICE (WFO) OF THE FEDERAL BUREAU OF INVESTIGATION HAS BEEN A PIONEER IN THE IMPLEMENTATION OF THE FBI'S SAFE STREETS INITIATIVE AND CARRIES THE INVESTIGATIVE

STRATEGY IN FULL PARTNERSHIP WITH THE MPD. CURRENTLY, WFO AND THE MPD TARGET THE MOST VIOLENT GANGS AND DRUG TRAFFICKERS IN THE DISTRICT OF COLUMBIA THROUGH A NUMBER OF SQUADS WHICH HAVE INITIATED SAFE STREETS TASK FORCES WITH THE MPD.

SQUAD C-16 - VIOLENT GANGS TASK FORCE

SQUAD C-16 CONSISTS OF 15 FBI AGENTS AND 16 MPD OFFICERS WHO UTILIZE DRUG AND VIOLENT CRIME INVESTIGATIONS TO ADDRESS THE MOST VIOLENT GANGS IN WASHINGTON, D.C. IN RECENT YEARS, SQUAD C-16 HAS BEEN RESPONSIBLE FOR A NUMBER OF SUCCESSFUL HIGH PROFILE CASES. AMONG THE MOST SIGNIFICANT SUCCESSFUL CASES ARE THE FOLLOWING:

THE FIRST AND KENNEDY STREET CREW

A MEMBER OF THE FIRST AND KENNEDY STREET CREW WAS RESPONSIBLE FOR THE ATTACK ON DISTRICT POLICE HEADQUARTERS THAT ENDED IN THE DEATH OF SA MARTHA DIXON-MARTINEZ, SA MICHAEL MILLER AND SERGEANT HENRY DALY. THE INVESTIGATION CONCLUDED WITH THE ARREST AND CONVICTION OF 25 CORE MEMBERS. AS A RESULT OF THE INVESTIGATION THE CREW WAS COMPLETELY DISMANTLED. THIS VIOLENT STREET LEVEL NARCOTICS ORGANIZATION WAS RESPONSIBLE FOR THIRTEEN (13) HOMICIDES WHICH MEMBERS OF THE SAFE STREET TASK FORCE CLOSED.

THE EASTGATE CREW

THIS INVESTIGATION AROSE AS A RESULT OF THE LARGE NUMBERS OF DRUG RELATED HOMICIDES WHICH WERE OCCURRING AS DRUG CREWS COMPETED FOR BUSINESS IN THE EASTGATE GARDENS PUBLIC HOUSING COMPLEX. ONE OF THE MOST NOTORIOUS INCIDENTS INVOLVED THE JUNE, 1993 WOUNDING OF SIX CHILDREN AT THE BENNING PARK RECREATION CENTER SWIMMING POOL BY RIVAL GANG MEMBERS. SEVERAL JUVENILES WERE EVENTUALLY ARRESTED IN THAT INCIDENT. THIS CASE HAS RESULTED IN OVER 33 CONVICTIONS FOR DRUG AND VIOLENT CRIME CASES INCLUDING THE CONVICTIONS OF NINE DEFENDANTS FOR 10 SEPARATE HOMICIDES.

THE WAYNE PERRY CASE

IN THE LATE 1980'S AND EARLY 1990'S, WAYNE PERRY WAS CONSIDERED, BY LAW ENFORCEMENT, TO BE THE MOST VIOLENT PERSON IN THE WASHINGTON, D.C. AREA. IN A CONTINUING CRIMINAL ENTERPRISE INVESTIGATION, PERRY WAS TARGETED AND ULTIMATELY CHARGED WITH SIX MURDERS, OF WHICH HE PLED GUILTY TO FIVE. PERRY WAS SENTENCED TO LIFE WITHOUT PAROLE IN EXCHANGE FOR THE GOVERNMENT AGREEING NOT TO SEEK THE DEATH PENALTY. SINCE HIS INCARCERATION, PERRY HAS PROVIDED DETAILS TO INVESTIGATORS REGARDING NUMEROUS MURDERS COMMITTED BY HIM IN WASHINGTON, D.C. SO FAR, APPROXIMATELY 30 MURDERS CAN BE ATTRIBUTED TO PERRY BASED ON THE INTERVIEWS OF HIM AND CORROBORATING EVIDENCE.

SQUAD C-10 - DISTRICT OF COLUMBIA JOINT FUGITIVE TASK FORCE (DCJFTF)

SQUAD C-10, CONSISTING OF 13 FBI AGENTS, 15 MPD OFFICERS, 8 DEPUTY U.S. MARSHALS AND 12 ADDITIONAL FEDERAL AND LOCAL LAW ENFORCEMENT OFFICERS, FOCUSES EXCLUSIVELY ON THE APPREHENSION OF VIOLENT FUGITIVES. SINCE ITS INCEPTION IN AUGUST, 1989, THE DCJFTF HAS BEEN RESPONSIBLE FOR THE ARREST OF OVER 6,000 VIOLENT FUGITIVES. THE CONCEPT OF SQUAD C-10 HAS BEEN SO SUCCESSFUL THAT IT HAS BEEN EXPANDED INTO NORTHERN VIRGINIA THROUGH A PARTNERSHIP WITH THE FAIRFAX COUNTY POLICE DEPARTMENT AND THE FAIRFAX COUNTY SHERIFF'S DEPARTMENT.

SQUAD C-21 - FBI/MPD MAJOR CASE TEAM

SQUAD C-21 INCLUDES 11 FBI AGENTS AND 10 MPD OFFICERS. THE MISSION OF SQUAD C-21 IS TO INVESTIGATE HOMICIDES WHICH ARE GANG OR NARCOTICS RELATED OR INCLUDE SUBSTANTIAL INSTANCES OF OBSTRUCTION OF JUSTICE. SQUAD C-21'S MISSION ALSO INCLUDES THE INVESTIGATION OF SERIAL KILLERS, HIGH PROFILE CASES, SUCH AS THE BALLOU HIGH SCHOOL FEMALE STUDENT HOMICIDES AND THE STARBUCKS MURDERS, AND CERTAIN ASSAULT WITH INTENT TO KILL (AWIK) OR HOMICIDE CASES WHERE POLICE OFFICERS ARE THE VICTIMS. IT IS A SPECIFIC GOAL OF SQUAD C-21 TO CAUSE A MEASURABLE REDUCTION IN THE NUMBER OF VIOLENT CRIMES IN WASHINGTON, D.C. AND REDUCING THE EXISTING HOMICIDE RATE. SINCE ITS INCEPTION IN JUNE, 1992, SQUAD C-21 HAS SOLVED A TOTAL OF 212 HOMICIDES. CURRENTLY, SQUAD C-21

IS ANALYZING A NUMBER OF UNSOLVED HOMICIDES OF FEMALE VICTIMS IN THE DISTRICT OF COLUMBIA IN AN EFFORT TO IDENTIFY POSSIBLE SERIAL KILLERS.

THE WFO AND MPD ALSO COOPERATE BY THE PLACEMENT OF MPD OFFICERS IN SQUAD C-15, THE REGIONAL DRUG INTELLIGENCE SQUAD, AND SQUAD C-18, THE METROPOLITAN AREA VIOLENT VEHICLE THEFT TASK FORCE (MAVVTF).

COMMUNITY OUTREACH PROGRAM

AN INTEGRAL PART OF THE SAFE STREETS INITIATIVE IS WFO'S EFFORT TO PROMOTE CRIME PREVENTION AND DEVELOP BETTER RELATIONS WITH THE COMMUNITY. WFO HAS "ADOPTED" FIVE DISTRICT OF COLUMBIA AND ONE FAIRFAX COUNTY SCHOOL IN AN EFFORT TO ADDRESS THE ACADEMIC NEEDS OF ELEMENTARY SCHOOL STUDENTS. THE COMMUNITY OUTREACH PROGRAM ALSO INCLUDES THE DEVELOPMENT OF A CITIZENS ACADEMY TO EDUCATE BUSINESS AND CIVIC LEADERS IN THE ACTIVITIES AND PROGRAMS OF THE FBI AND A VICTIM/WITNESS ASSISTANCE PROGRAM TO ASSIST VICTIMS AND WITNESSES THROUGH THE CRIMINAL JUSTICE PROCESS.

ADDITIONAL JOINT FBI/MPD EFFORTS

SQUAD C-2 - PUBLIC CORRUPTION

SQUAD C-2 IS RESPONSIBLE FOR THE INVESTIGATION OF

PUBLIC CORRUPTION AND GOVERNMENTAL FRAUD REGARDING THE GOVERNMENT OF THE DISTRICT OF COLUMBIA. SQUAD C-2 HAS HAD A NUMBER OF SUCCESSFUL JOINT INVESTIGATIONS WITH THE MPD.

FREERIDE

THIS JOINT INVESTIGATION INTO CORRUPTION IN THE REGULATION OF THE WASHINGTON TAXI INDUSTRY HAS ALREADY RESULTED IN THE CONVICTION OF THE HEAD OF THE D.C. OFFICE OF TAXICABS. IN ADDITION, TEN MOTOR VEHICLE SAFETY INSPECTORS AND TWO NON-GOVERNMENT DEFENDANTS HAVE BEEN INDICTED FOR TRAFFICKING IN FRAUDULENT TAXICAB SAFETY INSPECTION STICKERS.

SQUAD C-4 - BANK ROBBERIES, KIDNAPPINGS, ETC.

SQUAD C-4 IS RESPONSIBLE FOR THE INVESTIGATION OF BANK ROBBERIES, ARMORED CAR ROBBERIES, KIDNAPPINGS, EXTORTIONS AND SIMILAR VIOLENT CRIMES. ALL OF THE AFOREMENTIONED CRIMES ARE ROUTINELY WORKED JOINTLY WITH THE SPECIAL INVESTIGATIONS SECTION OF THE MPD.

SQUAD C-6 - MAJOR DRUG ORGANIZATIONS

SQUAD C-6 IS RESPONSIBLE FOR THE INVESTIGATION OF MAJOR DRUG ORGANIZATIONS THAT ARE WELL-ORGANIZED, MULTI JURISDICTIONAL, AND OF MAJOR SIGNIFICANCE AND INFLUENCE. SQUAD C-6 CONCENTRATES RESOURCES ON MULTIFACETED INVESTIGATIONS WHICH TARGET THE ENTIRE

CRIMINAL ENTERPRISE RATHER THAN INDIVIDUAL SUBJECTS. SQUAD C-6 ROUTINELY CONDUCTS MANY OF ITS INVESTIGATIONS JOINTLY WITH THE MPD UTILIZING TITLE IIIS AND GROUP I AND GROUP II UNDERCOVER OPERATIONS.

SQUAD C-11 - ORGANIZED CRIME

SQUAD C-11 IS RESPONSIBLE FOR INVESTIGATING VIOLATIONS OF FEDERAL LAWS AS THEY RELATE TO ORGANIZED CRIME ACTIVITY, INCLUDING ITALIAN ORGANIZED CRIME AND ASIAN ORGANIZED CRIME. THE MPD PARTICIPATES WITH A FULL-TIME INVESTIGATOR IN THE WASHINGTON AREA ASIAN ORGANIZED CRIME INITIATIVE.

SQUAD C-13 - MAJOR NATIONAL DRUG ORGANIZATIONS

SQUAD C-13 IS RESPONSIBLE FOR THE INVESTIGATION OF MATTERS DESCRIBED IN THE FBI NATIONAL DRUG STRATEGY. IN THE WFO, THIS USUALLY RESULTS IN CASES INVOLVING THE IMPORTATION OF COCAINE AND HEROIN FROM CENTRAL AND SOUTH AMERICA INCLUDING THE CARIBBEAN AREA AND MEXICO. MPD OFFICERS ARE NOT ASSIGNED FULL TIME TO SQUAD C-13, BUT HAVE ASSISTED IN THE FOLLOWING INVESTIGATIONS:

BAD HABIT

THIS IS A JOINT INVESTIGATION INCLUDING THE FBI, DEA, IRS, U.S. POSTAL INSPECTORS SERVICE, AND THE MPD TARGETING A SIGNIFICANT ORGANIZATION OPERATING WITHIN THE UNITED STATES. THE

MPD HAS ASSIGNED THREE OFFICERS ON A PART TIME BASIS TO THE INVESTIGATION. THIS INVESTIGATION HAS RESULTED IN SEIZURES OF DRUGS AND WEAPONS AND ARRESTS.

CARIBBEAN CRUSH

THIS INVESTIGATION FOCUSES ON A DOMINICAN DRUG TRAFFICKING ORGANIZATION OPERATING WITHIN THE UNITED STATES. THIS INVESTIGATION HAS RESULTED IN THE SEIZURES OF DRUGS, CASH, AND VEHICLES AND 18 ARRESTS. THIS CASE IS BEING WORKED JOINTLY WITH THE MPD AND THE IMMIGRATION AND NATURALIZATION SERVICE.

MONEY MAGIC

THIS WAS A MONEY LAUNDERING INVESTIGATION TARGETING AUTOMOBILE DEALERSHIPS WHICH WAS WORKED JOINTLY WITH THE MPD AND THE IRS FROM JANUARY, 1991 TO NOVEMBER, 1994. TWO MPD OFFICERS WERE ASSIGNED TO THIS INVESTIGATION WHICH RESULTED IN 18 CONVICTIONS AND THE SEIZURE OF 74 VEHICLES AND THE FORFEITURE OF $3,677,739.

SQUAD C-22 - HEALTH CARE FRAUD - DISTRICT OF COLUMBIA

SQUAD C-22 IS RESPONSIBLE FOR INVESTIGATING HEALTH CARE FRAUD IN THE DISTRICT OF COLUMBIA. SQUAD C-22 IS INVOLVED IN A

COOPERATIVE EFFORT WITH THE MPD IN ADDRESSING PRESCRIPTION DRUG DIVERSION. IN THESE MATTERS, PRESCRIPTION DRUGS PURCHASED AT THE STREET LEVEL ARE RE-SOLD TO LOCAL INDEPENDENT PHARMACIES. THE DRUGS ARE OFTEN EXPIRED AND STORED IN UNSANITARY CONDITIONS. THE MPD MAJOR NARCOTICS SECTION HAS ASSIGNED TWO OFFICERS TO WORK WITH SQUAD C-22 ON THIS INITIATIVE WHICH IS ANTICIPATED TO LAST AT LEAST 12 - 18 MONTHS.

SQUAD NS1-3 - JOINT TERRORISM TASK FORCE

SQUAD NS1-3 IS RESPONSIBLE FOR THE PREVENTION, INVESTIGATION AND PROSECUTION OF ALL ACTS OF TERRORISM ON UNITED STATES SOIL BY BOTH DOMESTIC AND INTERNATIONAL TERRORISTS. THIS SQUAD INCLUDES A FULL TIME MEMBER OF THE MPD WHO ALSO PARTICIPATES IN THE WFO EVIDENCE RESPONSE TEAM.

RESOURCES PROVIDED TO MPD THROUGH THE SAFE STREETS/VIOLENT CRIMES INITIATIVE (FY 1998 BUDGET)

IN ORDER TO SUPPORT THE SAFE STREETS/VIOLENT CRIMES INITIATIVE, WFO IS AUTHORIZED TO EXPEND $435,306 IN SUPPORT OF THE SAFE STREETS TASK FORCES. THIS AUTHORIZATION REPRESENTS 54% OF WFO'S CRIMINAL CASE FUNDS FOR FY-1998. THOSE FUNDS EXPENDED ARE USED TO SUSTAIN THE OFFICERS OF PARTICIPATING LAW ENFORCEMENT AGENCIES. THE FBI PROVIDES THE MPD WITH VEHICLES, EQUIPMENT AND OVERTIME PAY FOR TASK FORCE OFFICERS.

CURRENTLY, THERE ARE APPROXIMATELY 71 SPECIAL AGENTS WORKING VIOLENT CRIME MATTERS AND APPROXIMATELY 66 SPECIAL AGENTS WORKING OC/DRUG MATTERS IN WFO, IN PARTNERSHIP WITH 42 MPD OFFICERS ASSIGNED TO VARIOUS TASK FORCES OF THE FBI.

Mr. HORN. I am now going to yield 15 minutes to the gentlewoman from the District of Columbia for questions, and the clerk will set that at 15.

Ms. NORTON. Thank you very much, Mr. Chairman. I know our time is short, because I know you and I both have to get out of here within the next half hour.

Chief Abrecht, how many police officers do you have on board now?

Chief ABRECHT. 1,054.

Ms. NORTON. I said, of course, that D.C. had the largest police force per capita; but, of course, it is the Capitol Police force that has the largest number of police per capita when you consider that you are largely related to Members and staff and the immediate area surrounding this jurisdiction.

It is for that reason that, during the height of the crime in the District of Columbia, I went to the House and to the Senate and got a bill passed whose purpose and intention was to more deeply involve the Capitol Police outside of the few blocks surrounding the Capitol.

I have before me an indication of the difference between crimes committed in the so-called Extended Jurisdiction, where the Congress said it wanted the Capitol Police to go, and crimes committed in the immediate or primary jurisdiction. And I want you to listen to these figures, because these figures are of great concern to us.

Your officers go to Brunswick, GA, perhaps the best facility of its kind for training in the country.

You have a map there of the jurisdiction. If you will look there, the red area is the primary jurisdiction. That is the Capitol grounds and up to 4th Street. Immediate surrounding blocks, these are low-crime blocks; and, of course, if people wanted to mug tourists, they don't do it on the Capitol grounds. They wait until they go to the restaurants and facilities that are off the Capitol grounds.

This map illustrates the problem I see with the Capitol Police jurisdiction. You will note that in this area with the red jurisdiction, there is almost no crime. This area surrounding, also within a few blocks, there is a great deal of crime. We have had Members of Congress, Members of the Senate and House, mugged within a few blocks outside of your primary jurisdiction.

To be more specific, in the Extended Jurisdiction, where Congress said it wanted patrols to take place, there were for assault, 187 assaults; on the grounds, 5. Homicide in the Extended Jurisdiction, 10; on the grounds, zero. Rape in the extended jurisdiction, 7; on the grounds, zero. Robbery, 367 in the extended jurisdiction; on the grounds, 9.

You report that there have been 413 arrests in the Extended Jurisdiction Zone. How many arrests have been made in that zone altogether? Otherwise, we have nothing to compare it with.

Chief ABRECHT. I don't have access to that information. You would have to get that from the Metropolitan Police Department.

Ms. NORTON. That figure, particularly in light of the numbers I have just reported, the number that you have given doesn't tell us much. We do know this. That on reportable crimes on the Capitol grounds, there were 286; and felony and misdemeanor arrests were

258. So it looks like you are covering most of the arrests that have to be made there.

However, there were, in 1997, 2,451 reportable crimes in the Extended Jurisdiction that you cover, and the number of arrests were 258, which means that you were handling about 10 percent of the arrests in the extended jurisdiction.

There have been reports that officers, Capitol Police officers, are told to relate to the Extended Jurisdiction in a different way than the way they relate a few blocks out in the primary jurisdiction. Certainly the number of arrests do not lead us to believe that the same quality of policing is going on in the Extended Jurisdiction.

I would like to ask you whether or not officers make arrests, do the same kind of policing in the Extended Jurisdiction that they do in the primary jurisdiction, or why these figures are so different for the Extended Jurisdiction.

Chief ABRECHT. The policing of the primary jurisdiction, of course, is our primary responsibility. There is no one else providing police service for the Capitol grounds. We are the primary and sole providers of police service in that area. Therefore, it is true that we therefore——

Ms. NORTON. When you say Capitol grounds, you are including some of the streets around the Capitol where the Metropolitan Police Department also has jurisdiction as well.

Chief ABRECHT. We have the primary jurisdiction and the sole jurisdiction for offenses.

Ms. NORTON. Would you describe the blocks you are talking about? When you say Capitol grounds, that makes it sound like on the Tarmac here.

Chief ABRECHT. It is the area included in the red line on the chart over there, is the primary jurisdiction.

Ms. NORTON. I am trying to ask which streets you are talking about which you say you solely have responsibility for.

Chief ABRECHT. That is correct. We have the sole responsibility. The Metropolitan Police Department——

Ms. NORTON. What are the streets, Chief Abrecht?

Chief ABRECHT. Well, the red line on the map you have before you and the one there. They start up there by Massachusetts Avenue and go down to formerly Canal, now Washington Avenue, over to about 2d Street in most cases on the east and the 3d Street on the west.

Ms. NORTON. You, of course——

Chief ABRECHT. You granted us jurisdiction——

Ms. NORTON. I think "primary" is the correct word. You don't mean to say the Metropolitan Police Department doesn't assist as necessary in those streets surrounding the Capitol.

Chief ABRECHT. They provide practically no service in that area. That area is entirely our jurisdiction. We take total responsibility for everything that occurs there.

Ms. NORTON. And you provide practically no service in the Extended Jurisdiction area?

Chief ABRECHT. That is absolutely not the case, as I said in my testimony. We made 413 arrests in that area in just the first 7 months of this fiscal year. I think you heard Mr. Horn say he sees

our officers out there. In conversations with me, you have told me you see our officers out there.

I live in that area. I spend an immense amount of time, virtually all of my off-duty time, in stores in that area, walking in that neighborhood, and I see our officers there on a regular basis.

Ms. NORTON. I see your officers, and I am always pleased to see your officers. They are well-trained. They are polite. Officers have come into our office and told us their instructions are, when they go to the Extended Jurisdiction, head straight for a Federal facility, come back and do not do policing. And if they stay out too long, that they get calls on their radio that they are out too long, how come they are out in the Extended Jurisdiction that long?

Chief ABRECHT. I don't believe that is the case. I think I would have heard about it.

Ms. NORTON. Do you agree the area around the Capitol, given the number of reported crimes—9 robberies, for example, 5 assaults, nothing in homicide, nothing in rape—is a low-crime area, in any case?

Chief ABRECHT. I think you have to see it in a slightly different way.

The Capitol of the United States is probably the prime terrorist target in this country. If you go to any foreign country and you see a report from the United States, there you will see the reporters standing in front of the U.S. Capitol speaking. This is the symbol of the U.S. Government. It is the symbol of our country. So the issue of mere crime is not the only issue that my people have to address.

I don't have a big iron fence, like my distinguished colleague from the Secret Service has around his building. Any citizen 24 hours a day can walk right up to the skin of the U.S. Capitol building, can lob a satchel bomb through the window of any of these buildings, which are unprotected. So there is a presence there that is required.

It is unrelated, really, to the total level of reportable UCR crime. It only takes one bombing to affect democracy in this country, and that is a different issue, I think from crime.

So I think merely comparing crime statistics and saying that we should apportion personnel, say, for patrol purposes based on UCR data, really does not give the full issue.

And it is not a crime-free area. Two nights ago Congresswoman Jackson-Lee had to intervene in a robbery at Constitution Avenue and New Jersey Avenue and call for the police to assist the victim. Fortunately, we made an arrest.

The Capitol grounds are not a crime-free area. We are very happy we keep them in reasonably good shape, but it is certainly a problem that constantly requires attention.

Ms. NORTON. No area of the world is a crime-free area, and the number of police indicates that the Congress has been generous in making sure——

Chief ABRECHT. You have.

Ms. NORTON [continuing]. That you have enough police.

You know of my great concern that the intention of Congress is not being carried out when the patrols in these areas go directly

to facilities and shun the areas as if "see no evil, hear no evil," coming back.

Chief ABRECHT. 413 arrests just don't say that, Ms. Norton. I just can't see how that can be, that they could have made 413 arrests that are unrelated to these facilities. There are arrests for traffic offenses, there are arrests for assaults, there are arrests for drugs. I mean, they are not related to these facilities. These are things they ran into while they were out there going to or from the facilities on patrol around.

Ms. NORTON. Would you provide us with that? You seem to be reading from reports of the kinds of crimes. It would be very helpful if you would provide that data before you leave the room. We have not been able to get that data.

Chief ABRECHT. I have provided that data to your staff, ma'am.

Ms. NORTON. The nature of the crimes?

Chief ABRECHT. Absolutely. By category.

Ms. NORTON. Yes, I would like to see that data.

Mr. HORN. Why don't we introduce it in the record at this point, so it is in the record.

Chief ABRECHT. I have a very sloppy copy of it.

Mr. HORN. Whatever you want to file. We will keep the record open for a few days and just feel free to send it over to the staff on the majority and minority side.

Chief ABRECHT. Yes.

[The information referred to follows:]

Number of Arrests in Extended Jurisdiction for FY 98
(May 4, 1998)

CHARGE	NUMBER
Assault With Deadly Weapon - Bottle	1
Assault With Deadly Weapon - Gun	1
Assault With Deadly Weapon - Other Weapon	1
Assault With Deadly Weapon - Shod Foot	2
Aggressive Panhandling	2
Assault with Intent to Kill	1
Assault - Simple	5
B & E - Vending Machine	3
Bail Reform Act	11
Bench Warrant - Traffic	11
Bench Warrant - Felony	4
Bench Warrant - Misdemeanor	22
Burglary II	1
Carrying a Pistol Without a License	1
Carrying a Dangerous Weapon - Gun	1
Carrying a Dangerous Weapon - Knife	5
Destruction of Property	1
Disorderly Conduct	5
Urinating in Public	1
Escape - Felony	1
False Statements	1
Fugitive from Justice	13
Parole Violation	4
Prison Breach	1
Receiving Stolen Property	7
Recovered Stolen Auto/Interstate	5
Unauthorized Use of a Vehicle	21
Robbery - Pocketbook Snatch	1
Theft I - From Auto	2
Theft II	4
Theft II - Attempted	2
Theft II - From Auto	2
Traffic - Driving Under Influence	25
Traffic - Driving While Intoxicated	56
Traffic - Operating After Revocation	2
Traffic - Operating After Suspension	12
Traffic - Failure to Exhibit	3
Traffic - No Valid Permit	129
Traffic - Reckless Driving	2
Traffic - Unregistered Vehicle	3
Traffic - Failure to Report Accident	1
Traffic - Leaving After Colliding	1
Traffic - Accident / Property Damage	4
Traffic - Accident With Injuries	2
USCA - Possession of Cocaine	4
USCA - Possession of Heroin	5
USCA - Possession of Marijuana	15
USCA - Possession of Drug Paraphernalia	1
USCA - Possession w/ Intent to Distribute (cocaine)	3
USCA - Possession w/ Intent to Distribute (heroin)	1

Ms. NORTON. Can I ask the four of you whether you have any difference with the notion of assisting the Metropolitan Police Department by sending agents, allowing personnel to patrol in areas around that would be appropriate in the District of Columbia, sharing or donating equipment, operating on shared radio frequencies or permitting your agency to carry and process the papering of suspects, so long as this was done under the coordination of the U.S. Attorney? Anyone have any problems with that, with those activities to assist the Metropolitan Police Department? Any one of you?

Mr. GRUDEN. Mrs. Norton, we provide and we work in a number of cooperative arrangements with the Metropolitan Police Department. However, that does not include patrol-type functions. But, through our cooperative efforts, we do provide vehicles, we provide overtime, we provide equipment, we provide training, we provide, as I indicated earlier, drug analysis, and we provide financial support for many of the joint operations that we do, and travel.

Probably most importantly for those officers that are assigned to these common task forces, we provide full and unrestricted access to our data bases. We share intelligence on a routine and daily basis; and these officers that are on the task forces have the ability to go into our data bases, just as any agent would do, and use the information that is in those data bases.

I think there is a lot of areas we can assist and we will continue to assist the Metropolitan Police Department. But to engage in a patrol function is something that we are not prepared to do, nor trained to do.

Ms. NORTON. That is why I went down the several things.

The FBI doesn't patrol either. The Capitol Police do. That is why the legislation works under the U.S. Attorney, so that appropriate agreements can be made among agencies.

You are absolutely right. In fact, let me say for the record, law enforcement agencies have generally, generally, for many years, had an excellent working relationship with the Metropolitan Police Department.

I understood the FBI had some difficulty with parts of this bill; and, if so, I would like to understand what difficulty you had. I would also like to understand why it was not brought to my personal attention?

Mr. BARRETT. Ma'am, from what I understand, and I understand Mr. Carter had spoken to you earlier in the week, I think he raised the same issue Mr. Gruden did with respect to patrol. Our agency or investigators are not part of the patrol.

In talking to our Congressional Affairs people, I think as has been mentioned to you, this issue of the legislation did not come to the Washington Field Office. This was handled at the Headquarters level, and the Washington Field Office was not consulted. Though I do understand from our congressional people that, in concert with the U.S. Attorney's Office, that apparently they did not support the effort as we have been told; and our Congressional Affairs person was trying to get hold of your staff subsequent to the meeting you had with Mr. Carter to notify you of that.

Ms. NORTON. Just let me then clarify that—actually, this is my last question. Just let me clarify that the whole point of the statute is very sensitive to the fact that each of these agencies have very

different functions and have their own primary function to deal with. There is no question that, in joint actions, there have often been very excellent results.

As to crime, I am dissatisfied with the Capitol Police. They could do much more. They do do arrests, but even members themselves have come to me countless times to complain that they do not believe they are able to operate in the Extended Jurisdiction as they should.

On the other hand, the FBI, the Drug Enforcement Administration, have long had an excellent relationship of work jointly. The Secret Service had an open scandal here, it was on television, about how officers were complaining that they had been told by Headquarters that if they were going from one Secret Service location to another and even if they saw a crime being committed they should pass it on by and leave it for the Metropolitan Police Department.

So it has been rather uneven what happens here.

I suppose, having thrown that out—if the chairman could indulge me, having thrown that out on the Secret Service, I would allow him to answer.

Mr. HORN. Respond to the question.

We will put in the record additional questions at this point. Both the majority and minority members have a right to do that.

You are all still under oath in answering those questions. Go ahead. Just go right down the line?

Ms. NORTON. Mr. Dowling.

Mr. DOWLING. I am not quite sure that officers were told to ignore crimes so that MPD could ultimately investigate them. However, as you can see by the statistics, our Uniformed Division, by virtue of foot patrols and motor patrols, very aggressively do arrest people and cite people for traffic violations in the District. I think perhaps that controversy may have been overblown in the media.

We certainly do appreciate the relationship we have with the Metropolitan Police Department. Our officers understand their jurisdictional responsibilities within the District. However, as you said, too, we do have our primary functions to consider and that is, of course, the protection of diplomatic facilities in and around Washington, DC.

Ms. NORTON. Mr. Dowling, if you would arrange to see me in my office, I would like to talk through the problems raised with respect to the Secret Service in particular.

Mr. DOWLING. I would be happy to.

Mr. HORN. We thank you very much for those questions. They are very helpful.

Let me pursue a few things and get it summed up for the record in one place.

We were talking about cooperative agreements between the various Federal forces and the Metropolitan Police. Do we now have written agreements with each of your agencies? Have they been updated at all since Chief Ramsey came here, or are they pre-existing?

Mr. DOWLING. We in the Secret Service have some pre-existing MOUs, one with respect to our Fraud Task Force, which is a highly successful multi-agency effort of which MPD is a very prominent

member. And we just recently signed an MOU with the Homicide Unit, where we cross-assigned some of our agents to assist in their investigations.

Mr. HORN. These are being done by function really, or particular projects in which the Secret Service is engaged. You then work out a liaison relationship.

Mr. DOWLING. That is correct.

Mr. HORN. Including, I assume, some personnel moving onto your task force to keep up to date and coordinate?

Mr. DOWLING. That is correct, Mr. Chairman.

Mr. HORN. How about the Drug Enforcement Administration?

Mr. GRUDEN. We have longstanding pre-existing agreements that are updated on an annual or biannual basis.

We will be meeting with Chief Ramsey. We haven't had an opportunity to meet with him yet. I will be meeting with him, I believe, Monday afternoon and will take that opportunity perhaps to discuss some new creative ideas that we think we can lay on the table and programs aimed some of these agreements or change direction.

Mr. HORN. How about the U.S. Capitol Police?

Chief ABRECHT. We have an existing Memorandum of Understanding which dates to Chief Thomas' era. We meet now with Commander McManus of the First District on a regular basis. We set up joint task forces when we see crime patterns developing that we could be of help with them on.

We do not have a new memorandum with Chief Ramsey yet, but we are continuing to operate under the old one, which provides essentially the same things Ms. Norton was mentioning. I believe we are the only agency with current radio interoperability, direct car-to-car radio interoperability with the Metropolitan Police Department.

We process their prisoners on a regular basis. Any prisoner they want to bring to us from the EJZ we process. We also provide drunk driving screening for them.

Mr. HORN. How about the FBI? Do you have an updated Memorandum of Understanding between the Metropolitan Police force and your own agency?

Mr. BARRETT. Yes, Mr. Chairman. Each of our formalized task forces, we have an MOU that is updated every year. We will be meeting with the chief to make sure he is comfortable with what those agreements are. We have not done that yet.

Mr. HORN. I am interested, Chief, that you have mentioned the interoperability of the radio frequencies. Have there been coordinated disaster maneuvers within Washington of all of your agencies, plus the Washington Metropolitan Police, plus the various other police forces some of you represent and some of which are not before us today? What has happened? Have you ever gone through this situation?

I say that based on experience as a university president where I had my own police force. The city of Long Beach also had its police force. The Sheriff of Los Angeles County has probably the largest police force in the world.

We found we had a major crisis when we had the 88 cities in Los Angeles County, a county of 10 million, work on disaster situations

where we didn't have the radio frequencies; we couldn't communicate with each other. This is about 10 years ago. All the frequencies were on the East Coast, and they were not doling out enough to the West Coast.

I am just curious what our situation is here, including with the suburban police departments across the Potomac. If you had a terrorist attack and that was all over town, what do we have in agreement with liaison with the loan of forces, the loan of fire trucks? You can go right down the line.

Chief ABRECHT. All of those things do exist, sir.

What I was referring to was day-to-day routine, just pick-up-the-microphone communication. There is a radio frequency system called PMARS, for Police Mutual Aid Radio System, which links all of the police departments not only in the city but in the whole region, the members of the Council of Governments, the Police Chiefs Committee.

Mr. HORN. That is good news. I think there are some parts of the United States where that still isn't true.

Chief ABRECHT. There are also mutual aid agreements for both police and fire throughout the region; and there are exercises within the District of Columbia run by the Office of Emergency Preparedness, primarily, which bring us all together to work on large-scale exercises.

The most recent ones have been related to chemical-biological terrorism, which is very much in the news these days, which all of the agencies here and many others have participated in.

A drill of an incident at the MCI Center was the last one. There is another one coming up in September which will be a drill of an incident at RFK Stadium during a concert event.

Mr. HORN. Are there any things in communications that we are missing here that I haven't asked a question about that you feel, from your agency's point of view, that we could do better at it? You are saying it is OK, right?

Mr. GRUDEN. I think it is fine. I think the communications is fine from a technical standpoint.

I think the question of cooperation may have come up earlier. I have had the privilege to work all over the United States, sir, and I have to tell you the cooperation among the law enforcement agencies in the greater Washington, DC, area is second to none.

I think it has long been recognized that this is one area when it comes to crime, not just Washington, DC, but what happens here affects Northern Virginia and Maryland. These chiefs all cooperate with one another, and we have cooperative agreements with all.

Mr. HORN. That is good news.

Do all of you agree with Mr. Gruden's comments?

I see nodding heads, so we will assume all four of you agree.

Firing range facilities. Apparently, some of your agencies do have them. The Metropolitan Police Department has a problem with getting, I think, a decent firing range. Is there any way that cooperation would be possible so people that are being trained for the Metropolitan Police Department could make use of some of your firing ranges?

Ms. NORTON. Will the gentleman yield?

I see the Bell Multicultural High School, which has been sitting through this hearing, is just departing. I am sure that is what good students do, to go back to school and go do their homework. But could I say how pleased I am that Bell Cultural has come down? It is one of our better high schools, Mr. Chairman; and they came down on a day when the District of Columbia was being discussed.

Mr. HORN. We are glad you came, and you look bright from here. Good luck to you.

OK. On the firing range?

Mr. BARRETT. Mr. Chairman, if I might just say, the Washington Field Office would be happy to communicate with our Headquarters. Our training is done at Quantico. It is serviced by a Headquarters entity, but we will be happy to get back to you after putting that formalized request in and let you know if that would be possible or not.

Mr. HORN. That would be great. We appreciate that.

Anybody else?

Mr. DOWLING. Mr. Chairman, I would say I believe plans are under way to cooperate in the same way.

Mr. HORN. That is terrific.

How about the DEA?

Mr. GRUDEN. Our training facility is also at Quantico, along with the Bureau's, and we would have to communicate with them.

Mr. HORN. What about the Capitol Police?

Chief ABRECHT. I am afraid we are range beggers ourselves. We have a small 8-point range in the Rayburn Building. Other than that, we use other people's ranges ourselves for our work.

I think one of the issues that they are facing, I believe, is the loss of the Lorton range coming up here fairly soon, which will be a major problem not just for them, but for us as well. We train our SWAT team down at the Lorton range. We use that facility.

So I hope some plans are being made when the Lorton range closes for a range for many of the agencies that I know other than MPD and ours use that range. I am sure there are others as well.

Mr. HORN. Remind me of the distance from here to Lorton and here to Quantico.

Chief ABRECHT. Quantico is further.

Mr. HORN. That I know. I am curious on the mileage.

Mr. GRUDEN. Lorton is probably within 20 miles, I would think.

Mr. HORN. So that would be a possibility then, just to build on those facilities I would think, or work out if it could accommodate everybody.

I am curious on the DEA standpoint here, to what extent is heroin, cocaine, crack still readily available on the streets of Washington?

Mr. GRUDEN. As I indicated earlier, crack reached epidemic proportions in the late 1980's; and, unfortunately, I can't sit here and tell you it has gotten any better. In both cases, those drugs are readily available. We have a huge consumer population in this area. We also have the disadvantage of being in close proximity to New York, which is probably the major source of supply coming into this area.

In both cases, with respect to crack and heroin, the availability is there. The quality, unfortunately, is probably better than ever

before, especially with respect to heroin. We are seeing the quality going up. Probably 10 years ago at the street level we were seeing heroin at roughly 3 percent quality. Today at the same street level, it is probably 25 to 30 percent, which is dangerously high and, in some cases, lethal.

We are seeing a tremendous increase in the number of emergency room admissions. In both cases, the drugs—the cost of the drugs have gone down significantly.

With respect to heroin, one of the trends we are seeing is a few years ago a lot of the heroin—most of the heroin was coming from Southeast Asia. A lot of Nigerian traffickers were involved. That trend has changed distinctly. Now most of the heroin we are seeing in this area is, in fact, from South America.

I would say the traffic in this area is now dominated by Dominican trafficking groups, the same groups supplying cocaine into this area. Obviously, most of it comes out of Colombia, but it comes out of the Dominican Republic up to New York. And those trafficking organizations are very, very active up and down the entire East Coast, to as far south as Richmond, VA.

What we are experiencing here in Washington, we are seeing in Baltimore and in Philadelphia and many other cities, although I am sure that is not very comforting.

Mr. HORN. To what extent are those drugs coming through Puerto Rico?

Mr. GRUDEN. To a large extent, I believe. Haiti, the island of Hispaniola, is not a major trafficking center, but a stop-off center for drugs coming off the northern peninsula of Colombia, the Guajira Peninsula. They are going into Haiti and the Dominican Republic.

Once they are in the Dominican Republic, of course, it is very easy. It is just a short jump over into Puerto Rico. Once they are in Puerto Rico, they are already in the United States, so you don't have any Customs restrictions on getting them up here.

I would say Puerto Rico is a pivotal point in the traffic right now, both of cocaine and heroin, especially up and down the East Coast of the United States.

Mr. HORN. Two years ago, Mr. Clement of Tennessee and I and one other colleague went in the Coast Guard Commandant's plane to go look at the coordination in Key West, in the Southern Command and Panama; and it was very clear when you look at the charts—and I want to first say there are three of you who are deeply involved in that as agencies, but I was delighted to see in each place there were 15 agencies that met on a regular basis and pooled information.

You look on that analysis of where they are dropping drugs from the Colombia crowd or whoever it is, Venezuela, off Puerto Rico, and it is just a solid red line of flights. This is U.S. territory. Of course, once they get it into Puerto Rico, there is no check.

Mr. GRUDEN. They are home free.

Mr. HORN. I told the Secretary of Defense at that time, Mr. Perry, that it seemed to me, and I have told the Customs people, I don't understand why we don't check every single plane flying from Puerto Rico landing on the mainland. They are obviously just shipping it in right under your nose.

Mr. GRUDEN. Once it is in Puerto Rico, it can come in in various ways. A lot of it comes in by plane, but not necessarily private plane. There is an awful lot of stuff coming in through the commercial freight carriers. There is an awful lot of stuff coming in in baggage and things like that.

Small planes, I think, play a very important role bringing the drugs from the northern coast of Colombia into Hispaniola and perhaps into Puerto Rico. Once it is in Puerto Rico, I don't think you are finding the small airplane traffic bringing it from Puerto Rico into the mainland of the United States.

Mr. HORN. I think they put it in the tourist's baggage and bring it in right under our nose. Aren't we doing something about the obvious?

Mr. GRUDEN. We are doing a lot about it, and we have major operations going on in Puerto Rico right now, especially at the airports. There are a number of things happening.

Mr. HORN. Are we doing a spot check?

Mr. GRUDEN. We are doing more than spot checks. There are checks being done on a regular basis in a number of different areas.

Mr. HORN. My district happens to include the two largest ports in the United States, Long Beach, No. 1, and Los Angeles, No. 2. We have much less of the Customs forces, and I am holding hearings on that with my own subcommittee, compared to the East Coast, where they outnumber us several times over in terms of New York and so forth.

It seems to me, at the most, we are able to get and check 1 percent of the containers coming in from, say, Asia; and we know it is just the cost of doing business and playing the odds as far as these people involved. You can take apart the next 100 containers, maybe you would find three, or one, or none. But, presumably, the statistical approach—they are trying to, on a random sample, get there to see if there is anything.

But it just seems to me we have got to put more forces in all these ports and also in a lot of these airports. Yet I don't see the national headquarters reassigning these forces, as they ought to be doing, or asking Congress for more forces if they don't have enough.

Mr. GRUDEN. I can't sit here and speak on behalf of the Coast Guard or the Customs Service, sir. I really can't. I know the amount of commerce that comes into this country is immense. I know one of the priorities is to promote commerce and to move it as rapidly as possible across the boarders. If we don't do that, there is a hue and cry from the business community.

Mr. HORN. We need to get on top of this situation. The Coast Guard has done a magnificent job on the West Coast. They have intercepted these Chinese gang deals where they have people in servitude for 20 years paying off the $30,000 it has cost them to get over here. They put up a couple of thousand, and then the greedy garment manufacturer puts up the rest—or the greedy whatever. We have them all over in Los Angeles and we have them in New York.

But it is the Customs crowd that needs some help, I think, just looking at the understaffing on the West Coast.

I would hope, that General McCaffrey, for whom I have tremendously high respect, would get all of the views of all of your agencies and the others that are involved in these various coordinated efforts. Where we don't have enough resources, we ought to be asking Congress and we ought to be asking the administration. We have some concerns about the lack of interest on the part of the administration.

So I would hope that your agencies and your leadership, could help secure those resources if we are completely understaffed in an area. This is affecting our youth, as you all know better than I do. But it makes you sick every time you see some of this stuff go on and these people get away with it under our noses.

So, let me ask just one last question. I am curious—as we all know, many local police departments, sheriffs departments, have a fairly good relationship with the public schools, be it the D.A.R.E. program or whatever. Do any of your D.C. agencies go out to the schools—let's say the FBI—and talk to some of the students about the evils of drugs and all that?

Mr. BARRETT. Yes, sir. As I had mentioned in my opening remarks, we have a relationship with five elementary schools here in the District where we provide tutoring services, mentoring, and also have a junior FBI program for the 6th grade in each of these five respective schools. We believe we have a very active program in that area.

Mr. HORN. Are these areas where gangs have been quite active—gangs working?

Mr. BARRETT. Yes, sir.

Mr. HORN. And do you see any change now where less are going into the gangs?

Mr. BARRETT. I think that is hard to evaluate, at least what we try and do with them. In other words, we are not tracking the young men and women that we are tutoring and mentoring. They are at such an age now that we are hoping that, by talking to them and teaching them, we can be able to have an impact. But to be able to say yes or no, I don't think I could make a statement like that, sir.

Mr. HORN. Well, let's hope that we can do it.

Do you feel that getting those elementary schools is the right place to do it?

Mr. BARRETT. If we don't do it with our youth, sir, we will not be successful. They will be too old before we can have an impact.

Mr. HORN. No, I think you are right. You have older siblings and the rest that are already in gangs, so I think you have to start earlier.

Do any of you have any comments you want to make that we haven't elicited from you that you would like to put on the record?

Mr. GRUDEN. No, sir.

Mr. DOWLING. No.

Mr. HORN. OK, we thank you very much for coming. It has been very helpful testimony.

And, with that, I would like to thank the staff that helped on both sides.

With that, we are adjourned.

[Whereupon, at 12:27 p.m., the subcommittee was adjourned.]

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