

# LEGISLATIVE BRANCH APPROPRIATIONS FOR FISCAL YEAR 2004

THURSDAY, MAY 1, 2003

U.S. SENATE,  
SUBCOMMITTEE OF THE COMMITTEE ON APPROPRIATIONS,  
*Washington, DC.*

The subcommittee met at 10 a.m., in room SD-138, Dirksen Senate Office Building, Hon. Ben Nighthorse Campbell (chairman) presiding.

Present: Senators Campbell, Bennett, and Durbin.

U.S. SENATE

OFFICE OF THE SERGEANT AT ARMS AND DOORKEEPER

## STATEMENT OF WILLIAM H. PICKLE, SERGEANT AT ARMS

### OPENING STATEMENT OF SENATOR BEN NIGHTHORSE CAMPBELL

Senator CAMPBELL. The hearing will come to order. We are going to try to start right on time. Senator Durbin is on his way, but I understand we have a 10:15 vote, and if we can, what we will do is I will have him run to vote, and I will keep things together, or I will go vote first, while he keeps the things together here, but in the essence of time, we will go ahead and start with my statement.

I appreciate hearing from Sergeant at Arms Bill Pickle and the Capitol Police Board today, which is chaired by Mr. Pickle. Thank you for being here. You hold down two jobs, in that respect, as Sergeant at Arms and the Head of the Capitol Police Board, but if you want to combine your statement on both, that will be fine. Whatever you would like to do would be fine.

### SERGEANT AT ARMS BUDGET REQUEST

The Sergeant at Arms budget request totals \$198 million, a significant increase over the current level, largely due to the request for the new warehouse, the Capitol Visitor Center projects, as well as additional staffing. I certainly look forward to working with you.

### CAPITOL POLICE BUDGET REQUEST

Our second panel will be testimony on the fiscal year 2004 budget for the Capitol Police, and you can either come back, or deal with it in your first comments. And on the second panel, you will be accompanied by board members, Bill Livingood and Alan Hantman. And Chief Terrance Gainer will also make a statement.

The request for the Capitol Police totals \$290 million, and provides 401 additional staff, for a total of 2,406 by the end of fiscal year 2004. Your plans to increase staffing, training, and improve professionalism of the force are very ambitious and, in general, I am very supportive, having been a former law enforcement officer. As a deputy sheriff years ago, I have always tried to emphasize the importance of training and professionalism, and having necessary manpower, too, but we certainly want to make sure that the effort is underpinned with a good, strong strategic plan in guiding those efforts.

I know I speak for all of my colleagues here when I say that we are very indebted to the Capitol Police force. They work some long shifts. When I come in the gate in the morning, I often talk to the people at the gate about their long hours, and I am sure they appreciate the overtime, but still, it does take a toll on the family when you are trying to get home to see your children, too.

When Senator Durbin gets here, I may cut in to your testimony, Mr. Pickle, for his opening statement. But in the meantime, why not go ahead?

#### SERGEANT AT ARMS STATEMENT

Mr. PICKLE. Thank you very much, Mr. Chairman. It is, indeed, an honor to be here today and I appreciate the opportunity. Also, it is an honor to have been elected as the 37th Senate Sergeant at Arms of the United States Senate. I will pledge to you today that I will be very forthright and responsive to you and this committee, and I will do everything I can to justify the Senate's faith in me.

As you said, Mr. Chairman, we are requesting \$198.2 million in this fiscal year 2004 budget. This is an increase of \$40.7 million, or just over 25 percent. It is a big increase, undoubtedly.

Fifty-six percent of the increase, or just over \$22 million, is for one-time acquisitions that provide long-term benefits to the Senate. This includes \$13.5 million for a new mail processing and warehouse facility. It also includes \$7.7 million to relocate the Senate recording studio to the new Capitol Visitor Center, and \$1.5 million to furnish and equip the Senate side of the Capitol Visitor Center.

#### WAREHOUSE FACILITY

The new mail processing and warehouse facility will enable us to eliminate \$700,000 in annual recurring costs. These costs include expenses for leases and package processing. The current warehouses are dispersed throughout the D.C. area, but they do not meet minimum GSA requirements, and the costs to do so would be very significant.

Besides meeting the GSA requirements, the new warehouse we are looking for will also provide more space so that the Senate can take advantage of volume purchases. It will also provide better quality storage, so that the Capitol's furniture and fixtures that are warehoused there will have a longer, useful life, and it will provide climate control and other features to meet the special needs of the Senate Curator and the Senate Librarian.

## RECORDING STUDIO

Looking at the recording studio, what we hope to do is move into a state-of-the-art facility when it relocates to the Capitol Visitor Center. Other offices will also move to the Capitol Visitor Center, and this budget request funds the purchase of furniture, fixtures, and equipment for all the offices that will occupy the new Visitor Center, the Senate side, that is.

## ONGOING INITIATIVES

The balance of this roughly 25 percent increase, or \$17.9 million, will fund ongoing initiatives. And of that amount, \$5.9 million will fund package processing and a full year of maintenance for the alternate computing facility. Once the mail processing and warehouse facility is approved and completed, the package processing funds will be eliminated.

Providing additional resources to install, support and maintain the Senate's computing infrastructure will cost \$4.7 million, and this will be accomplished through our IT support contract, a fairly new contract and one that has been extremely beneficial to us in the last few months.

Funding the COLA, or the cost of living adjustments, and salary increases will cost \$4.2 million, and the remaining \$3 million will be spread across various programs in the Senate Sergeant at Arms office.

## SERGEANT AT ARMS STAFF

Mr. Chairman, I have been here all of 7 weeks, and so I am a real expert as you can tell, but in that short time, I have seen some of the accomplishments of this extremely hard-working staff that I have. They are dedicated; they work long hours. And in all my years of public service and working for a number of what I think are just outstanding agencies, I do not think there is a better, more professional staff than what we have in the Sergeant at Arms Office.

They have a number of challenges before them. They have faced a number of challenges very successfully, and I am sure we are going to meet the challenges together, especially with the help of this committee.

## ROLE OF SERGEANT AT ARMS

Certainly, the role of the Sergeant at Arms Office has changed over the years. I was first exposed to it about 25 years ago, and when I was exposed to it at that time, it was a much different environment. Today, it has just enormous challenges, duties, and responsibilities.

We say that we balance the need to keep the people's house open so that the American public and the people around the world can see our democracy in action, and we do, indeed, do that, and we do it with the competing needs and interests for the safety of the members, staff, and the visitors. We balance providing efficient common services, with delivering individual services and solutions to Senate offices, and we work to use the taxpayers' money very responsibly, while providing outstanding service.

We will provide you, this committee and the Senate, with the best security, service, and support that we can. That is our challenge, and that is what we intend to do, sir.

My written testimony today will focus on the progress in two key areas, Senate security and emergency preparedness, and the services and the support that the Office of the Sergeant at Arms provides to the Senate community. I would like to offer that testimony for the record.

#### PREPARED STATEMENT

Senator CAMPBELL. Your complete written testimony will be included in the record. You can abbreviate it, if you would like.

Mr. PICKLE. Thank you. I would be happy to take any questions with the balance of my time, sir.

Senator CAMPBELL. Okay. Thank you.  
[The statement follows:]

#### PREPARED STATEMENT OF HONORABLE WILLIAM H. PICKLE

##### INTRODUCTION

Mr. Chairman and Members of the Committee, thank you for inviting me to testify before the Committee on Appropriations as I begin my service to the Senate community. It is an honor to be elected the 37th Senate Sergeant at Arms, and I pledge to you that I will serve the Senate faithfully.

I am respectfully requesting a total budget of \$198,240,000, which is an increase of \$40,656,000, or 25.8 percent over the fiscal year 2003 budget. The \$40.6 million increase will fund a variety of programs.

Over half of this amount (56 percent, or \$22.7 million) is for one-time acquisitions that provide substantial long-term benefits to the Senate community. This includes \$13.5 million for a new mail processing/warehouse facility and \$9.2 million to relocate the Senate Recording Studio and furnish the Senate space in the Capitol Visitor Center (CVC).

The new mail processing/warehouse facility will enable us to eliminate \$1.5 million annually in recurring costs, including lease expenses and outsourcing expenses for package processing. The current warehouse facilities do not meet minimum GSA requirements and the costs to meet those requirements would be significant. Other long-term benefits this facility will afford are volume discounts for Secretary of the Senate and Sergeant at Arms purchases; a longer useful life for furniture and fixtures warehoused for use in the Capitol; and specialized storage to meet the needs of the Senate Curator and the Senate Librarian.

Relocating the Senate Recording Studio to the Capitol Visitor Center and furnishing the Senate side of the Visitor Center will move the Recording Studio into a state-of-the-art facility in the CVC and provide furniture, fixtures, and equipment to outfit and support its operation. The relocation will cost \$7.7 million and the furnishings will cost \$1.5 million.

The balance of the requested increase (44 percent or \$17.9 million) will fund initiatives that are ongoing. We are requesting \$5.9 million to fund a full year of maintenance of recent security enhancements at the Alternate Computing Facility and the outsourcing of package processing—upon approval and completion of the mail processing/warehouse facility, the funds for outsourcing package processing will be eliminated. The IT Support Contract will require \$4.7 million to provide additional resources to install, support, and maintain the Senate's computing infrastructure. Funding of the COLA and salary increases will cost \$4.2 million. The final \$3.1 million are spread across the programs in the Office of the Sergeant at Arms.

Mr. Chairman, I come before you with six weeks of experience as Sergeant at Arms. In that short time, I have already seen some of the accomplishments this hardworking and dedicated office has achieved. I have also seen some of the challenges that we face and some of the opportunities that present themselves. Our budget request will enable us to meet the challenges we face.

The role of this office has changed dramatically over the years. The duties and responsibilities of the Sergeant at Arms have expanded, become more complex, and increasingly interdependent, requiring us to balance the Senate's competing needs.

We balance the need to keep the “People’s House” open so that the American people and the world may see our great democracy at work with the need to keep the Capitol safe for Members, staff and visitors. We balance providing efficient, common services with delivering individual services and solutions to Senate offices. We work to use the taxpayers’ money responsibly while providing outstanding service and support to the Senate. The Office of the Sergeant at Arms will provide you the best security, service, and support that we can, and we will work with this Committee in doing so.

Our testimony today will focus on the Senate’s progress in two key areas: the Senate’s security and emergency preparedness and the services and support the Office of the Sergeant at Arms provides to the Senate community.

#### SECURITY AND EMERGENCY PREPAREDNESS

Before September 11, 2001, the preparedness of the Capitol complex paralleled the preparedness of the rest of the United States. While we had more security in place than the rest of the country, we pursued it on an as-needed basis, not in a comprehensive or integrated way. When we identified specific threats, we responded. For example, the Capitol Police implemented security upgrades in the three years following the tragic shootings of Detective John M. Gibson and Officer Jacob J. Chestnut in July 1998. We had also started working on security of the mail, and had some rudimentary continuity of operations plans in place, but we had no comprehensive strategy for ensuring the safety of the Senate. No one had ever attacked the Senate at the level we experienced in 2001, so we did not fully comprehend how much we needed additional security measures to save lives and restore Senate operations.

September 11, 2001, provided a wake-up call, and we responded. Thankfully, with the preliminary work we were doing, we were in a position to respond rapidly when the bioterrorist anthrax attacks occurred on October 15, 2001.

#### *Security Strategy*

The wake-up call of September 11 and the Senate’s experience with our nation’s largest bioterrorist attack on October 15 underscored the need for an enhanced, comprehensive security strategy for the Senate in 2001. The strategy that emerged ensures the continuation of the Senate under any circumstance and protects Members, staff, and visitors, while maintaining the essential public nature of the Senate. I am committed to continuing that tradition and strategy.

Our strategy accomplishes its objectives by establishing a layered defense based on threats that we know and those we can anticipate. It creates security plans and takes actions to prevent incidents from occurring. It includes training and exercise programs to ensure preparedness. And the strategy identifies the resources we need to manage the consequences and respond appropriately to ensure the Senate’s continuity of operations if an incident does occur. It eliminates single points of failure, and develops system redundancy, mobility, and flexibility to ensure that the Senate can continue to function even in the face of an emergency.

The programs and resources to implement this strategy are in place. The people who implement the programs know the urgency of completing them, and continue to move forward quickly, and deliberately.

Our Office of Security and Emergency Preparedness (OSEP) coordinates its activities with those of the U.S. Capitol Police and other agencies to implement Senate security, emergency preparedness, and continuity of operations plans and programs. It combines its efforts with other offices within the Sergeant at Arms organization to make sure that all of our work takes security concerns into account. And OSEP works with every Senate office, here and in Senators’ home states, to bring the Senate community the equipment, information, assessments, and training it needs.

The Senate funded many of our programs with an emergency supplemental appropriation to support life-safety, threat reduction, emergency preparedness, continuity of government and operations, and consequence management and recovery programs. The emergency appropriation totaled \$632.9 million for the entire legislative branch. The Office of the Sergeant at Arms received \$58.2 million to fund Senate-specific security and continuity-related programs. We worked with this Committee and the Committee on Rules and Administration to establish the best ways to use these funds, and I want you to know that we are using them wisely.

My office and the Office of the Secretary of the Senate are working with the Architect of the Capitol, the Attending Physician, and the United States Capitol Police to ensure that all of our interdependent, but separately funded, programs are integrated and synchronized. The efforts of these groups have substantially improved the Capitol’s overall security posture and established a solid foundation for future improvements. We could not have done this without the dedicated support of the

Senate Leadership, this Committee, and the Committee on Rules and Administration

*Security*

A hallmark of the Senate's comprehensive security strategy is taking reasonable precautions to prevent incidents from occurring. Risk assessment falls under this area, as do perimeter security, many activities of the USCP, mail and package handling, and the security assessments we have done for virtually all Senate state offices across the country.

*Risk Assessment.*—To increase our understanding of the threats we face, we assembled a Legislative Branch Emergency Preparedness Task Force (LBEPTF) that started a thorough threat and vulnerability assessment of the Senate in September 2001. The Task Force expanded its assessment to House facilities in October 2001. LBEPTF completed the assessment in January 2002 and published it in April 2002. It resulted in many immediate improvements (e.g., fire alarm markings and functionality, exit markings, and publication of evacuation plans). The assessment also identified long-term actions for the Senate's security and preparedness and we have moved forward on those actions.

*U.S. Capitol Police.*—One urgent need that has been identified is that the U.S. Capitol Police force (USCP) was not sufficiently staffed, trained, or equipped to accept the expanded duties the new threat situation required. To address this problem, with agreement of the Congress, the U.S. Capitol Police force will increase its full-time equivalent (FTE) staff positions and its capabilities. There were 1,481 FTEs in 2001, and the size of the force is growing. At the same time, the USCP increased its internal ability to respond to hazardous devices and materials by adding personnel, equipment, and vehicles to its Hazardous Devices Section.

The USCP also increased the number of posts and added more roving patrols including vehicle, bicycle, and K9 patrols. Importantly, the USCP has established or increased its liaison positions and officer exchanges with intelligence organizations and other law enforcement agencies throughout local and federal government. The Office of the Sergeant at Arms works closely with the USCP on increased security procedures for daily and special events, access control, and screening measures.

I am a member of the Capitol Police Board, and this year, I chair the Board (the chairmanship alternates with the House Sergeant at Arms annually). My position on the Police Board helps ensure that the security efforts of the USCP align with the priorities and direction of the Office of the Sergeant at Arms.

*Perimeter Security.*—I am pleased to inform you that the implementation of the initial phase of the Perimeter Security Plan, first proposed in 1998, was completed in 2002. After September 11, 2001, we were asked to develop a plan to provide a similar level of protection to Senate Office buildings. My office and other security experts developed a plan, and the Committee on Rules and Administration recently approved it. The Architect of the Capitol will soon begin implementation of the enhanced perimeter security plan.

Physical security measures represent one aspect of perimeter security and the Capitol Police force represents another. The physical security measures include bollards and pop-up vehicle barriers. The Capitol Police force staffs the revised access checkpoints and enforces procedures, staffs the expanded use of K9 patrols, enforces the restriction of oversized vehicles, and supports other measures that safeguard against vehicle-borne threats. Together, the Police and enhanced physical security measures prevent attacks from vehicles or their contents.

To prevent other attacks, we improved visitor access and screening procedures for all Senate Office Buildings. When we offer public Capitol tours, we screen the visitors outside the Capitol. We enhanced that screening as well as the screening of visitors on staff-led tours coming from the Senate Office Buildings.

The Office of the Sergeant at Arms has also undertaken other, less visible, security improvements and safety systems that significantly improve the Senate's overall security posture. We implemented extensive security at the Capitol Visitor Center project during its construction that includes background checks of workers, off-site vehicle screening, physical inspections, a vehicle x-ray system, K9 explosive detection sweeps, and strict access control and monitoring measures.

*Mail Handling.*—Throughout the October 2001 anthrax event, we gathered information that would be useful in our efforts to prevent similar incidents; to prepare in the event an incident does occur; and to create plans, training, and resources to manage the consequences and respond appropriately to an incident and ensure the Senate's continuity of operations. We worked with the Department of Defense, the White House Office of Science and Technology Policy, the United States Postal Service, package delivery service companies, local couriers, the Committee on Rules and

Administration, and Senate offices to develop procedures to improve the safety and security of Senate mail.

During January 2002, this office established the Legislative Mail Task Force (LMTF), made up of representatives from medical and scientific agencies as well as those described above. Its purpose is to ensure safe and timely mail delivery. The LMTF remains operational and is still investigating ways to provide better and safer mail delivery to the legislative branch.

We sealed mailing chutes and removed unmonitored mailboxes in the Senate Office Buildings and the Capitol to eliminate the possibility of a harmful agent being deposited in them. We also adopted mail handling safety procedures that include irradiating, x-raying, testing, and holding all mail until we receive negative test results.

We worked with all offices across the Senate, conducting briefings and providing information so staff would know how to identify suspicious mail and report it promptly to the Capitol Police and Senate postal officials. We also advised Senate offices that they should only accept letters and packages from uniformed Senate Post Office employees displaying a valid ID, or from bona fide couriers.

These procedures have become the model for other agencies in the legislative branch. Since resuming mail delivery to the Senate, we have delivered over 25,000,000 safe letters and have reduced the time to deliver them from an average of several weeks to six days. Moreover, we leveraged our existing people and resources to create our own mail-handling program, costing the Senate several million dollars less than other legislative branch agencies that outsource their mail handling programs.

*Package Handling.*—The Package Tracking and Management System that we developed and implemented last summer is a great example of cooperation within the Office of the Sergeant at Arms to bring new services to the Senate community. Our IT Support Services staff developed this new Web-based system using requirements from the Senate Post Office, the Committee on Rules and Administration, and our user community, along with vital participation from our Customer Support and Training areas. The system enabled us to deliver more packages during its first four weeks of use than our vendor had been able to deliver during the previous five months. The technology cost less than \$50,000 to implement, compared to our package vendor's proposed \$1.5 million solution. Using the system we developed in-house, we deliver safe packages three days (on average) after we receive them, which is considerably less time than the several weeks that was the norm under the previous system. We are working with the Committee on Rules and Administration to see if we can reduce that time even further.

*Capitol Visitor Center (CVC).*—Congress had planned to build a Capitol Visitor Center for several years, not only to improve security, but also to provide better visitor services. Until September 11, the project moved slowly. After September 11, as part of the emergency supplemental appropriation, funds for the CVC were approved, and construction began.

In 2000, almost three million people visited the Capitol and during peak season over 18,000 people visited the Capitol each day. Tons of equipment, food, and other material move into and out of the Capitol daily. These provide critical services but they also create risks to the Capitol complex.

The CVC will help us better control the flow of visitors and material moving in and out of the Capitol, without reducing public access. Once the CVC is completed, we will have just as much public access through fewer access points, and we will have better screening and control of everyone and everything that comes into the Capitol. That screening will take place in the CVC instead of near Capitol doors.

Because of the design of access points, we will be able to better screen, and isolate and remove an individual or group that poses a security risk. Deliveries to the Capitol will go through the CVC, which will include a remote delivery-vehicle screening facility. This facility will make it both easier to deliver goods to the Capitol and safer to accept those goods. The design incorporates many blast-resistant features as well as systems that will minimize the risk of airborne hazards within the CVC and the Capitol.

CVC construction and the implementation of the 1998 Perimeter Security Plan created one challenge: Parking. When the CVC construction project was approved, planners found that as many as 350 staff members would have to move to parking spaces farther from the Capitol. Our Parking team worked with the Architect of the Capitol, the U.S. Capitol Police, and the Committee on Rules and Administration to create 359 parking spaces. Many of the spaces came from reconfiguring existing parking spaces (i.e., converting parallel parking spaces to diagonal spaces and converting the former locations of construction trailers into parking lots). These efforts have already saved over \$1 million in leases for parking spaces, and we expect that

they will save over \$3 million before the CVC construction is finished. The solution is secure, near the Capitol, and convenient for Senators and staff. It also makes good use of existing resources and taxpayers' dollars.

*State Offices.*—In 2001, we had little information on the level of security of Senators' state offices. Some assessments had been done over several years, but we had old, inconsistent information. We moved aggressively to address this problem by establishing a plan to conduct comprehensive, on-site security assessments at all Senators' state offices. We finished the assessments for all offices that were in place in the fall of 2002, and implemented a system whereby every newly established office will be assessed as well.

These surveys will enable the Sergeant at Arms to understand fully the security needs of our state offices, make recommendations, prioritize security needs, and improve security. This will be an on-going, multi-year project and will involve physical modifications, monitoring, and staff training.

As we think about the security of the Senate since the tragic events of September 11, 2001, we are proud of our progress. We have moved forward on a wide range of initiatives, and as a result, have the pieces in place to keep threats out of the Capitol and the Senate Office Buildings.

#### *Emergency Preparedness*

Emergency preparedness addresses how people will learn about an event and respond to it. Since September 2001, the Office of the Sergeant at Arms has enhanced the Senate's preparedness through alarms and equipment, emergency notification, and training.

*Alarms and Equipment.*—In response to the LBEPTF Risk Assessment, we worked with the AOC and the USCP to test and, where necessary, upgrade the alarms and emergency equipment in every Senate Office Building. We worked with Senate offices to ensure each has an emergency action plan, we implemented evacuation procedures and assembly areas for every building, and we regularly conduct evacuation drills. We also recently added wireless annunciators to notify people of an incident, provide instructions on appropriate steps to take, and provide more information as an event unfolds. The Architect of the Capitol is upgrading building fire alarms, and is integrating both the alarms and the annunciators into the USCP command center system. With the Capitol Police, we are conducting office security briefings to review and reinforce office emergency action plans.

*Emergency Notification Procedures.*—We have established redundant and flexible communications, taking advantage of existing systems and expanding them to enhance and streamline our emergency notification capabilities. We provided BlackBerry devices and updated electronic pagers to Senators and key staff. The USCP has a telephone system that can call individuals at pre-designated numbers in case of emergency. Approximately 1,000 Senate telephones are connected to the Group Alert System, which the USCP controls and can activate when needed, under direction from the Sergeant at Arms. A wireless alert broadcast system and the ongoing upgrade of building alarms and public address systems will further improve emergency notification. The evacuation alarm systems already include both audible and visual alarms. Together, these systems provide broad emergency notification capabilities to the Senate. With the establishment of the Alternate Computing Facility, we will be able to implement additional emergency notification measures.

*Chemical, Biological, and Radiological Protection.*—In the fall of 2001, the Capitol Police Board recognized the need to expand protection in this area. One result was the purchase of a large number of Quick2000 Escape Hoods, which provide rapid protection from chemical, biological, or other hazardous particulates for Members, staff, and visitors to the Capitol. We have distributed Quick2000 Escape Hoods to each office and throughout the Senate Office Buildings. Along with the Capitol Police, we have trained almost 6,000 Members and staff on the notification process and on the donning of these hoods. We are undertaking other projects that further expand our ability to protect the Senate from chemical, biological, radiological, and other airborne hazards.

#### *Continuity of Operations and Government*

The events of the fall of 2001 underscored the need for strong continuity of operations and continuity of government planning. The Senate has demonstrated its ability to respond to attacks, but we need to enhance and rehearse our plans so we will know what to do in advance of an incident.

As part of the Legislative Branch Emergency Preparedness Task Force, the Defense Threat Reduction Agency assessed our infrastructure and recommended ways to improve it. We are now working to implement their recommendations. This will help ensure that the Senate can continue to function even in extreme emergencies.

*Infrastructure Protection.*—The Office of the Sergeant at Arms was working to protect essential infrastructure services in the summer of 2001. We accelerated that work significantly after September 11. We are implementing alternate locations for critical communications services, we upgraded our telecommunications backbone, and we expanded our conferencing capability. We also created continuity plans for critical enterprise computing and data services and have security measures in place for computing networks.

One recommendation of the Defense Threat Reduction Agency was to procure a new fiber system. We are working to procure a new fiber system that will enhance the Senate's day-to-day network operations and enhance Briefing Center operations.

*Alternate Computing Facility.*—In conjunction with the House and other legislative branch agencies, we are establishing an Alternate Computing Facility that will back up the computing and telecommunications infrastructure.

Other initiatives to enhance the Senate's telecommunications infrastructure include projects to ensure that essential telecommunications services will be available in the event Capitol Hill is evacuated and to provide redundant and mobile communications and broadcast capabilities. One example is the ongoing fitting-out of the mobile recording studio vehicle and procurement of mobile communications vans to ensure the Senate maintains flexibility and mobility in these communications and broadcast services.

*Fly-away Kits.*—We are creating a recommendation for a suite of technology that offices should acquire for their continuity of operations. The suite will include standard and supported portable computers, storage devices, printers, and network components that offices can use in an emergency situation. The offices will be able to configure the equipment off-site if they no longer have access to their Capitol Hill spaces and local IT resources.

*Information Security.*—The Office of the Sergeant at Arms has a significant focus on information security. Sergeant at Arms IT security experts worked with experts from the General Accounting Office to evaluate the Senate's security controls and to recommend improvements. We implemented the recommendations and significantly improved the Senate's overall computer security. Because of good technical and management controls, the Senate computing infrastructure remained secure despite threats from various viruses and worms, including the "SQL Slammer" worm in January 2003 (SQL stands for Structured Query Language).

*Briefing Centers.*—We have established Briefing Center facilities for emergencies that deny the use of the Senate Office Buildings and the Capitol. All Briefing Centers are within walking distance of the Capitol. In the event of an emergency, one Briefing Center will be activated and all Senators informed of that location.

Briefing Centers will provide security, communications, information, and caucus space for Members (and one designated staff member because of the limited space available) during the critical period immediately following an incident. The essential function of accounting for Senators also takes place at this location. While we envision a Briefing Center being in place only for a brief period, the Sergeant at Arms and the Secretary of the Senate have provided the ability for the Senate to do legislative business, if necessary.

*Alternate Chambers.*—We have established Alternate Chamber facilities if the Capitol is not available but the Senate needs to be in session. The Sergeant at Arms and the Architect of the Capitol have completed all the modifications of the infrastructure, including connectivity to the Legislative Information System, communications, and broadcast systems so that the Secretary of the Senate can provide the full range of legislative services in an Alternate Chamber.

An additional Alternate Chamber location is established off Capitol Hill and that site is on-track to be available this year. Alternate Chamber locations on and off Capitol Hill, as well as other continuity of government locations, will enable the Senate to continue to meet its Constitutional obligations in the event that the Capitol or District are not available.

*Transportation.*—We expanded our transportation resources to make sure we can move Senators and key staff in an emergency. We added three 24-passenger buses, two 15-passenger vans, and a 10-passenger van to our fleet. Additionally, we have arrangements to provide additional transportation and support if the Senate needs to move away from Capitol Hill.

*Continuity Planning.*—Senate offices are well along in developing continuity of operations plans, and we are working to complete this critical program as soon as possible. These plans are updated every year. The Office of the Sergeant at Arms continues to conduct training and provide assistance to offices as they enhance their plans and the supporting documents.

*Exercise of Plans.*—The Office of the Sergeant at Arms, with the Secretary of the Senate, conducted a series of seminars and small-scale exercises from May 2002 to

July 2002 culminating in a successful full-scale exercise in August 2002 that tested continuity plans and procedures. This exercise tested alert and notification systems and the activation of a Briefing Center and the Alternate Chamber. It demonstrated that the Senate's supporting legislative systems will operate in the Briefing Center and Alternate Chamber environments. In December 2002, the USCP completed an exercise of its internal command and control operations. The Sergeant at Arms' Office of Security and Emergency Preparedness regular exercise program will help institutionalize these plans and provide the framework to evaluate and adjust them as needed.

*Preparing for the Future*

The Senate established necessary plans and programs to meet its security, emergency preparedness, and continuity planning requirements. We need to maintain the momentum of the last 18 months to be prepared now, and to meet evolving threats. We have a framework to ensure the process continues.

The Office of Security and Emergency Preparedness (OSEP) is the group of professional staff within the Sergeant at Arms Office charged to build on that framework. OSEP's mission is to consolidate and sustain the Senate's security, preparedness, and continuity planning. These efforts will ensure that this great body is able to adapt to the changing threat environment, to develop and coordinate security and emergency plans and policies, and to implement change. We trust the Senate will continue to provide the resources for OSEP to conduct necessary, periodic exercises that rehearse mission-critical systems and evaluate Senate readiness. OSEP should also conduct semi-annual Leadership briefings to report on the state of preparedness of the Congress and on the progress of evolving security plans.

The United States must have enduring Constitutional government. By working with common goals and the strong support of the Senate and Congressional Leadership, we have created the foundation to make sure that our Constitutional government will ensure. We must build on that foundation, so this institution continues and our security remains effective.

SERVICE AND SUPPORT FOR THE SENATE

My office has dozens of other accomplishments that support the Senate. Let me highlight some of them.

The Office of the Sergeant at Arms has a long tradition of providing customer support, infrastructure improvements, and transition support. We work with the Senate community to streamline and simplify Senate processes. This work sometimes may be invisible, but it provides the infrastructure that supports this very public institution. We employ a staff of dedicated, innovative, and cost-conscious individuals who are committed to the best interests of this institution and those we serve.

We also have a long tradition of introducing new technologies to the Senate that serve as platforms for great forward-looking improvements in productivity and constituent services. Some brief examples are the microcomputer, which was not adopted by Senate offices as automatically as you might imagine today; the introduction of local area networks, and then connecting them using a Senate Fiber Network; and the Internet. These technologies have been leveraged to radically change the way we do our jobs.

*Implementing the Senate Messaging Infrastructure (SMI)*

The Senate Messaging Infrastructure is another of the fundamental technologies that will alter the way we do our jobs, though we cannot yet foresee all the benefits. Its implementation will support many of our security initiatives and enable us to provide services that support key Senate functions. The Office of the Sergeant at Arms is almost finished with the full implementation of this important program.

Even though we have not quite completed our implementation, the Senate already has a much more robust, reliable, and maintainable e-mail infrastructure. Since the end of January 2003, we have seen almost no enterprise-wide e-mail problems and Senate offices have received their e-mail reliably, quickly, and efficiently.

Let me briefly describe the history of the Senate Messaging Infrastructure. In the summer of 1998, we began a project to investigate and implement a replacement for Lotus cc:Mail, which the Senate had been using since 1987, and which the vendor would no longer support. The project's goal was to establish an enterprise-wide system as the basis on which the Senate could deploy multiple services far into the future. Although e-mail is currently our principal focus, the Senate Messaging Infrastructure will support the Senate in ways we cannot yet foresee in addition to the ways we are already anticipating.

After studying the alternatives and consulting with the Senate community, we recommended to the Rules Committee that the combination of Microsoft Outlook and Exchange was the best choice for the Senate. In May 2000, the Sergeant at Arms asked for Rules Committee approval to begin implementation.

In June 2000, the Committee approved a \$6.4 million contract with Compaq Computer Corporation to begin implementing Outlook and Exchange. These systems include functionality and capabilities far beyond basic electronic mail, including calendaring and group scheduling, contacts management, note organization, and task management. The systems also provide a base infrastructure for other Senate applications, including the BlackBerry Communications system. Many other products are available to add to enterprise messaging systems, such as instant messaging and video conferencing.

After a successful pilot, the migration from Lotus cc:Mail to Microsoft Exchange began in August 2002 and is now 80 percent complete. We have migrated 110 of 138 Senate offices, and 28 remain to be migrated. E-mail flows smoothly, even as the volume of e-mail continues to grow larger and larger. We now process nearly two million Internet e-mail messages a week and we have processed as many as 500,000 in a single day.

The messaging infrastructure encountered periods of instability last fall and at the beginning of this year. We stopped the migrations in mid-January to find out why. We found two reasons: (1) our migrations reached previously unknown product limitations and (2) we had to upgrade our software. By March 15, we successfully stabilized the centralized system components and all 110 migrated offices by making the necessary upgrades. On March 26, we presented technical options to the remaining 28 offices for completing the migration. We expect that all offices that choose to migrate will be completed before the summer begins, and we are exploring more long-term design alternatives to overcome the product limitations. We regularly brief the Senate offices' systems administrators and administrative managers on our progress.

We expect that we will soon integrate Exchange with other systems. For example, integrating the Senate Voice Mail system into SMI would enable the system to translate messages into a computer-readable format that could be forwarded as an attachment to an electronic mail message, or be put on a Web page for retrieval over the Senate intranet. Voice mail could even be set up to receive incoming fax transmissions and route them to the proper destination via electronic mail. We are also working with vendors to procure applications to support wireless e-mail and data; these applications will not rely on the Internet to communicate.

Integrating InfoXchange, the Senate's fax broadcast system with Outlook and Exchange would enable offices to maintain their broadcast lists themselves, receive faxes in a centralized place, and distribute incoming faxes via e-mail. Offices could also keep their existing fax numbers but route them to a pool of telephone lines that could handle large numbers of calls. The system could translate incoming faxes into electronic files, the offices could identify their faxes, and the system could electronically mail the incoming faxes to the offices.

Through all of our work, our priorities are to establish a stable Senate-wide system that works well and can support our disaster recovery and Continuity of Operations plans, while ensuring that personal office data remains private and secure.

#### *Serving Our Customers in the Senate Community*

The Office of the Sergeant at Arms provides Senate offices the information, tools, and support they need to work efficiently and effectively. We assign customer support analysts to each office; we produce materials to help staff learn about equipment, policies, and the Senate; and we develop and host the Senate's intranet Web site and information services.

The Joint Office of Education and Training, and Office Support Services help the Senate take advantage of the services we offer. These groups distribute information, promote new services, and arrange for briefings, including briefings on security, mail handling, SMI implementation, package management, Computers for Schools, Web services assessments, and wireless modems.

We overhauled the Senate's intranet home page and the Sergeant at Arms sections of Webster to make them much more user-friendly and more function-based rather than hierarchical. We renewed our information services contracts and executed an ongoing promotional project to ensure that all Senate staff members know about the information resources available to them. We are also visiting every Senate office to promote Web-related support services and to gather information about offices' Web requirements.

Finally, we developed a new publication, SAA Update that provides timely information about new and ongoing Sergeant at Arms projects to Senate offices.

*Improving the Senate's Infrastructure & Capabilities*

We have enhanced the Senate's infrastructure and capabilities with improvements in every area of the Sergeant at Arms organization. I will point out some of the highlights.

*Recording and Photo Studio Digital Migration.*—We are continuing with the migration of the Recording Studio and the Photo Studio to digital technologies. This will provide Senators with higher quality pictures and services for their constituents. The Recording Studio project modernizes the way the Senate provides the broadcast signal of both the Senate proceedings and individual Senators' productions by utilizing an enhanced digital television signal. It will also provide expanded desktop access to television news, Senate proceedings, and Committee hearing coverage. The Photo Studio modernization project replaces analog-, chemical- and film-based processes and systems with networked digital imaging capabilities. This will provide more immediate access for printing, ordering, and downloading images by Senate offices and will enable customers to track photo orders online.

The Recording Studio successfully relocated its operations over the past year to accommodate the Capitol Visitor Center service tunnel construction. We took advantage of the move to improve our studio facilities by accomplishing part of the digital migration. Once the CVC is complete, the Recording Studio will move into that facility, and we will finalize the digital migration project. Relocating to the CVC will enable us to cover 12 Committee hearings simultaneously, up from the four we can cover currently.

Printing, Graphics and Direct Mail (PGDM) instituted an online ordering process for all printing, photocopying, and graphics services, and produced over 1 million documents for the Senate that were ordered from desktop computers. During the past three years, we made process improvements that reduced PGDM's staff by 13 percent, reduced operating expenses by \$2.5 million, and saved Senate offices over \$4 million in postage expenses. These improvements include establishing Quality Improvement Teams that reduced errors 86 percent and employee absenteeism 40 percent; converting leased, analog, stand-alone photocopiers to purchased, digital, networked printers that have improve service and reduced expenses by \$1.2 million; and educating Senate staff on letter-addressing procedures enabling outgoing mail to qualify for maximum mailing discounts.

We enhanced our document archiving capability by introducing CD-ROM and DVD services for Senate offices. These services enable offices to access and retrieve archived information from their desktops, and send and print information, as they need it.

The IT support we provide the Senate improved when we signed a new support contract that covers the acquisition, installation, and ongoing support of Senate offices' networks. We have seen much better performance from our new vendor. The February 2003 customer satisfaction surveys show that 94 percent of customers described the IT Help Desk's services as either very satisfactory or excellent. The IT Help Desk receives an average of 1,428 customer trouble calls per month.

We have instituted an online catalog to begin streamlining the process of ordering IT products. We also replaced the servers and software that handle all incoming and outgoing Internet e-mail with more powerful servers. This improves the Senate's ability to handle large peaks of Internet e-mail traffic.

*Supporting the Transition*

The transition from the 107th to the 108th Congress was a success. The 108th Congress brought 11 new Members to the Senate, and the Sergeant at Arms organization supported them in myriad ways during the transition.

*Transition Office.*—We coordinated all the activities of the Transition Office for the new Senators of the 108th Congress, providing full-time staff to support the new Senators until they could retain their own staffs, and assisting offices with their moves into swing suites.

*Office Support During the Transition.*—The end of the 107th Congress and the opening of the 108th Congress saw 93 state office openings, closings, or moves, all of which we accomplished with minimal disruption. We provided demonstrations of constituent correspondence management systems to staff representing all of the new Members, and successfully installed their selections. These new installations were the first to integrate fully with the Senate Messaging Infrastructure.

The State Office Liaison helped the offices of newly elected Senators acquire and negotiate leases for commercial and federal office space in their home states. The Liaison also helped re-elected Senators negotiate renewal or relocation leases and did so in connection with security assessments.

We moved the ten new Members to their temporary suites in the Senate Office Buildings. We also have moved a total of 21 Members from their temporary or former locations into new permanent office space.

For departing Senators, the Office of the Sergeant at Arms staff met with administrative managers to provide information on archiving requirements, provided microfilm and CD-ROM services to archive Members' documents, shipped Members' archives to depository libraries, moved packages and mail items to Senators' home states, and scanned more than 26,000 photo images to CD-ROM.

In addition to providing logistical and technical support, departments across the Sergeant at Arms organization provided information and guidance to new offices. Our administrative services department developed materials and our Joint Office of Education and Training provided training for administrative managers on the functions and services available to them at the Senate and on the rules and regulations of this institution.

*Working Collaboratively to Improve Services to the Senate*

The Office of the Sergeant at Arms is committed to overcoming organizational barriers to do what is best for the Senate. We work with Senate colleagues to provide support for training and procurement, and many of our initiatives dovetail with those of other organizations, especially the Secretary of the Senate.

Our Joint Office of Education and Training, which the Sergeant at Arms and the Secretary of the Senate jointly sponsor, provides training that supports the work being done in all Senate offices, both in Washington D.C. and in the states. The training offered includes general professional development, Senate-specific information, computer training on Senate supported software, support for security and emergency preparedness initiatives, and health promotion.

Just over the past year, the Sergeant at Arms Procurement group supported contracting for upgrades to the studios of the Republican Conference and the Democratic Technology and Communications Committee. It worked with the Secretary of the Senate to procure a new point-of-sale application for the Senate's gift shop. And it helped the Appropriations Committee acquire a new appropriations tracking system.

In addition, the Procurement group, along with the Technology Development group, worked with the Secretary of the Senate to procure a product and the related vendor support to upgrade the Senate's external Web site, [www.senate.gov](http://www.senate.gov). The Secretary of the Senate manages the site and the Sergeant at Arms provides the infrastructure. Together with the Secretary's office, the Office of the Sergeant at Arms redesigned and redeveloped an all-new [www.senate.gov](http://www.senate.gov) that integrates a powerful content management tool and improves the organization of information on the site.

BUDGET BUILT ON BUSINESS MODEL

Mr. Chairman, in constructing our budget request, I instructed staff to use the same business model as my predecessor and his predecessor. This means that each department conducts a top-down and bottom-up review when it constructs its long-range program and budget planning activities. All of our department directors and managers look for program efficiencies and cost-cutting savings in all mission areas. They evaluate and eliminate duplication and redundancy wherever practical. We leverage technology to achieve greater efficiencies and improve program effectiveness. We believe that the fiscal year 2004 budget will provide the resources necessary to meet the needs and requests of the Senate.

CONCLUSION

Mr. Chairman and Members of the Committee, the Office of the Sergeant at Arms is in a unique position: We balance keeping the "People's House" open so that all of America and the world can see our great democracy in action against the need to keep the Capitol safe. We balance providing efficient, common services against delivering individual services and solutions to Senate offices. We work to use the taxpayers' money responsibly while providing outstanding service and support.

As our testimony today shows, and their work—particularly over the last year and a half—demonstrates, the more than 700 people who work in the Office of the Sergeant at Arms are extraordinary public servants. On their behalf, my commitment to you and the Senate is that the Office of the Sergeant at Arms will provide you the best security, service, and support we can.

ATTACHMENT I.—FINANCIAL PLAN FOR FISCAL YEAR 2004  
OFFICE OF THE SERGEANT AT ARMS—UNITED STATES SENATE

EXECUTIVE SUMMARY

[Dollars in thousands]

	TOTALS		Variance Fiscal Year 2004 vs. Fiscal Year 2003	
	Fiscal Year 2003 Budget	Fiscal Year 2004 Request	Amount	Percent Incr/ Decr
General Operations & Maintenance:				
Salaries .....	\$43,161	\$48,271	\$5,110	11.8
Expenses .....	\$38,013	\$47,025	\$9,012	23.7
Total General Operations & Maintenance .....	\$81,174	\$95,296	\$14,122	17.4
Mandated Allowances & Allotments .....	\$55,113	\$59,731	\$4,618	8.4
Capital Investment .....	\$16,779	\$38,019	\$21,240	126.6
Nondiscretionary Items .....	\$4,518	\$5,194	\$676	15.0
TOTAL .....	\$157,584	\$198,240	\$40,656	25.8
Staffing .....	829	846	17	2.1

To ensure that we provide the highest levels and quality of security, support services and equipment, we submit a proposed budget of \$198,240,000, up \$40,656,000, or 25.8 percent. The salary budget request is \$48,271,000, up \$5,110,000 or 11.8 percent and the expense budget request is \$149,969,000, up \$35,546,000 or 31.1 percent. The staffing request is 846, up 17 FTEs.

For the second consecutive year, we have increased funds for security initiatives. The fiscal year 2004 budget request for security is \$20,891,000, an increase of \$5,912,000 or 39.5 percent over fiscal year 2003. The most significant aspects of the total security request are the alternate computing facility (\$1,154,000 in salaries for 17 FTEs and \$4,096,000 in expenses); enhanced communication services (\$3,900,000); secure mail and package processing protocols (\$631,000 in salaries 17 FTEs and \$3,079,000 in expenses); personnel and operating expenses requested for the Office of Security and Emergency Preparedness (\$987,000 in salaries for 10 FTEs and \$2,352,000 in expenses); and security upgrades for Member state offices (\$2,744,000 in expenses).

We present our budget in four categories: General Operations and Maintenance (Salaries and Expenses), Mandated Allowances and Allotments, Capital Investment, and Nondiscretionary Items.

—The General Operations and Maintenance Salaries budget request is \$48,271,000, an increase of \$5,110,000 or 11.8 percent. The increase includes \$1,870,000 to fund a 3.9 percent COLA, \$1,095,000 to fund merit increases, \$884,000 to add 17 FTEs, and \$1,261,000 to fund other adjustments. The additional staff will augment our security team, improve operations, expand services, and meet new requirements for the Senate community.

—The General Operations and Maintenance Expenses budget request for existing and new services is \$47,025,000, an increase of \$9,012,000 or 23.7 percent. The increase includes \$3,700,000 for the higher costs of the Senate's new IT support contract, which was awarded in Spring 2002 and which provides additional resources to install, support and maintain the Senate's PCs; \$2,000,000 to screen Senate packages ensuring the safety and security of Senate staff and property; \$947,000 for maintenance on data communication networks and systems; \$618,000 for maintenance costs on mainframe software; \$502,000 for increased management consulting services for security initiatives; \$332,000 to procure software and hardware for Internet and Intranet services; \$311,000 for maintenance support for the Senate Messaging Infrastructure; and \$210,000 for professional services to support financial management projects that will enable us to meet all appropriate audit standards and to enhance budget and contract management systems.

—The Mandated allowances and allotments budget request is \$59,731,000, an increase of \$4,618,000 or 8.4 percent. The increase includes \$1,934,000 to pay the rent for federal and commercial office space which has been increasing at an annual rate of approximately 8 percent nationwide; \$1,313,000 for enhanced telecommunications; \$1,111,000 for local and long distance services for Wash-

ington D.C. and state offices; \$968,000 for Desktop/LAN installation and support; \$745,000 for computer equipment for Members, Committees, Officers, and Leadership; and \$100,000 for the Appropriations Analysis and Reporting System. These increases are partially offset by a decrease of \$1,669,000 for Member mail systems maintenance.

- The Capital investments budget request is \$38,019,000, an increase of \$21,240,000 or 126.6 percent. We request \$13,500,000 for the acquisition of a new mail processing/warehouse facility that will replace and consolidate our three warehouse locations. Our current facilities do not meet GSA minimum requirements, are functionally obsolete, and our largest location in Alexandria has an expiring lease which the landlord will not renew on a long-term basis. The new support facility will consolidate the Alexandria warehouse and the two smaller warehouses into one space that will meet the Senate's long-term space needs. It will include modern physical security, optimal storage configuration, and material handling equipment. In this facility, we will be able to implement efficient operating procedures and an inventory control system. Importantly, the new facility will meet the all the space needs of the Secretary of the Senate and the Sergeant at Arms. It will include museum quality environmental controls for the Senate Curator and climate control for the Senate Gift Shop, Stationery Store and the Senate Library. The new support facility will include a mail and package screening area for the Senate Post Office. This will enable the Senate to save \$750,000 in operating costs annually and improve service by assuming responsibility for the package screening service that is currently performed by a vendor. The Senate Post Office will also upgrade the existing mail screening infrastructure to current standards.

The budget request includes \$7,675,000 to relocate the Recording Studio to the Capitol Visitor Center. The relocation will enable expended coverage of up to 12 simultaneous committee hearings through a central production facility. Concurrent with the relocation, we plan to upgrade the chamber audio system and our television and radio production facilities. As a result of this and the final phase of the Digital Migration Project, the Senate will have a truly state-of-the-art studio for Senate and Committee broadcasts as well as for communication with constituents.

Facilities will need \$1,485,000 to acquire furniture and equipment for core Senate space in the CVC.

IT Research and Deployment will require \$1,500,000 for consulting services and analysis of software for the redesign of the CCMS, which will better enable Senate offices to efficiently communicate with constituents. Increased functionality for the CCMS/Email filtering system will cost \$185,000 and list server capabilities will cost \$154,000.

Operations will start several additional projects: Replacement of outdated publishing equipment will cost \$745,000; replacement of a 12-year old outgoing mail sorter with updated equipment will cost \$500,000; replacing the current data collection and job tracking systems will cost \$500,000; and replacing the outdated ID system will cost \$150,000. Updating the equipment will enable us to reduce maintenance and postage costs, track job costs, and produce higher quality products. The Post Office will acquire a custom designed mail sorter for \$750,000 and a mail delivery truck that will expedite the sorting and delivery of incoming mail for \$60,000.

Network Engineering requires \$3,432,000 for upgrades to network switches, firewalls, the Network Management System, and the state office wide area network.

- Nondiscretionary items fiscal year 2004 budget request is \$5,194,000, an increase of \$676,000 or 15.0 percent compared to fiscal year 2003. The request consists of three projects that support the Secretary of the Senate: contract maintenance for the Financial Management Information System (FMIS), \$2,596,000; enhancements to the Legislative Information System (LIS), \$1,968,000; and requirements definition for enhancements to the Senate Payroll System, \$630,000.

#### ATTACHMENT II.—FISCAL YEAR 2004 BUDGET REQUEST BY DEPARTMENT

The following is a summary of the SAA's fiscal year 2004 budget request on an organizational basis.

[Dollars in thousands]

Department	TOTALS		Variance Fiscal Year 2004 vs. Fiscal Year 2003	
	Fiscal Year 2003 Budget	Fiscal Year 2004 Request	Amount	Percent Incr/Decr
Capitol Division .....	\$10,942	\$12,351	\$1,409	12.9
Operations .....	\$28,584	\$55,618	\$27,034	94.6
Technology Development .....	\$29,578	\$36,667	\$7,089	24.0
Senate Messaging Infrastructure Project .....	\$5,165	\$945	(\$4,220)	81.7
IT Support Services .....	\$49,915	\$55,269	\$5,354	10.7
Office Support .....	\$26,502	\$29,330	\$2,828	10.7
Staff Offices .....	\$6,898	\$8,060	\$1,162	16.8
<b>TOTAL .....</b>	<b>\$157,584</b>	<b>\$198,240</b>	<b>\$40,656</b>	<b>25.8</b>

Each department's budget is presented and analyzed in detail beginning on the next page.

## CAPITOL DIVISION

[Dollars in thousands]

Capitol Division	TOTALS		Variance Fiscal Year 2004 vs. Fiscal Year 2003	
	Fiscal Year 2003 Budget	Fiscal Year 2004 Request	Amount	Percent Incr/Decr
<b>General Operations &amp; Maintenance:</b>				
Salaries .....	\$5,783	\$6,689	\$906	15.7
Expenses .....	\$1,915	\$2,418	\$503	26.3
<b>Total General Operations &amp; Maintenance .....</b>	<b>\$7,698</b>	<b>\$9,107</b>	<b>\$1,409</b>	<b>18.3</b>
Mandated Allowances & Allotments .....	\$2,744	\$2,744	\$0	.....
Capital Investment .....	\$500	\$500	\$0	.....
Nondiscretionary Items .....	\$0	\$0	\$0	.....
<b>TOTAL .....</b>	<b>\$10,942</b>	<b>\$12,351</b>	<b>\$1,409</b>	<b>12.9</b>
Staffing .....	135	137	2	1.5

The Capitol Division consists of the Executive Office, Media Galleries and the Office of Security and Emergency Preparedness.

Operations and maintenance salaries increase \$906,000, or 15.7 percent, to \$6,689,000. This increase will fund the addition of two FTEs, \$170,000; an expected 3.9 percent COLA, \$416,000; merit funding, \$115,000; and other adjustments, \$205,000. The Office of Security and Emergency Preparedness requires two FTEs to direct, develop and monitor the processes and procedures needed to ensure security on Capitol Hill and to work on the Continuation of Operations Plan (COOP).

Operations and maintenance expenses increase \$503,000, or 26.3 percent, to \$2,418,000 primarily for increased management consulting services for security initiatives.

The allowances and allotments budget request for state office security initiatives remains flat for fiscal year 2004.

The capital investments budget request for COOP related purposes remains flat for fiscal year 2004.

## OPERATIONS

[Dollars in thousands]

Operations	TOTALS		Variance Fiscal Year 2004 vs. Fiscal Year 2003	
	Fiscal Year 2003 Budget	Fiscal Year 2004 Request	Amount	Percent Incr/Decr
<b>General Operations &amp; Maintenance:</b>				
Salaries .....	\$15,658	\$17,209	\$1,551	9.9
Expenses .....	\$6,629	\$8,893	\$2,264	34.2

## OPERATIONS—Continued

[Dollars in thousands]

Operations	TOTALS		Variance Fiscal Year 2004 vs. Fiscal Year 2003	
	Fiscal Year 2003 Budget	Fiscal Year 2004 Request	Amount	Percent Incr/ Decr
Total General Operations & Maintenance .....	\$22,287	\$26,102	\$3,815	17.1
Mandated Allowances & Allotments .....	\$0	\$0	\$0	.....
Capital Investment .....	\$6,297	\$29,516	\$23,219	368.7
Nondiscretionary Items .....	\$0	\$0	\$0	.....
<b>TOTAL .....</b>	<b>\$28,584</b>	<b>\$55,618</b>	<b>\$27,034</b>	<b>94.6</b>
Staffing .....	353	363	10	2.8

The Operations Division consists of the Central Operations Group: Printing, Graphics and Direct Mail, Parking Office, ID Office, Photo Studio, and Hair Care Services; Recording Studio, Post Office, and Facilities.

Operations and maintenance salaries will increase by \$1,551,000 or 9.9 percent to \$17,209,000. This increase is due to the addition of ten FTEs, \$400,000; budgeting for an expected COLA, \$609,000; merit funding, \$408,000; and other adjustments, \$134,000. Central Operations is increasing its staff by four FTEs. Three FTEs will be required to properly staff the warehouse facility and one additional FTE is needed to provide administrative support. The Post Office is requesting four FTEs to ensure that packages and mail are accurately tested, sorted and delivered in a timely manner and two FTEs to provide administrative support to the Superintendent of Package Delivery and Special Services.

Operations and maintenance expenses budget request is \$8,893,000, an increase of \$2,264,000 or 34.2 percent compared to fiscal year 2003. This increase is due to costs to screen Senate packages by a contractor providing more secure package processing, \$2,000,000; uniform parking lot and street signage, \$100,000; and to update furniture inventory, \$100,000.

The capital investment budget request is \$29,516,000, an increase of \$23,219,000 or 368.7 percent compared to fiscal year 2003.

We request \$13,500,000 for the acquisition of a new warehouse/mail processing facility that will replace and consolidate our three warehouse locations. Our current facilities do not meet GSA minimum requirements, are functionally obsolete, and our largest location in Alexandria has an expiring lease which the landlord will not renew on a long-term basis. The new support facility will consolidate the Alexandria warehouse and the two smaller warehouses into one space that will meet the Senate's long-term space needs. It will include modern physical security, optimal storage configuration, and material handling equipment. In this facility, we will be able to implement efficient operating procedures and an inventory control system. Importantly, the new facility will meet all the space needs of the Secretary of the Senate and the Sergeant at Arms. It will include museum quality environmental controls for the Senate Curator and climate control for the Senate Gift Shop, Stationery Store and the Senate Library. The new support facility will include a mail and package screening area for the Senate Post Office. This will enable the Senate to save \$750,000 in operating costs annually and improve service by assuming responsibility for the package screening service that is currently performed by a vendor. The Senate Post Office will also upgrade the existing mail screening infrastructure to current standards.

The budget request also includes \$7,675,000 to relocate the Recording Studio to the Capitol Visitor Center. The relocation will enable expedited coverage of up to 12 simultaneous committee hearings through a central production facility. Concurrent with the relocation, we plan to upgrade the chamber audio system and our television and radio production facilities. As a result of this and the final phase of the Digital Migration Project, the Senate will have a truly state-of-the-art studio for Senate and Committee broadcasts as well as for communication with constituents.

Facilities will begin to acquire furniture and equipment for core Senate space in the CVC, \$1,485,000.

Several additional projects will commence in Operations: \$745,000 to replace outdated publishing equipment; \$500,000 to replace a 12-year-old outgoing mail sorter with update equipment; \$500,000 to replace existing data collection and job tracking systems; and \$150,000 to replace the outdated ID system. The updated equipment will enable us to reduce maintenance and postage costs, allow job cost tracking and produce higher quality products. The Post Office will acquire a custom designed

mail sorter to provide better accuracy, expedited sorting, and a safer working environment and a mail delivery truck which will expedite the delivery of incoming mail, \$750,000 and \$60,000, respectively.

### TECHNOLOGY DEVELOPMENT SERVICES

[Dollars in thousands]

Technology Development Services	TOTALS		Variance Fiscal Year 2004 vs. Fiscal Year 2003	
	Fiscal Year 2003 Budget	Fiscal Year 2004 Request	Amount	Percent Incr/Decr
General Operations & Maintenance:				
Salaries .....	\$8,768	\$9,809	\$1,041	11.9
Expenses .....	\$11,934	\$17,420	\$5,486	46.0
Total General Operations & Maintenance .....	\$20,702	\$27,229	\$6,527	31.5
Mandated Allowances & Allotments .....	\$0	\$0	\$0	.....
Capital Investment .....	\$4,358	\$4,244	(\$114)	2.6
Nondiscretionary Items .....	\$4,518	\$5,194	\$676	15.0
TOTAL .....	\$29,578	\$36,667	\$7,089	24.0
Staffing .....	125	126	1	0.8

The Technology Development Services Department consists of the Systems Development Services, Network Engineering and Management, Enterprise IT Systems, Internet/Intranet and Research Services, and IT Security.

Operations and maintenance salaries will increase \$1,041,000, or 11.9 percent, to \$9,809,000. This increase is due to the addition of one FTE, \$74,000; funding for an expected COLA, \$352,000; merit funding, \$234,000; and other adjustments, \$382,000. Systems Development is adding two FTEs for a Senior Information Technology Specialist to support and maintain new and existing enterprise servers and a Senior Software Specialist to assist with the Legislative Information System. Partially offsetting this increase is a decrease of one FTE in Network Engineering.

Operations and maintenance expense budget request is \$17,420,000, an increase of \$5,486,000 or 46.0 percent compared to fiscal year 2003. This increase is due to funding the operational support for the Senate Messaging Infrastructure Project, \$3,400,000; maintenance on data communication networks and systems, \$947,000; maintenance costs on mainframe software, \$618,000; delivery of an expanded Sergeant at Arms organization intranet portal, \$300,000; and increased maintenance costs for voice equipment, \$298,000.

Capital investments budget request is \$4,244,000, a decrease of \$114,000 or 2.6 percent compared to fiscal year 2003.

Network Engineering requires \$3,432,000 for upgrades to network switches, firewalls, the Network Management System, and the state office wide area network.

Nondiscretionary items budget request is \$5,194,000, an increase of \$676,000 or 15.0 percent compared to fiscal year 2003. The request consists of three projects that support the Secretary of the Senate: contract maintenance for the Financial Management Information System (FMIS), \$2,596,000; enhancements to the Legislative Information System (LIS), \$1,968,000; and requirements definition for enhancements to the Senate Payroll System, \$630,000.

### SENATE MESSAGING INFRASTRUCTURE PROJECT

[Dollars in thousands]

SMI Project	TOTALS		Variance Fiscal Year 2004 vs. Fiscal Year 2003	
	Fiscal Year 2003 Budget	Fiscal Year 2004 Request	Amount	Percent Incr/Decr
General Operations & Maintenance:				
Salaries .....	\$423	\$441	\$18	4.3
Expenses .....	\$3,593	\$504	(\$3,089)	86.0
Total General Operations & Maintenance .....	\$4,016	\$945	(\$3,071)	76.5
Mandated Allowances & Allotments .....	\$0	\$0	\$0	.....
Capital Investment .....	\$1,149	\$0	(\$1,149)	100.0

## SENATE MESSAGING INFRASTRUCTURE PROJECT—Continued

[Dollars in thousands]

SMI Project	TOTALS		Variance Fiscal Year 2004 vs. Fiscal Year 2003	
	Fiscal Year 2003 Budget	Fiscal Year 2004 Request	Amount	Percent Incr/ Decr
Nondiscretionary Items .....	\$0	\$0	\$0	.....
TOTAL .....	\$5,165	\$945	(\$4,220)	81.7
Staffing .....	5	5	0	.....

Operations and maintenance salaries will increase \$18,000, or 4.3 percent, to \$441,000. This increase is due to funding for an expected COLA, \$16,000, merit funding, \$10,000, and other adjustments, (\$8,000).

Operations and maintenance expenses decrease \$3,089,000, or 86.0 percent, to \$504,000. The SMI Project is expected to move into the maintenance phase by fiscal year 2004. Technology Development Services is funding maintenance for SMI beginning in fiscal year 2004. The SMI project team will be redeployed to address other initiatives for the Sergeant at Arms. An organizational structure and charter will be developed. The project is requesting \$504,000 in operations and maintenance funding, mainly for consulting services supporting major initiatives.

Capital investments decrease \$1,149,000, or 100.0 percent due to the completion of the SMI project.

## IT SUPPORT SERVICES

[Dollars in thousands]

IT Support Services	TOTALS		Variance Fiscal Year 2004 vs. Fiscal Year 2003	
	Fiscal Year 2003 Budget	Fiscal Year 2004 Request	Amount	Percent Incr/ Decr
General Operations & Maintenance:				
Salaries .....	\$5,694	\$6,274	\$580	10.2
Expenses .....	\$12,446	\$15,547	\$3,101	24.9
Total General Operations & Maintenance .....	\$18,140	\$21,821	\$3,681	20.3
Mandated Allowances & Allotments .....	\$27,750	\$29,689	\$1,939	7.0
Capital Investment .....	\$4,025	\$3,759	(\$266)	6.6
Nondiscretionary Items .....	\$0	\$0	\$0	.....
TOTAL .....	\$49,915	\$55,269	\$5,354	10.7
Staffing .....	101	102	1	1.0

The IT Support Services Department consists of the Desktop/LAN Support, IT/Telecom Support, IT Research and Deployment, and Equipment Services branches.

Operations and maintenance salaries increase \$580,000, or 10.2 percent, to \$6,274,000. This increase is due to the addition of one FTE, \$75,000; budgeting for an expected COLA, \$223,000; merit funding, \$153,000; and other adjustments, \$130,000. IT Research and Deployment is adding one FTE as a senior information technology specialist to support the new CCMS applications.

Operations and maintenance expense budget request is \$15,547,000 in fiscal year 2004, an increase of \$3,101,000, or 24.9 percent compared to fiscal year 2003. This increase is primarily due to an increase in the cost of a new IT contract awarded in Spring 2002, \$3,700,000, which provides additional resources to install, support, and maintain the Senate's PC's.

Allowances and allotments budget request is \$29,689,000 in fiscal year 2004, an increase of \$1,939,000 or 7.0 percent compared to fiscal year 2003. This budget supports voice and data communications for Washington D.C. and state offices, \$17,941,000; maintenance and procurement of Members' constituent mail systems, \$4,255,000; procurement and maintenance of office equipment for Members' Washington D.C. and state offices, \$3,475,000; Desktop/LAN installation and specialized support, \$3,418,000; and the Appropriations Analysis and Reporting System,

\$400,000. The increase in Telecom Services costs is attributed to major new initiatives that include upgrading older telephone systems in state offices, improving service over wide-area network to provide multimedia capabilities and to take advantage of new technology and continued efforts to ensure critical telecommunications can be maintained under any circumstance.

Capital investments budget request is \$3,759,000, a decrease of \$266,000, or 6.6 percent compared to fiscal year 2003.

IT Research and Deployment will require \$1,500,000 for consulting services and analysis of software for the redesign of the CCMS which will better enable Senate offices to efficiently communicate with constituents. Increased functionality will be added to the CCMS/Email filtering system and list server capabilities will be added, \$185,000 and \$154,000 respectively.

The Wireless PDA project will commence with enhancements to BlackBerry type systems, \$300,000. The Public Key Infrastructure Project will commence, \$250,000, and will provide an encryption and authentication system to secure outbound electronic messages to constituents.

#### OFFICE SUPPORT SERVICES

[Dollars in thousands]

Office Support Services	TOTALS		Variance Fiscal Year 2004 vs. Fiscal Year 2003	
	Fiscal Year 2003 Budget	Fiscal Year 2004 Request	Amount	Percent Incr/ Decr
General Operations & Maintenance:				
Salaries .....	\$1,846	\$1,995	\$149	8.1
Expenses .....	\$37	\$37	\$0	0
Total General Operations & Maintenance .....	\$1,883	\$2,032	\$149	7.9
Mandated Allowances & Allotments .....	\$24,619	\$27,298	\$2,679	10.9
Capital Investment .....	\$0	\$0	\$0	.....
Nondiscretionary Items .....	\$0	\$0	\$0	.....
TOTAL .....	\$26,502	\$29,330	\$2,828	10.7
Staffing .....	28	28	0	.....

The Office Support Services Department consists of the Customer Support, Help and IT Request Processing, and State Office Liaison branches.

Operations and maintenance salaries will increase \$149,000, or 8.1 percent, to \$1,995,000. This increase will fund an expected COLA, \$70,000, merit funding, \$47,000, and other adjustments, \$31,000.

Operations and maintenance expenses will remain flat at \$37,000.

The allowances and allotments budget request increases \$2,679,000 or 10.9 percent to \$27,298,000. Factors contributing to this increase are projected increases in rent for federal and commercial office space, \$1,934,000 and funding for computer allocations, \$745,000.

#### STAFF OFFICES

[Dollars in thousands]

Staff Offices	TOTALS		Variance Fiscal Year 2004 vs. Fiscal Year 2003	
	Fiscal Year 2003 Budget	Fiscal Year 2004 Request	Amount	Percent Incr/ Decr
General Operations & Maintenance:				
Salaries .....	\$4,989	\$5,854	\$865	17.3
Expenses .....	\$1,459	\$2,206	\$747	51.2
Total General Operations & Maintenance .....	\$6,448	\$8,060	\$1,612	25.0
Mandated Allowances & Allotments .....	\$0	\$0	\$0	.....
Capital Investment .....	\$450	\$0	(\$450)	.....
Nondiscretionary Items .....	\$0	\$0	\$0	.....

## STAFF OFFICES—Continued

[Dollars in thousands]

Staff Offices	TOTALS		Variance Fiscal Year 2004 vs. Fiscal Year 2003	
	Fiscal Year 2003 Budget	Fiscal Year 2004 Request	Amount	Percent Incr/ Decr
TOTAL .....	\$6,898	\$8,060	\$1,162	16.8
Staffing .....	82	85	3	3.7

The Staff Offices Division consists of Education and Training, Human Resources, Administrative Services, Financial Management, Special Projects, and Information Technology.

Operations and maintenance salaries increase \$865,000, or 17.3 percent, to \$5,854,000. This increase is due to the addition of three FTEs, \$166,000; budgeting for an expected COLA, \$185,000; merit funding, \$128,000; and other adjustments, \$387,000. Financial Management will be adding two FTEs to support the audited financial statement project and to support contract administration. Administrative Services is adding one FTE to provide administrative support to the Office of Security and Emergency Preparedness and for Special Projects.

Operations and maintenance expenses increase \$747,000, or 51.2 percent, to \$2,206,000. Information Technology increases \$280,000 for management consultants. Financial Management increases \$210,000 for the audited financial statement project, contract management support, budget system enhancements, and software maintenance. Special Projects increases \$100,000 for miscellaneous expenses. Human Resources increases \$75,000 for physical abilities and medical guidelines updates and labor relations training for management and supervisors. Administrative Services increases \$25,000 for the fare subsidy increase and the installation and monthly service fees for TV cabling in the Conference Center.

All capital investments will be completed by fiscal year 2004.

Senator CAMPBELL. You have been here 7 weeks. Okay. We will give you 1 more week to figure out a plan to protect all Americans who visit the Capitol. Would that be enough time?

Mr. PICKLE. We will master that, sir.

Senator CAMPBELL. You will master it.

Well, I say that somewhat in jest, but I understand that the demands of your job have risen considerably since the last Sergeant at Arms was here. It is not going to be easy, and the committee will certainly give you all the support and help that we can.

## BUDGET PRIORITIES

In the categories of your budget, you have significant increases, but the subcommittee allocation might not be up to the task. More than likely, it is going to be below what is going to be proposed for the Legislative Branch agencies. So we may have to make some reductions.

Do you have a priority list, things that you literally have to have, and those things that could be put off?

Mr. PICKLE. I think we do, but I think rather than give you a quick answer now, I think we really ought to look at this—there are some things that are impacted by the Capitol Visitor Center's complete date that may give us some breathing room here, and funding could be made available later, and that's only come to light within the last week or so, but I think we certainly would prioritize, if you so directed us to.

Senator CAMPBELL. Okay. Well, I would like to, and I am sure Senator Durbin would also like to know more about it, if you do prioritize.

Mr. PICKLE. Yes.

## ALTERNATE COMPUTING FACILITY

Senator CAMPBELL. What is the status of the alternate computing facility that was funded in the fiscal year 2002 supplemental?

Mr. PICKLE. We had a walk-through this past week. We should be taking occupancy, along with the House and the Library of Congress, sometime in May. And we hope to start the installation of telecommunications equipment and data systems by June or July. It is a very important aspect of security for this body.

You have to wonder—being new here, you have to wonder why this was not done before, and maybe 9/11 and October 15, 2001, shed some light on the vulnerability. It was a vulnerability. It is no longer a vulnerability.

## MAIL PROCESSING

Senator CAMPBELL. You mentioned the mail processing system. Is that system going to be equipped to detect traces of things like Anthrax, and so on?

Mr. PICKLE. All mail that comes to the Capitol is irradiated by the Post Office. When we take custody or receive that mail, we do additional testing, but I would be somewhat reluctant to, in an open forum like this—

Senator CAMPBELL. Yes.

Mr. PICKLE [continuing]. Talk about—

Senator CAMPBELL. I do not want you to. That is good. All right.

## WAREHOUSE

The warehouse is the largest item in your budget, \$13.5 million for that warehouse. Why is that needed, and when would it be operational? Have you identified the site, or got the plans done, or anything of that nature?

Mr. PICKLE. We do not have a firm site. The dilemma that we face, and the Senate, in particular, faces, all the offices here, is: We have three very separate and distinct locations, one of which is part of the Russell Building. None of these are very suitable as warehouses. None have climate control or environmental controls. They are not up to GSA standards, which are fairly strict.

We also pay leases. We are paying for these. At one point, we were in jeopardy of losing the largest warehouse we have, which is down in Alexandria.

What we are attempting to do is consolidate in one location, and realize a cost savings in the outyears for the Senate, and also do a better job of providing for service to the Senate.

Senator CAMPBELL. All right. As I mentioned before, what we are going to do, since we have a 10:15 vote, is take turns chairing this while one votes, and the other ones stay here.

But if I can cut in, did you have an opening statement, Senator Durbin?

Senator DURBIN. I will just submit it for the record.

Senator CAMPBELL. Okay. We will put that in the record.

[The statement follows:]

## PREPARED STATEMENT OF SENATOR RICHARD J. DURBIN

Mr. Chairman, thank you for scheduling today's budget oversight hearing on the Senate Sergeant at Arms and the U.S. Capitol Police Board.

First of all, I want to welcome you, Mr. Pickle, and congratulate you on your appointment as the 37th Sergeant at Arms. It is certainly an honor for us to have someone with your background serving us here in the Senate. In this time of heightened security enhancements and measures, your knowledge and expertise are truly appreciated.

I am also delighted to see Mr. Keith Kennedy, Deputy Sergeant at Arms back here in the Senate. You served as Staff Director of the Senate Appropriations Committee under Senator Hatfield, and did a wonderful job. It is a pleasure to have you back in the Senate and here with us today. I know that you and Mr. Pickle will make a great team.

I also want to welcome Chief Gainer, a native of my home state of Illinois. It is good to have you here representing our Capitol Police force.

The excellent work of your predecessors is very apparent today in the Senate. When we met in this subcommittee exactly one year ago today, the talk of anthrax, major mail delays and health risks associated with irradiated mail dominated a great deal of our hearing. Today we don't have to deal with any of those subjects. This is a tremendous relief.

The subject of security around the Capitol, however, is now, more than ever, a serious one. You both have your work cut out for you in this difficult time of international unrest. I am glad to see the plans that you have outlined to assure that our security needs are being addressed.

I want to congratulate the Capitol Police on its recognition by the Commission on Accreditation for Law Enforcement Agencies. This is a well-deserved and highly-respected honor, and we who are fortunate enough to be under your watchful eye, are thrilled for you.

I am glad to see the aggressive increase in officers and civilians at the Capitol Police. I understand that the staffing study you are conducting is nearly complete. I look forward to receiving the results of this study.

## SENATE MESSAGING SYSTEM

Senator CAMPBELL. Let me ask you one other thing on the Senate messaging system. There are 28 officers who have yet to be migrated over to the new E-mail system, owing to production limitations. What are those product limitations, and are there future problems that we might expect with the Senate messaging system? How much have you spent to date on that project?

Mr. PICKLE. To date, we have spent \$26 million on the SMI project. There have been problems.

Senator CAMPBELL. What kind of problems?

Mr. PICKLE. Well, I think that the Senate poses a very unique challenge, even to the quality of the vendors that we are using, and we are using two of the most recognizable names in the country, and certainly two of the most technologically-advanced companies in the country.

We do pose some unique challenges to the Senate. When you view the Senate as being a large corporation with—when you look at 138 offices here in Washington, and approximately 440 or so spread around the country, and you are supporting over 8,000 PC desktops, not to mention laptops, and you have some very unique needs at each committee and each member office, even the finest technology companies find this a unique challenge.

There are architecture problems, and there are software problems that are being addressed. Our vendors are working around the clock with us, and they have been here. They have been very supportive, and we are relying on their expertise to get us through this.

We hope to have the migrations complete by the first part of June. That is our goal. It is working very well. There have been bugs, and you are going to have bugs.

Senator CAMPBELL. Are you going to need additional funds to ensure its operation?

Mr. PICKLE. It is premature at this time to say. I believe this: We will need maintenance funds to maintain it, but the final design, and the final architecture has not been arrived at yet. We want a system that is flawless, and we are not flawless yet.

Senator CAMPBELL. Okay. Senator Durbin, did you have any questions?

Senator DURBIN. I only have one question. I would like to apologize to Mr. Pickle that we did not have a chance to get together yesterday, but I certainly look forward to sitting down with you.

#### MAIL PROCESSING

Are you keeping track, are records being kept of the mail processing for the Senate, to give us any indication as to whether or not we are back up to speed as to where we were before the Anthrax problem?

Mr. PICKLE. Yes, we are. We are not where we were before in that a letter earmarked for the Senate today will take approximately 6 days, on average, to arrive here, from postmark to delivery. Now, of course, that is probably not faster than it was prior to October 15th, but we are back up as far as processing. The mail handling is safe, it is efficient, and we are actually saving money over where we were right after October 15th.

I want to, if I could just for a minute, give credit to the Sergeant at Arms Office for something that people call Yankee ingenuity. When we looked at that time on how we could get packaging, or packages and cargo delivered here in a safe manner, we had some very large cost estimates from vendors, in excess of \$1.5 million annually. The Post Office and the operations folks here, led by Rick Edwards and Harry Green, our Postmaster, came up with a wonderful idea at a cost of \$30,000, which is more state of the art and more efficient than the vendor was able to provide for us.

So we are making progress, but the fact that we have so many processes and procedures to go through to ensure safe mail delivery are going to certainly slow down mail delivery.

Senator DURBIN. I have two other questions. Is our approach to dealing with mail different than the House's approach?

Mr. PICKLE. Yes. Very much so. The House is much more reliant on vendors at a much higher cost.

Senator DURBIN. Can you give us a comparative cost on our mail system, as opposed to their mail system?

Mr. PICKLE. I would have to come back to you later with that, Senator. I would be happy to.

Senator DURBIN. They have contracted out to a firm to handle this.

Mr. PICKLE. They use a vendor for most of theirs, and they do have—of course, we have a different amount of the mail volume than they have, but their process, I do know from dealing with them and talking with them, is much more expensive than ours.

Senator DURBIN. What kind of complaints do you receive from Senate offices from the workers who are opening mail and processing it, as to health complaints, or concerns about fumes, or reaction, or that sort of thing?

Mr. PICKLE. There have been, I believe I am correct, about 200-plus complaints received from Senate staff, who complained of breathing problems, rashes, that type of complaint, smelling fumes. We brought in a unit of the CDC, the National Institute of Safety and Health, who did a very comprehensive study in conjunction with the Attending Physician's Office. We found a couple of things. There are, as they say, aromatic, hydrocarbon fumes being given off by this mail that has been irradiated. However, the levels are such that they do not pose a health hazard, but be that as it may, there are still a small percentage of people who are complaining and believe that they do have some illness from this, and the Attending Physician is monitoring this very carefully.

Senator DURBIN. Okay. Thank you.

Mr. PICKLE. Thank you.

Senator DURBIN. Thanks, Mr. Chairman.

#### STAFFING INCREASES

Senator CAMPBELL. All right. Just maybe one more before we are done. Your budget includes 17 additional staff over fiscal year 2003. As I understand it, you have not reached the approved 2003 level of 829; therefore, the real increase of number of people that you will be hiring will be 49. What are they going to be working in, if you can say that in the public forum?

Mr. PICKLE. Well, first of all, there are going to be—out of the 17 that we have asked for this year, 6 are earmarked towards security functions. Some of these will be working in mail processing and mail handling. The others will be working in the area of technology and central operations, to take on some of the additional responsibilities that we have taken on since September and October of 2001.

We have not filled those positions, as you indicated, which we were given last year. There are a number of reasons for that. First of all, my predecessor was very fiscally responsible. He did not want to go out front and start hiring people, unless he knew that we had the funding for it, and I concur wholeheartedly. We have approximately 73 postings out there now, and we are not just hiring people who apply. We are looking for the best people to work here. We are doing it very aggressively, but we are doing it in a very deliberate fashion.

Senator CAMPBELL. I see. Okay. Before Sergeant at Arms Pickle is done, Senator, did you have any questions or comments?

#### COMMUNICATION DEVICES

Senator BENNETT. Did you talk about the Blackberries and the beepers being—

Senator CAMPBELL. No.

Senator BENNETT. Let us get to the real important stuff.

Senator CAMPBELL. I had hoped I got away from that one. Do you want to do that?

Senator BENNETT. Okay. I feel like I am wearing a bandolier, with all kinds of grenades hanging on it, with—

Senator CAMPBELL. Cell phone.

Senator BENNETT [continuing]. And a cell phone, and a Blackberry, and so on.

I have stopped carrying the beeper now, because the Blackberry will tell me when there is a vote. Are we moving forward on anything to—

Mr. PICKLE. We are, Mr. Chairman. I do not want to sound like a broken record.

Senator BENNETT. I am no longer the chairman.

Mr. PICKLE. I am sorry. I do not want to—

Senator BENNETT. There are days when I saw the allocation to the Ag Subcommittee that I wished for the chairmanship of the Legislative Branch, because we got whacked a whole lot worse than this subcommittee.

Mr. PICKLE. I do not want to sound like a broken record on this response, but, yes, we are looking. The Blackberry, at the time it was selected, really was the best device out there. More recently, there are several competitors who offer a product, several products, which we are looking at now.

We agree that to have two, three, four instruments on your body is just not very productive, and it is a problem, but trying to eliminate that single point of failure, and get it down to one device, or two at the most, is what our goal is.

Senator BENNETT. Thank you. It is a very serious, major national problem.

Mr. PICKLE. Yes.

Senator BENNETT. International.

#### EMERGENCY PREPAREDNESS

Senator CAMPBELL. Okay. Without giving away any information that you should not in a public forum, how do you feel about our readiness for the Capitol complex, compared to 1 year, 1½ years ago?

Mr. PICKLE. I think there is no comparison. Post-9/11 and post-10/15/2001, Al Lenhardt, then Sergeant at Arms, and his staff, did an outstanding job, along with the police department, of preparing the Capitol for preventing future attacks.

There are, as you say, a large number of highly classified projects ongoing. There are many things that we are doing which are visible and not classified, such as posting barriers, badging, mail processing, mail handling, but there are many things that we are doing which are not visible, and I feel that the posture of the police department is at the highest it has ever been, the alert is high, and we are doing all we can to support them.

Senator CAMPBELL. Well, I know there have been a lot of changes, and I still remember 9/11, when a policeman came running into our office and told us we had to evacuate, but that there was no evacuation plan, so I know we have come a long way. Thank you.

If there are any further questions, we will put those in writing to you, if any other members have a question.

CAPITOL POLICE BOARD

STATEMENT OF WILLIAM H. PICKLE, CHAIRMAN, CAPITOL POLICE BOARD

ACCOMPANIED BY:

TERRANCE GAINER, CHIEF, U.S. CAPITOL POLICE  
WILSON LIVINGOOD, HOUSE SERGEANT AT ARMS  
ALAN HANTMAN, ARCHITECT OF THE CAPITOL

OPENING STATEMENT OF SENATOR BEN NIGHTHORSE CAMPBELL

Senator CAMPBELL. We will go on and take the testimony of Chief Gainer now, if you could come to the table there.

Did you not have an additional statement for this, Mr. Pickle?

STATEMENT OF WILLIAM H. PICKLE

Mr. PICKLE. I was going to, but realizing that time is short, I am going to dispense with that, and just introduce, if I can, the other members of the Police Board.

Senator CAMPBELL. Okay.

Did Mr. Livingood also have a statement, too?

Mr. PICKLE. No. It will just be myself very briefly, and Chief Gainer.

To my left is Bill Livingood, House Sergeant at Arms, Chief Terry Gainer, who was sworn in last June, and to my right, Alan Hantman, Architect of the Capitol. This board is very committed to doing the right thing for the Congress. We are very committed to supporting this police department in any way we can. We think they have done an outstanding job, and rather than take up time telling you what I think, I am going to turn it over to Chief Gainer, sir.

Senator CAMPBELL. Chief, welcome to the committee.

STATEMENT OF CHIEF TERRANCE W. GAINER

Chief GAINER. Thank you, Mr. Chairman and members of the subcommittee. I am honored to appear before you today to discuss the United States Capitol Police fiscal year 2004 budget request.

Mr. Chairman, I would first like to thank the committee for their continued support of the Capitol Police. The pay and other incentives received in the fiscal year 2003 appropriation are a significant advantage in recruiting, hiring, and retaining good men and women in officer positions, as well as attracting highly qualified civilian professionals for key support roles and functions.

We would also like to thank the committee for support of the acquisition of the new offsite delivery facility, and the new headquarters building, and we have been working with the Architect of the Capitol to develop our requirements for the new facilities, and

look forward to the day when we can occupy facilities that are capable of meeting our expanded needs.

I am pleased and proud to announce a recent and important accomplishment that the men and women of the Capitol Police have achieved. The Capitol Police is the first full-service federal law enforcement agency to become fully accredited by the Commission on the Accreditation for Law Enforcement Agencies, otherwise known as CALEA.

The Capitol Police voluntarily subjected themselves, and were accredited after a lengthy process by CALEA. This accreditation by CALEA is a means of matching and scoring the Department against cutting edge, professionally recognized standards of law enforcement excellence. I congratulate the men and women of the Capitol Police for this outstanding accomplishment, and their dedication to the mission of this organization, and the wisdom of the previous chiefs to engage in this process.

The United States Capitol Police, as you know, is in a period of transition. Due to the ever-increasing and underlying threat to Congress, the role of the Capitol Police has expanded to ensuring the continuity of the Legislative Branch of Government, and the national legislative process, as well as extending a sense of safety and protection to all who work in and visit the Capitol complex. We work very closely with the Sergeant at Arms, and with the leadership of both the House and Senate, to ensure that the security of the Congress is appropriately managed.

The ability of the United States Congress to meet its constitutional responsibilities is very much intertwined with the ability of the Capitol Police to meet its mission. The Capitol Police are ready and willing to meet the challenges a changing environment poses to the structure of our operations.

Our budget request, as you have noted, is approximately \$290.5 million, which as a result of the supplemental, can be reduced to \$275.5 million. It represents a reasonable, necessary, and balanced plan to directly address the threats of today, and proposes the utilization of resources to ensure the protection of Congress, its members, staff, visitors, and the legislative process in the future.

Our proposal is robust. The implementation of the United States Capitol Police strategic plan, which this budget supports, will ensure the uninterrupted continuation of the Congress. This committee has begun funding, and the Capitol Police are engaging in an aggressive increase, in both police officers and civilian support personnel.

This increase in staff is the largest and most important part of our budget, and hence, our plans. The attainment of our goals depends, in part, on having the right people in the right strength and numbers, organized into an effective and flexible blend of capabilities and skills. In order to meet this goal, and provide a measured approach to adequately staff the Department to meet the threats and challenges we face in security operations, we have undertaken and are in the process of finalizing a comprehensive staffing study of all areas within the Department. This study, which is tied to our strategic plan, represents our professional recommendations for adequately staffing the Capitol Police, with the right mix of sworn

and civilian personnel, to meet the needs of the current threat environment.

We will provide the committee copies of the study, with the appropriate staff briefings, upon its approval and review by the Capitol Police Board. The Capitol Police, as of today, has 1,393 sworn personnel, and we are anticipating concluding fiscal year 2003 with 1,569, and a budget request to finish fiscal year 2004 with 1,833 sworn officers.

We also have 227 civilians, with the goal to finish fiscal year 2004, with 573 onboard professionals. This substantive and substantial increase in the staff is the backbone of the plans to fully staff all the necessary law enforcement areas around the Capitol complex, and to be able to provide sufficient intelligence capabilities, robust physical security, and response functions, as well as adequate administrative and logistic support services within the Police Department.

The fiscal year 2004 estimate for salaries is \$218.3 million, or a 25.1 percent increase over the previous year. Our general expense request of approximately \$72.2 million will be reduced by the \$15 million related to the fiscal year 2003 supplemental, for a total of approximately \$57.2 million to fund the operational and administrative capacity of the Department.

We have designed and implemented security systems to protect and prevent unauthorized physical and electronic access around this complex. A good portion of this budget will go to maintaining these systems at peak performance, and creating necessary expansions. Maintenance, life-cycle replacement, and expansions of services will cost approximately \$8 million over the previous year.

Also included is the equipment required of the new off-site delivery facility. The Capitol Police will incorporate in the facility cutting-edge technologies to examine all incoming deliveries, and stop any harmful package from entering the Capitol complex. The equipment and technology required to appropriately complete this facility will cost approximately \$4.3 million.

Funding is also requested for the accommodations, such as personnel, equipment, new staff, modernization of core information technology systems, and creation of the Capitol's first six-person mounted horse unit. We are also developing a Hazardous Materials Response Team, HMRT. This highly trained team, with civilian professionals will stand ready to deal with any chemical, biological, or radiological threat which could occur in the Hill.

We have other highly trained elements that deal with explosives, armed intruders, unruly crowds, disturbed individuals, or other individuals who make threats. All of our response teams and, in fact, all of our operations rely on effective communications. The technological world of communications is constantly changing, and we need to keep in step with advances in this area.

The Capitol Police employ several modalities of communication for effectiveness and redundancy. This budget plan requests additional funds to expand and update our communications capabilities to provide increased effectiveness in our operations. Whether it is effective communications, effective incident response, effective staffing strengths, or simply effective operations, we value being the best.

The men and women of the Capitol Police are talented, motivated, and engaged professionals who take great heart in protecting this Congress. As Chief of the Capitol Police, and on the Department's 175th anniversary, I take great pride in the many years of service that the United States Capitol Police have provided the Congress.

Building on that legacy, we at the United States Capitol Police look forward to continuing to safeguard the Congress, staff, and visitors to the Capitol complex during these challenging times, and we look forward to working with the Congress, and particularly this committee.

#### PREPARED STATEMENTS

I thank you for your time, and I am ready to take any questions you might have.

Senator CAMPBELL. Okay. Thank you.

[The statements follow:]

#### PREPARED STATEMENT OF WILLIAM H. PICKLE

Mr. Chairman and members of the Committee, we are honored to appear before you to discuss the fiscal year 2004 Budget Request for the United States Capitol Police. With me today are the other members of the U.S. Capitol Police Board, Mr. Bill Livingood, Mr. Alan Hantman, and Chief Terrance Gainer. As you know Chief Gainer was sworn in as Chief of Police in June of last year.

Having been appointed on March 17, 2003, I have been a member and the Chairman of the Capitol Police Board for a relatively short period of time. During that time, and based on past experiences, I have developed a strong respect for the capabilities and professionalism of the men and women of the United States Capitol Police. I would also like to express my appreciation to Bill Livingood, Alan Hantman, and Chief Gainer for their outstanding contributions and for their wise counsel during this learning period I am traversing. We have developed an excellent working relationship in this short period of time. A spirit of cooperation and unity has developed between us that will be evident in the future and I feel will best serve the Members of Congress, staff and visitors to the Capitol complex during these times of uncertainty and heightened security.

This spirit of cooperation is strengthened by our shared focus and mission to protect and support the Congress in meeting its Constitutional responsibilities. The three thrusts that the Department has identified—Prevention, Response, and Support are key to meeting their mission. I support the vision of the United States Capitol Police to be a model federal law enforcement agency, leveraging partnerships, and being in the forefront in developing and implementing state-of-the-art security, law enforcement, and incident response programs to ensure the continued protection of the Congress and legislative process in a changing threat environment. I further support training and other measures being taken to enable the men and women of the Department to meet the increasing challenges, and to perform at the highest levels of professionalism. I will undoubtedly have these items in mind when making decisions that impact the security of the Congress and impact the Capitol Police.

I know that there are issues facing the Capitol Police. Facilities and space requirements are one of the critical issues. It appears that progress is being made in this area and in the not to distant future we could have movement on a new headquarters facility, and an offsite delivery center. I feel it is critical that we make sure that this momentum continues, because other plans are dependent upon it. One plan, which is dependent upon facilities and space, is staffing increases. The Capitol Police began, with committee support, an aggressive staffing increase. This budget addresses critical security needs for more officers and support staff to carry out the mission of the Capitol Police. These staffing increases are vital and I urge your support of the staffing strengths laid out in this budget plan, as well as coming decisions regarding facilities.

Mr. Chairman and members of the Committee, I want you to know that I am very excited to be here and that I am looking forward to working with this Board, and the Committee on the security of the Capitol complex and the issues facing the Capitol Police. Thank you for this opportunity to appear before you today, Chief Gainer

will present his remarks regarding current operations and Capitol Police plans for the coming fiscal year.

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PREPARED STATEMENT OF TERRANCE W. GAINER

Mr. Chairman and Members of the Subcommittee, I am honored to appear before you today to discuss the United States Capitol Police fiscal year 2004 budget request.

Mr. Chairman, I would first like to thank the Committee for their continued support of the Capitol Police. The pay and other incentives received in the fiscal year 2003 appropriation are a significant advantage in recruiting, hiring and retaining good men and women in officer positions, as well as attracting highly qualified civilian professionals for key support roles and functions.

We would also like to thank the Committee for its support of the acquisition of a new off-site delivery facility and a new headquarters building. We have been working with the Architect of the Capitol to develop our requirements for the new facilities and look forward to the day when we can occupy facilities that are capable of meeting our expanding needs.

I am pleased and proud to announce a recent and important accomplishment of the men and women of the Capitol Police. The Capitol Police is the first full-service federal law enforcement agency to become fully accredited by the Commission on Accreditation for Law Enforcement Agencies otherwise known as CALEA. The Capitol Police voluntarily subjected themselves and were accredited after a lengthy process by CALEA. This accreditation by CALEA is a means of matching and scoring the Department against cutting edge, professionally recognized standards of law enforcement excellence. I congratulate the men and women of the Capitol Police for this outstanding accomplishment and their dedication to the mission of this organization.

The United States Capitol Police is in a period of transition. Due to the ever increasing and underlying threat to the Congress, the role of the Capitol Police has expanded to ensuring the continuity of the Legislative Branch of government and the national legislative process as well as extending a sense of safety and protection to all who work in and visit the Capitol complex. We work very closely with the Sergeants at Arms and with leadership of both the House and the Senate to ensure that the security of the Congress is appropriately managed. The ability of the U.S. Congress to meet its constitutional responsibilities is intertwined with the ability of the Capitol Police to meet its mission. The Capitol Police is ready and willing to meet the challenge this changing environment poses to the structure of our operations. Our budget request of approximately \$290.5 million, which as a result of the supplemental can be reduced to \$275.5 million, represents a reasonable, necessary and balanced plan to directly address the threats of today and proposes the utilization of resources to ensure the protection of Congress, its Members, staff, visitors and the legislative process into the future. Our proposal is robust. The implementation of the USCP strategic plan, which this budget supports, will ensure the uninterrupted continuation of the Congress.

This Committee has begun funding, and the Capitol Police are engaging in, an aggressive increase in police officers and civilian support personnel. This increase in staff is the largest and most important part of our budget, and hence our plans. The attainment of our goals depend, in part, on having the right people, in the right strength and numbers, organized into an effective and flexible blend of capabilities and skills. In order to meet this goal and provide a measured approach to adequately staff the Department to meet the threats and challenges that face security operations of the Congress we have undertaken, and are in process of finalizing, a comprehensive staffing study of all areas within the Department. This study, which is tied to our strategic plan, represents our professional recommendations for adequately staffing the Capitol Police with the right mix of sworn and civilian personnel to meet the needs of the current threat environment. We will provide the Committee copies of the study with appropriate staff briefings upon completion, which is expected within the next few weeks. The Capitol Police, as of April 5th had 1,393 sworn personnel and we anticipate concluding fiscal year 2003 with 1,569 and a budget request to finish fiscal year 2004 with 1,833 sworn officers. We also have 227 civilians with a goal to finish fiscal year 2004 with 573 on-board professionals. This substantive increase in staff is the backbone of plans to fully staff all necessary law enforcement areas around the Capitol complex and to be able to provide sufficient intelligence capabilities, robust physical security and response functions as well as adequate administrative and logistical support services within the Police De-

partment. The fiscal year 2004 estimate for salaries is \$218.3 million or a 25.1 percent increase over the previous year.

Our general expense request of approximately \$72.2 million will be reduced by \$15 million, related to the fiscal year 2003 supplemental, for a total of approximately \$57.2 million to fund the operational and administrative capacity of the Department. We have designed and implemented security systems to detect and prevent unauthorized physical and electronic access around the complex. A good portion of this budget will go to maintaining these systems at peak performance and creating necessary expansions. Maintenance, life cycle replacement and expansion of services will cost approximately \$8 million over the previous year. Also included is the fit out of the new offsite delivery facility. The Capitol Police will incorporate, in the facility, cutting edge technologies to examine all incoming deliveries and stop any harmful package from entering the Capitol complex. The equipment and technology required to appropriately complete this facility will cost \$4.3 million. Funding is also requested for the accommodation, such as personal equipment, of new staff, modernization of core IT systems and creation of the Capitol's first six person mounted horse unit.

We are also developing a Hazardous Materials Response Team (HMRT). This highly trained team of civilian professionals will stand ready to deal with any chemical, biological, or radiological incident, which might occur on the Hill. We have other highly trained elements that deal with explosives, armed intruders, unruly crowds, disturbed individuals, and individuals who make threats, etc.

All of our response teams and, in fact, all of our operations depend on effective communications. The technological world of communications is constantly changing and we need to keep in step with advances in this area. The Capitol Police employ several modalities of communication for effectiveness and redundancy. This budget plan requests additional funds to expand and update our communications capabilities to provide increased effectiveness in our operations.

Whether it is effective communications, effective incident response, effective staffing strengths, or simply effective operations, we value being the best. The men and women of the Capitol Police are talented, motivated, and engaged professionals who take great heart in protecting this Congress.

As Chief of the Capitol Police on the USCP's 175th anniversary, I take great pride in the many years of service this Department has provided to the Congress. Building on that legacy, we at the USCP look forward to continuing to safeguard the Congress, staff, and visitors to the Capitol complex during these challenging times. And we look forward to working with the Congress and particularly this Committee.

I thank you for your time and am ready to take any questions you may have.

Senator CAMPBELL. Did you have any additional comments, Mr. Pickle?

Mr. PICKLE. No.

#### MOUNTED HORSE UNIT

Senator CAMPBELL. Okay. Well, we have got our second call to vote. Senator Durbin will be back in 1 minute, and he will chair until I get back.

I have got a number of questions. Let me ask you one that I am particularly interested in first, and that is: You included in your budget funds to start a mounted horse unit. Long before I was ever in public office, that is what I did. I was a training officer in Sacramento, and part of my responsibility was to train police horses.

In fact, I wrote the manual for the Sacramento Sheriff's Department and the Law Enforcement Academy, and we did not have the budget to do that, but we watched other departments, like San Francisco, the success they had with crowd control during the riots years before that, and we were convinced, based on what other departments were doing, that one mounted patrolman in a crowd control situation is the equivalent of about ten on foot. But it requires some additional problems, like transportation, stabling, all the rest of the stuff.

We did not have the budget to do it, so we might just put that in your think cap. It is probably a little different here, because a lot of people in this part of the country, they do not ride. Further out West, as you probably know, a lot more people do ride. What we did is: We found the police officer who had an interest and who owned his own horse, and the department leased them, not for much. I think it was \$15 a day, as I remember, and the officers provided their own transportation to get them to work, and it saved the department a ton of money in not buying horses, not worrying about stabling, not worrying about feed, and doing all of the rest of the things.

So I remember, we had about 30 on the mounted division of patrol. They only worked summers, and then we trained them in the wintertime, but they made a terrific impact for that department. And most big departments now use horses, not only because they are great with crowd control, but people like them, too. We found that they were public relations tools in dealing with visitors in our county parks.

The only bad experience we ever had, I would have to tell you, is that we had this old cowboy that was also a policeman, and he was a team roper, and we were out on patrol one day by the parks, and we had this guy in a motorbike that kept zipping through, and we could not get him to stop. He would outrun us, because he was on a light motorcycle.

Unbeknownst to the rest of us, this one sheriff, one deputy, he brought a rope with him one day, and he tied one end to his saddle horn, and when the guy went by, he roped him, and jerked him off his motorbike.

He did not come back, by the way. He did not do that any more. So that was the only bad experience we ever had with them. All of the rest of the experiences with mounted patrol horses were good, so I want to do whatever I can to help you. I think it would just be a real benefit.

The Park Police get horses donated, and they have a stable, as you know, down here. They have one up in Rock Creek Park, and they have another one right down here on the mall, too. I do not know what you had in your long-range plans to get a unit going, but I just want to commend you for doing that, and I think it is really going to make a very strong addition to the department.

Chief GAINER. Thank you, Mr. Chairman. In light of that, I would like to double the request from six to twelve.

Senator CAMPBELL. I just got you a whole bunch of motorcycles. We have to do one thing at a time here. I will be back in just a moment.

STATEMENT OF SENATOR RICHARD J. DURBIN

Senator DURBIN [presiding]. How are you?

Chief GAINER. Good. Thank you, sir. It is good to see you.

Senator DURBIN. Please proceed. I see your family all the time in Chicago. They are doing well.

Chief GAINER. Thank you, Senator. I just concluded my remarks, and I am available for questions, sir.

## ADDITIONAL OFFICERS

Senator DURBIN. Good. Now, it is my turn. Let me ask you, I think it was 1 or 2 years ago, maybe last year, we talked about 800 new officers in the Capitol Police. Tell me what the goal is today, how many more officers we are talking about.

Chief GAINER. We have just completed our staffing plan. It took us a number of months to do that, and it was done from top to bottom within the Department, and it built off an earlier plan that the Department had done, as well as an outside vendor, who came in and did an analysis. We have just submitted that plan in the last couple of days to our Sergeant at Arms, so they have not had a chance to really digest it, but as you know, our current sworn strength is 1,393, and we anticipate finishing fiscal year 2003 with 1,569, and we would like to move towards 1,833 at the end of 2004. That is just the sworn I am talking about. I know that is a substantial increase. I would like to break down the larger areas of that.

We would need 138 officers to staff in accordance with that 1998 study that we did, which was done in concert with the Secret Service, and the Bureau of Alcohol, Tobacco and Firearms, and the U.S. Marshals Service, and the outside vendor, but that would permit us to post one officer outside an entrance for deterrence and surveillance, one officer at a magnetometer, one officer at the X-ray machine, and then another officer for surveillance behind that. Some of that was born out of our experience when our officers were killed in 1998.

One hundred and six additional officers then would be required to fully staff our explosive detection equipment, so that the itemizers that we think should be at each of the entrances for staff, or civilian, or visitors would have that additional capability.

The Capitol Visitor Center will require 135 additional officers, given at least eight new posts, the magnetometer positions that will be there. The Botanical Garden, when it is fully staffed, and all of our officers are deployed there, would require an additional 27 officers. All these additions end up meaning you need more first- and second-line supervisors, so that would require 63 more.

In addition, because of the different vulnerability in attacks, and the threat of attacks that we have, we would put 119 more officers in and about the area, this includes increased visibility posts, our threats section, and to our protection unit.

Senator DURBIN. So the original estimate of 800, I do not know if you are familiar with that, and I—was that last year or the year before last year? Has that number changed? I believe we are talking about uniformed officers in 800. The goal of finding 800 officers over a given period of time, I do not know how many years it was—

Chief GAINER. That has remained about the same then.

Senator DURBIN. About the same.

Chief GAINER. Yes, sir.

## ADDITIONAL CIVILIAN STAFF

Senator DURBIN. The civilian requirement, though, has gone up.

Chief GAINER. It has gone up significantly. We have 227 on board now, and we would like to finish 2004 with 573, and, again, I know that is a whopping increase, but let me just hit the highlight of those areas which are above our current authorization.

Some 59, nearly 60, would be just in the physical security area alone, whether it is physical security systems, countermeasures, and construction security. Another 143 would be in the administrative support area. Our Human Resource Division, with some of the growth, and taking over the responsibilities that were heretofore done by either the Senate or House, both our financial, our procurement, and the management of personnel, is very taxed. I think some of the GAO reports and others have appropriately criticized us for not having enough people to do the job there. So that administrative support, physical services, legal, additional trainers, would be 143.

Logistics, whether it is property, vehicles, or facility, would require another 23.

Our strategic operations and planning and incident management would require another 56 people, let me break that down. As I have indicated, the accreditation process in my remarks, we have just been approved for accreditation. It does require some people to maintain that. Our HMRT would grow. It is a new unit, that I believe has been previously authorized for 60 people, and our strategic operation and planning, where we are really merging a lot of the different planning functions, and adding, I think, to there, would require a total of 56. Our canine, off-site, investigations, and security aides would add an additional 15.

Senator DURBIN. If you attain these goals, what will be the total complement of the Capitol Police?

Chief GAINER. The total number ultimately would be 1,833 sworn, and 573 civilians, for a fiscal year 2004 total of just over, as my adders are adding behind me, and we project some of the civilian growth that I discussed above would occur in fiscal year 2005.

Senator DURBIN. It is 2,400, roughly, somewhere in that range.

Chief GAINER. It is 2,929 at the end of fiscal year 2005.

Senator DURBIN. Historically, give me an idea, what was it 1 or 2 years ago, before September 11th, let us say? Do you have any idea?

Chief GAINER. I do not have that immediately in front of me, Senator. I will get that for you, sir. [As of September 30, 2001, the Department had a total of 1,364 employees].

Senator DURBIN. It is clear, it is substantially—

Chief GAINER. It is a big growth.

#### RECRUITING OFFICERS

Senator DURBIN. I will be the first to acknowledge that the men and women who serve in the Capitol Police have done an extraordinary job since September 11th at great sacrifice, personal and family sacrifice. We cannot thank them enough. We had a little button made. That did not say it. I mean it was—our gratitude is genuine.

I need to ask a question, though, because when we asked at an earlier panel—I am not sure that you were part of it—how many

people have to be interviewed before you find, successfully find a new uniformed officer in the Capitol Police. I believe the number was ten. Is that still—

Chief GAINER. That is an accurate number, but I am really delighted to say that we are not having any problems with the recruitment issue, and I think that is in a large part due to a couple of things.

The pay package that you have agreed to, especially in the last year, has put us in the forefront in this area, plus the Department continues to gain a reputation of a good place to work, with a lot of different opportunities. And to the extent that other departments, whether it is the city or the surrounding states are not hiring, it is to our advantage.

So at the moment, our impediment to getting people sworn in is our ability to get them through the police academy at Glynco. We anticipate, I think, about 360 people completing that program next year. In addition, we are looking at a lateral entry process that may permit us to bring any number of people in who are already trained either at FLETC or other certified academies, and bring them in through an instruction program that we would have here, so we could even grow quicker.

#### STAFFING ALTERNATIVES

Senator DURBIN. This is a personnel-intensive effort. What efforts are you making to find alternatives that would deal with security in a way that would require fewer people?

Chief GAINER. Well, one of the ways you would do that is through overtime. There has to be a balance between the right number of people and the amount of overtime that is acceptable, this is more of an operational and cost issue than hiring people.

Senator DURBIN. I do not think my question was clear. What I am looking for is: Is there an alternative to this personnel-intensive increase? Have you looked to technology, and other means to establish security that would not require as many FTEs?

Chief GAINER. Yes. I mean technology is key to how we are managing what we do, but at the moment, we are leveraging the technology to the greatest extent we can. But given the number of doors, and garages, and entrances, that is where a lot of this labor-intensive deployment comes in. Even as we get to the opening of the Capitol Visitor Center, there is no indication at this point that other doors and entrances would be closed, so that all the technology and security that the Capitol Visitor Center brings would just be added personnel.

#### PUBLIC ACCESS

Senator DURBIN. At this time, we still have limited public access, do we not, to Capitol Hill and some of its buildings?

Chief GAINER. Well, the total numbers are limited, but all staff, member, and public tours are open.

Senator DURBIN. In terms of Capitol tours as well, is that back up to the level that it was before September 11th?

Chief GAINER. It is not.

Senator DURBIN. Is it envisioned that we will open the Capitol again to that same group or same number in the near future?

Chief GAINER. I think we have to look at that on a weekly or monthly basis, and work with the Senate and the House Sergeant at Arms to determine what the appropriate number ought to be. Even as the war in Iraq was beginning to wind down, and we had anticipated that the threat level to the United States was going to be changed, we were examining that and working with both the Sergeant at Arms in moving towards opening further. I think as security information changes, hopefully, we will be able to suggest allowing more people in the Capitol.

#### LOC POLICE MERGER

Senator DURBIN. Some people would be surprised to learn that there are several different police forces on Capitol Hill, one of them being at the Library of Congress, and this committee has asked to see if we can integrate the Capitol Police with the Library of Congress security force. Can you tell me what progress has been made on that?

Chief GAINER. Well, we are moving along with that rapidly, as you know, the law requires that I propose a plan to this committee and others by mid-August, I believe August 19th. I have had a series of personal meetings with the Librarian of the Congress and the Deputy Librarian. We have formed committees to work through the major issues, like the joint operations, personnel issues, and legal issues. We have hired a contractor, a former chief of police, who participated in a large merger of a city police department and county agencies.

So, I believe we are well on track to present the plan, and the costs, and the implication of doing that. I also would make the record clear, from my point of view, that having a single department, under the command of the Capitol Police and under our budget control is better for security, and is very doable, as we work through all those technical issues to achieve that.

Senator DURBIN. I support it, of course, but I want to ask you two questions that have come up. One is: What are the different standards that we have, for retirement, for example, between the Library of Congress, security, and Capitol Police? Are you taking that into consideration, so that there is some accommodation or grandfathering of security officers currently at the library?

Chief GAINER. Senator, that is one of the things we would be looking at. I met personally on two different occasions with most of the sworn employees at the Library of Congress, and assured them that my understanding of the intent of the committee, or the Congress, of our effort would not be to harm anyone in this, and that during all these committee meetings, as we develop our plan, we are going to have to figure out who can make the cut and meet our standards, who might need additional training, who might be grandfathered in, or who might be pensioned out.

Senator DURBIN. The other concern that the Library of Congress has made, I think, a valid observation is that their responsibility is a little different than the responsibility in other places in the Hill. They have a fiduciary responsibility when it comes to the collections that are priceless and irreplaceable, and view their security requirements somewhat differently than perhaps someone who is guiding hundreds of people through a Capitol Hill building.

Are you taking that into consideration, in terms of the complement for security standards that will be used, and the supervision that will be sensitive to that need?

Chief GAINER. Very much so. One of the ways we are doing that, again, is: All of our subcommittee working groups have people both from our agency and theirs, and I know there are things that we can learn from them, and them from us. I have also detailed an inspector over to that building, and the Library of Congress was good enough to give us space there, and we have offered to do some exchange programs now with our personnel, and we have invited them to participate in any of the in-service training classes that we have. But I have also pointed out to them that there is a lot of very important and historical items that we are responsible for in this Capitol complex, so in many respects, there is commonality of tasks.

Senator DURBIN. There are some similarities, no doubt about it.

Chief GAINER. Yes, sir.

Senator DURBIN. I might also note that if I am not mistaken, the Capitol Visitor Center is going to create an underground access to the Library of Congress. It just makes sense for us to have a common security force that works together and complements one another, in terms of their responsibilities in that regard.

Chief GAINER. Yes, sir.

#### APPLICANT ATTRITION

Senator DURBIN. I do not have any further questions here. I do not know if there are any for the record that the staff has prepared that they would like me to consider.

You have stated for the record, Chief Gainer, that recruitment retention efforts have been improved because of the pay package and benefits that are available, but you said that it also, I hope I am not misstating this, that there were still some ten applicants for every person who was finally accepted to the Capitol Police force.

Chief GAINER. That is correct, Senator.

Senator DURBIN. What are the reasons why people do not make the Capitol Police force?

Chief GAINER. Well, the first cut you need to make is the written exam. So you need to get past the written exam, a physical, a background check, a psychological test and a polygraph examination. Once you get past all those, and there is an offer of employment, the candidate is then sent down to FLETC. So in that process is where people continually are weeded out.

Senator DURBIN. Can you give me ideas, percentages of those who would fail the written exam, physical exam or, when offered, not accept the position?

Chief GAINER. I would have to get back to you with the specifics of that, Senator.

[The information follows:]

## UNITED STATES CAPITOL POLICE RECRUITMENT STATISTICS FOR FISCAL YEAR 2002

[As of May 1, 2003]

	Number	Percent
Candidates Tested .....	3,578	.....
Candidates Passed .....	2,697	75.4
Candidates Applied .....	1,959	<sup>1</sup> 72.6
Disposition of Candidates Who Applied:		
Disapproved Prior to Conditional Offer .....	571	29.1
Declined Prior to Conditional Offer .....	257	13.1
Disapproved After Conditional Offer .....	545	27.8
Declined After Conditional Offer .....	185	9.4
Background Investigation Pending .....	46	2.4
Appointed .....	315	16.1
Scheduled for Appointment .....	11	.6
Recommended for Appointment .....	29	1.5
<b>TOTAL</b> .....	<b>1,959</b>	<b>100.0</b>
Total Appointed, Scheduled & Recommended .....	355	.....
Percent of Candidates Tested .....	.....	9.9
Ratio of Appointed to Tested .....	.....	1 of 10

<sup>1</sup> Percent of those that passed.

## NOTES:

A Conditional Offer is given prior to the polygraph exam, physical exam, and psychological evaluation.

Appointments from the 46 candidates currently pending completion of background investigation would slightly increase the percentage. If all were appointed the Percentage would increase to 11.2.

## STUDENT LOAN REIMBURSEMENT

Senator DURBIN. Let me ask you: One of the things that we talked about is student loan reimbursement, and that has been a program that I have pushed, and there are some skeptics on the Hill. I think people with children in college, or recent graduates, understand how important this element is when you start talking about a job. Can you tell me whether this has been used by the Capitol Police?

Chief GAINER. Well, we just, in the past 30 days, completed the regulations that would put that into effect, and we, in fact, anticipate that it will be fully operational by the 30th of July. I think the mandate of that would have it in effect by June. June is when the educational assistance program will be ready to be completely available. So we have laid out the regulations, the amount of money has been budgeted to do that, and now it is a matter of putting it into our recruitment efforts, and making it available to our current employees.

## DIVERSITY OF THE WORK FORCE

Senator DURBIN. Can you give me any indication of the diversity of the Capitol Police force?

Chief GAINER. Let me see if I have that.

I am sorry, sir. I will have to get back to you on that.

Senator DURBIN. If you would. What efforts are being made to promote diversity in recruitment for the Capitol Police?

Chief GAINER. Part of what we do there is, where we advertise, and where we visit. Over the course of 1 year, I believe there will be about 200 visitations our recruiters will make throughout the United States. I think it is 200. They will go to various colleges, universities, military bases. And that will be done, whether it is a

college that is traditionally African American, or looking at recruiting from Puerto Rico, to try to increase the Hispanic level. So we target where we might find the most minorities or gender differences.

[The information follows:]

UNITED STATES CAPITOL POLICE GENDER AND RACE OR ETHNICITY STATISTICS

[In percent]

Number of Officers	Gender		Race/Ethnicity				
	Male	Female	White	American Indian	Black or African American	Asian or Pacific Islander	Hispanic or Latino
AS OF MAY 12, 2003							
1,436 .....	81.6	18.4	65.3	.3	29.6	1.3	3.5
AS OF JUNE 2000							
1,199 .....	82.2	17.8	67.3	.3	28.8	1.1	2.5

Note: Per Department of Justice statistics, in June 2002 the USCP had the second highest percentage of black police officers of all federal law enforcement agencies.

PAY SCALE COMPARISON

Senator DURBIN. How does your pay scale compare to the D.C. Police Department?

Chief GAINER. Actually, we are above the D.C. Police Department in our entry-level pay, and our step increases, and the fact I happen to have a son who is a member of the Metropolitan Police Department, and was just shocked to learn, as he completed his 18 months, that he would not be getting a step increase because of budget problems that they are having there. That is not an issue we have.

I will give you some examples. The entry level for a United States Capitol Police Officer is \$43,166. For a Park Police Officer, it is \$40,345. For a Secret Service Uniform Division, it is \$40,349, and for the Metropolitan Police, it is \$39,644. So just over the MPD, we are slightly better than \$4,000.

Senator DURBIN. Forty-three—

Chief GAINER. It is \$43,100 for us and \$39,600 for MPD.

Senator DURBIN. There was a time when we were losing Capitol Police officers to the Transportation Security Administration. Now, I see they are laying off people. Some 3,000 more were announced yesterday, if I am not mistaken. Obviously, this may create a pool of talent looking to apply to come back to the Capitol Police. Have you noted that from any of the previous layoffs?

Chief GAINER. Actually, some of the personnel that we lost that went over there had made inquiries about coming back here and, again, fortunately, the legislation that was passed by both the House and Senate recently permits us to do that.

I might add that flying home from Chicago, where I was taking a son to look at a college, last night, I happened upon one of the officers who formerly worked for us. He was on that flight doing his duty, and we had a chance to kibbitz a little bit, and I suggested to him that he ought to come back home. He was lamenting about the travel, and some of the promises were not quite there, and I said we would welcome him back with open arms.

Senator DURBIN. Thank you, Chief.  
Mr. Chairman.

#### MOUNTED HORSE UNIT SUPPORT

Senator CAMPBELL [presiding]. Thank you, Chief. I understand Senator Durbin asked a number of questions that I was going to, too.

I have a few more. While I was walking over to vote, I got to thinking I might have given you the wrong impression a little bit about the use of horses. I am very, very supportive of it, by the way, but I reflect back on my days when I was a training officer for those horses. And, you know, you see those old Westerns where these cowboys are running around shooting. Well, I want the record to reflect you can shoot off any horse once, and the next time you even look at your gun, you are probably going to go to a rodeo unless you have an awful lot of training.

Chief GAINER. Noted.

Senator CAMPBELL. You will take that into consideration. We used to get a lot of help from, of all the strange places, from the Boy Scouts of America, and we got the local Boy Scout troops—and they loved it, by the way—to act as crowds. And, of course, it was kind of scripted, but we had them crumble up newspapers, for instance, and fill small water balloons, and throw them at us, do all kinds of stuff to get the horses used to these very unusual circumstances, but if they are trained right, they are going to do you a lot of good. So I hope you pursue that—

Chief GAINER. Yes, sir.

#### LOC POLICE MERGER

Senator CAMPBELL [continuing]. And I will certainly help you.

Let me talk a little about the merger of the Library of Congress. I do not know if Senator Durbin hit on that or not, but Speaker Hastert had a problem with that, based primarily on the difference of training, whether it was necessary for the police over at the Library of Congress to go through the same training or not. Do you find some additional challenges you had not expected in this merger?

Chief GAINER. Well, there are a lot of issues to be worked through yet, and to develop the plan that we owe you by August 19th, none the least of which is how you transfer individuals and make them meet our standards. One of the things that is in the legislation requires that any new hires would meet the standards of the United States Capitol Police, and we have talked with them about that.

So some of our subcommittees will be working on the issue of who can make the cut and simply put on our uniform rather quickly, with a minimal amount of training, and who, because of either background, or physical ability, or age, would not do that. Then we would have to work through, if that is the case, if there is a group of those individuals, are there things that can augment the security that needs to be done either in the Library of Congress, or elsewhere, that would accommodate them, or offer them buyouts, or early retirements.

I do not think there are any impediments, except some of the public statements that I have heard that would indicate that the Library of Congress supports the notion that the budget for this unit would be within their budget. I could not support that, and I would not recommend that to either the Police Board or this committee, or the notion that the ultimate commander of that unit, whether it is an inspector, if it is similar to our other divisions, would report directly and outside of the chain of command of the police department. I think those are two very key issues of command and control that would be essential for the successful merging of the agencies.

Senator CAMPBELL. When they hire, do they have the same age requirements as the Capitol Police?

Chief GAINER. At the current moment, they do not.

Senator CAMPBELL. They do not. They have requested 54 additional officers, as I understand it, in the fiscal year 2004 budget. Can you, or do you, or have you done an analysis about the need for those positions, and how the hiring of their officers might affect this planned merger, for instance, if they are hiring of an age that is above the age restriction you have? Is that going to be a problem?

Chief GAINER. The analysis of that is in the embryonic stage. We have to do more work on that, and figure out what the implication is, and why they would want that number.

Senator CAMPBELL. Is that included in your manpower study that you are doing?

Chief GAINER. It is not.

#### STRATEGIC PLAN

Senator CAMPBELL. It is not. In your manpower study, is that part of your strategic plan?

Chief GAINER. The merger of the Library of Congress police?

Senator CAMPBELL. Yes.

Chief GAINER. It is, sir.

Senator CAMPBELL. It is. Has there been an outside agency hired to do that, or are you doing that in-house?

Chief GAINER. The merger process, or the——

Senator CAMPBELL. The strategic plan, in general.

Chief GAINER. The strategic plan, the one we just completed, was done largely in-house, based on earlier work the police department had done. But only in the last 24 hours have we had some conversations with the GAO to ask them to both please help us with the strategic plan and the staffing plan to make sure that they coalesce, as we think they do, and to ultimately deliver a strategic plan that is in conformity with the recent legislation that requires something done by sometime this summer.

#### FACILITIES

Senator CAMPBELL. This summer. Okay. On your facility needs, did we not last year provide money for a training building for you?

Chief GAINER. Yes, sir.

Senator CAMPBELL. What is the disposition of that? Is that going to also house your new headquarters, or just the training?

Chief GAINER. It is out in Cheltenham, Maryland. It was opened just about 1 year ago, this past summer, and it is part of the Federal Law Enforcement Training Center properties. We completely occupied, and staffed it. That is where we are training the individuals. But also in the supplemental budget, there was money given for a new training facility out there that would accommodate live fire and tactical training of our officers.

#### TRAINING

Senator CAMPBELL. Do they do 80 hours of training there? I thought I saw 80 hours somewhere in my notes.

Chief GAINER. One of our goals is to increase in-service training for everybody to 80 hours. Now, we have fallen short of that thus far, mainly because of the overtime requirements, and the threat conditions we are operating under. Most police departments, progressive police departments, like 40 hours. Again, we want to be the best.

Senator CAMPBELL. Forty?

Chief GAINER. We want to be on the cutting edge, and have 80 hours. The average, some officers have had 80 hours. Most officers right now have only had 40. We instituted a training day. Every single day is a training day, where at a roll call, everybody gets 8 minutes on some type of subject. We still have work to do to get everybody up to 80 hours, which also, I might add, is one of the reasons for the manpower increase.

So the 40-hour in-service training, morphing to 80 hours, is in addition to the firearms training we get. In order to do that, you have to have people not on post, and not working overtime.

#### RETENTION OF EMPLOYEES

Senator CAMPBELL. For a while, you had a retention problem. I think you alluded to it earlier. People were going through your training, and then trying to get into another agency, air marshal, or something of that nature, and that, I understand, has slowed down. Have you had any people who want to transfer in from other departments?

Chief GAINER. We have. I just mentioned, I happened to fly in a plane last night with an individual who is a former member of our agency of 10 years, and went over to the sky marshals. I invited him back, and he was at least thinking it over. We also had some inquiries by about a half-dozen other employees who have left the Department.

Senator CAMPBELL. He was one of your former officers.

Chief GAINER. Yes.

#### LATERAL ENTRY PROCESS

Senator CAMPBELL. Have you had some that were not your own former officers? If they come in, do they go through the same amount of training, or the same type, or do they have some abbreviated lateral transfer consideration, or something in lieu of that?

Chief GAINER. It is a great question, sir. It was only in the past year that we received the ability to do that, and in the past 30 days, we have sat down with both our recruiters and trainers to

implement a program that we hope that by the fall will introduce a class of only lateral-entry officers, who have either gone through FLETC under some other Federal agency, or some accredited agency, that would then only be trained from 8 to 10 weeks at our academy at Cheltenham.

Senator CAMPBELL. Eight to 10 weeks. As I remember, years ago, our training was around 12 weeks, which was kind of an average in California in those days.

Chief GAINER. Universally, it has grown. Our officers do, I believe, 12 down at FLETC, and another 12 up here.

Senator CAMPBELL. When they do the 12 up here, do they live at home, or are they in a dorm facility?

Chief GAINER. They do not stay at the facility.

Senator CAMPBELL. I have a few other questions, that I do not know if Senator Durbin touched on or not. So that I do not duplicate those, the remaining ones I will submit. If you will answer them in writing, I would appreciate that.

Chief GAINER. Thank you, Senator.

#### SHINING LIGHT OF THE NATION

Senator CAMPBELL. I just want to tell you that it is my personal hopes that the Capitol Police become the shining light of the police departments nationwide. There are a lot of good police departments out there, and since I used to be the Chairman of the Treasury Subcommittee, I used to visit a lot. I worked with the HYDA program, and the ATF, and a lot of groups, the CTECH transfers. I have seen a lot of them, and there are some really good ones.

It has always seemed to me that the Capitol ought to be a step above and ahead in terms of what the American public sees when they think of an American police officer. I have carried, I think, more legislation in this Senate than any of my colleagues on police bills, the bulletproof vest bills, the cops in schools programs, I mean a hell of a bunch of them.

One of the things I still remember from the days when I was a deputy, I was teaching school at the same time, and that was in the days when the word "pig" was a common word for a police officer. It used to bother me that so many young people, at least in those days, did not see policemen as people who have a family, and had kids, and were Dad, and coached Little League, and did all the stuff that normal dads or moms do.

Part of the job, it seems to me, of a good progressive police department is trying to bridge that gap with young people, so that they could grow up respecting policeman, because in this day and age, I also have the view that since 9/11, policemen, as well as firemen, EMTs, and others, they are going to be the real front line warriors in this whole new defending-America-system that we find ourselves in. And I cannot think of a department I would rather have be the kind of shining light of all police departments than our Capitol Police.

I want to tell you that I intend to be very, very vocal and very forceful of the things that you want to do with the police department.

Chief GAINER. Senator, I appreciate that. I neglected to take this opportunity to say: There are many members of this department,

union representatives, both civilian and sworn, in the room with me, and they have done a tremendous job over these years, and I am so proud to be here with them, and I will pass your comments on to them.

#### ADDITIONAL COMMITTEE QUESTIONS

Senator CAMPBELL. Well, pass that on. I am particularly happy that you are going to upgrade the protection of members, because I am getting too old to wrestle guys down and handcuff them, like I did for Strom Thurmond about 5 years ago.

With that, I have no further questions, but I will submit some in writing. I appreciate you being here.

[The following questions were not asked at the hearing, but were submitted to the Board for response subsequent to the hearing:]

#### QUESTIONS SUBMITTED BY SENATOR BEN NIGHTHORSE CAMPBELL

##### MANPOWER STUDY

*Question.* Your agency has been working on a manpower study to identify staffing needs.

Why haven't you completed the strategic plan prior to making staffing decisions? Answer. We are approaching the Strategic Plan development in 2 phases:

—Phase 1—update of the October 1999 Plan by reaffirming our mission, vision and values, reviewing strategic direction and goals to ensure the plan addresses the changing threat environment; and considering changes to format as well.

We have completed Phase 1 and the plan has been presented to the Board who is currently reviewing the document.

—Phase 2—Summer 2003. Rewrite the plan and prepare an accountability report that shows our progress against the plan.

The staffing study was started after the initiation of Phase I of the Department's strategic plan. After the initial draft of Phase I was completed, the Department's Command Staff performed a review of both the strategic plan and the draft-staffing document. This review tied the staffing requirements identified in the staffing analysis to the mission, vision and goals of the organization as stated in the Phase I of the strategic plan to ensure that there were no inconsistencies between the two documents.

*Question.* What are the criteria you used in determining staffing needs? Have you figured out what each position is going to do and what contribution it will make toward accomplishing your vision for the Department?

Answer. Assessing the staffing requirements of the Department included two components, a thorough analysis of sworn staffing requirements and civilian staffing requirements. Each analysis was done separately but each used some similar methods to derive the needed staffing levels of the Department. Both analyses looked at the current staffing needs, as well as projected needs in fiscal years 2004 and 2005, as determined by the Department's Strategic Plan, and included input from key personnel throughout the Department. The analyses also drew on information from other staffing analyses and studies, done either internally or by outside consultants. Outlined below are the specific methodologies used for deriving sworn staffing requirements, and the methodology used for civilian staffing requirements.

##### *Summary of Sworn Staffing Methodology*

In order to determine the requirements for sworn staffing levels of the United States Capitol Police, discussions were held with Bureau, Division and Section Commanders. Determining sworn staffing requirements is a constant project due to the every changing needs of the Department and is based on new assignments, additional protection details based on threats or directions of interest, visiting dignitaries, staffing for unexpected security requirements and, more recently, the Homeland Security threat levels. The methodology used is outlined below.

—Discussed with Bureau, Division and Section Commanders to determine how their responsibilities have changed since 9/11, the anthrax incident and the increased threat to the Capitol complex due to terrorism, chemical, biological and radiological threats.

—Discussed with Bureau, Division and Section Commanders how technology could assist and be incorporated within their area of responsibility.

- Used recommendations from the 1998 United States Capitol Police Security Review and the Booz-Allen & Hamilton Personnel Audit of Security Operations at the Capitol complex to establish standardized criteria to compute the number of officers necessary at each post throughout the Capitol Complex.
- Reviewed the supervisory ratio within each Bureau to meet the standard ratio of 1 sergeant for every 10 officers and 1 lieutenant for every 40 officers.
- Standardized the posts within the Uniformed Services Bureau to allow for one officer per piece of equipment i.e., x-ray, itomizer, podium, magnetometer at all access points and, in addition to the previous, a pre-screener at all visitor access points.
- Reviewed the staffing levels in Dignitary Protection Division to allow for 2 agents per protectee per shift. In addition to increased manpower, allowed for sufficient advance personnel for both in and out of town operations.
- Standardized protection details into three levels. Level one—Individual, who as a result of their leadership position, public profile, recorded threat activity or related factors, is deemed to require protection while in the Washington Metropolitan Area. Level two—Individual, who as a result of their leadership position, public profile, recorded threat activity or related factors, is deemed to warrant protection within and outside the Washington Metropolitan Area. Level three—Individual, who as a result of their status as a Presidential successor, leadership position, public profile, recorded threat activity or related factors, is deemed to require around-the-clock protection at all locations.
- Determined the minimum number of instructors necessary to conduct training programs, by the using a staffing formula. The formula begins with the total number of classes/programs multiplied by the number of program hours divided by the number of hours an instructor is available for classroom/practical exercise instruction. In utilizing this method for determining staffing requirements, the Training Services Bureau can ensure that it meets its mission with a calculable and logical approach.

#### *Summary of Civilian Staffing Methodology*

In order to determine the requirements for civilian staffing levels within the USCP, we initiated a project team consisting of staff from the Offices of Financial Management (OFM), and Human Resources (OHR), specifically the Director of OFM, the Budget Officer, the Deputy Director of OHR and the Staffing Classification Specialist. The project was carried out over a period of five months and began as a zero-based civilian staffing analysis of the entire Department. The methodology used by the project team is outlined below.

- Met individually with each Office Director or Bureau Commander and their respective Division managers to determine the unit's role in meeting/advancing the Department mission and how those responsibilities have changed since the September 11th and the Anthrax incidents and whether those changes in responsibilities have impacted the need for civilian staffing.
- Interviewed the Office/Bureau staff about all aspects of their staffing requirements, leading to constructive discussions and analysis on workload and staffing issues.
- Analyzed, during workgroup sessions, how such items would impact staffing needs: mission changes, paradigm shifts and new requirements.
- Discussed and analyzed the existing and needed administrative support for the Bureaus/Offices, and benchmarked an administrative structure in each Bureau/Office. The standard office (or model office) would include the following administrative positions: one office manager, one administrative assistant and possibly one management analyst, depending upon the size, complexity and unique needs of the Office/Bureau.
- Analyzed the potential for civilianization, based upon our three-prong criteria.
  - Does the position require police powers to effectively carry out the duties assigned?
  - Does the position require law enforcement training?
  - Does the position provide required background for the upward mobility of sworn staff?
- Reviewed and analyzed any studies and analyses that have been performed either internally or by outside consultants to determine the optimal staffing levels for civilians within the USCP. Documentation reviewed included desk audits, previous staffing studies, other agency comparisons, and workload assessments.
- Developed staffing needs for each Bureau/Office. The staffing requirements were broken out by immediate needs and out-year needs.

*Question.* What is wrong with existing security practices that requires change and why does that revision require additional staff?

Answer. In 1998/99 Booz Allen Hamilton performed a validation of our staffing model and a standard was developed for staffing posts. Since that initial study, the Department had been working to achieve the developed standard, but had not achieved the level of staffing required by the model. The recent staffing study incorporated that model which is still appropriate for the Department. In addition to standard model staffing, there have been many changes since 9/11—we have added a significant number of posts and have been tasked with several additional duties, which require additional staff to adequately perform. The following summarizes, in general, the types of activities we are supporting and plan to support. Should your staff require more detailed information, we will be happy to provide in a closed forum.

- Ability to fully staff posts according to a model standard—A 1998 study conducted by the United States Capitol Police, in concert with the United States Secret Service, the Bureau of Alcohol, Tobacco and Firearms, and the United States Marshall Service, developed a standard for staffing of entrance posts to buildings within the complex. Booz Allen Hamilton subsequently validated this standard in an independent review.
- Responsible for operating multiple technologies and sources for the collection and dissemination of critical information utilizing multi-media technologies to maintain situational awareness of ongoing events as well as our expanding role in Hill-wide communications and emergency notifications.
- Expansion of the intelligence and investigative capabilities of the Department to enable a more comprehensive analysis of intelligence data and threats against Members of Congress as well as an increased level of involvement and coordination with Dignitary Protection Division who provide protection for Congressional leadership.
- Management of the increasing threats caseload of almost 3,000 threats and direction of interest cases per year.
- Expansion of specialized tactical response capability for the Congress, enhanced protection during evacuations occurring on the Capitol complex, coordinated reconnaissance operations for visiting Heads of State/Dignitaries, participation/coordination of assault operations occurring on the Capitol complex. Conduct of counter-sniper operations during special events that require enhanced protective measures, and provision of specialized response capabilities during hostage/barricade situations.
- Implement new training initiatives for increases in staff and the complexities of incident response and management as well as other technical training requirements resulting from the increasing complexity of our responsibilities.

*Question.* What activities are envisioned for facilities management (especially given AOC's role in this)?

Answer. The Architect of the Capitol currently manages the facilities for the United States Capitol Police. There are currently no plans to assume the functions of the AOC with respect to USCP facilities. However, we have established a good working relationship with AOC staff, since close coordination with the AOC on all projects is critical. As such, the coordination of projects, the defining of operational requirements and the facilitation of work to reduce the impact on operational effectiveness and OSHA and other safety reporting and inspection responsibilities requires Capitol Police resources. In addition, we envision that the facilities group, which would fall under the Physical Securities umbrella, would coordinate with the AOC on physical construction site security issues. Activities envisioned for facilities management include:

- Coordinating all office, lab, training and warehouse space needs for the Department. To accomplish this, we would perform space analysis to meet USCP operational requirements; review and verify program requirements; recommend innovative and efficient use of existing space; and work with the AOC and contracted vendors who supply maintenance services to the Department. Coordinating the daily maintenance and improvement of space occupied by USCP employees by providing innovative and efficient use of existing buildings, rooms and work space.
- Planning and managing all construction activity for the USCP by performing site evaluations, overseeing the development of a conceptual site plan and building plan, reviewing construction documents, reviewing/establishing schedules, serving as the initial point of contact for security systems, data connectivity and telecommunications and furnishings integration.

*Question.* Has consideration been given to contracting for some services on an as-needed basis rather than establishing a permanent capability to do everything in house—assuming that is what these numbers intend.

Answer. The Architect of the Capitol currently manages the facilities for the United States Capitol Police. There are currently no plans to assume the functions of the AOC with respect to USCP facilities. Contracts for facility maintenance, etc. will continue to be managed and funded by the AOC.

*Question.* Who outside of the agency did you consult with in developing your manpower study?

Answer. As indicated in the response above, we leveraged any previous studies performed on staffing levels in the Department to determine appropriate personnel levels. In addition, we consulted with GAO staff on general project direction, while we were performing the study. Also, at the request of the Committees, we are working with GAO, which is currently performing a review of our study.

#### FISCAL YEAR 2004 STAFFING

*Question.* Your budget assumes the addition of 301 additional sworn positions next year. Is it realistic that you will be able to recruit, train and accommodate this many new officers next year?

Answer. We believe we can both hire and accommodate the requested number of officers for fiscal year 2004 due to the success of our recruitment efforts and lower than expected attrition rates. We will be filling the 360 slots that we have been allocated at the Federal Law Enforcement Training Center (FLETC). In addition, attrition has been down substantially from fiscal year 2002. As a result of these factors, we are currently projecting to end fiscal year 2003 with 1,569 sworn personnel, which is 27 above the level planned when the fiscal year 2004 budget request was developed.

We have been coordinating with the AOC and additional space has been identified in the Government Printing Office facilities. Funding for additional interim leased space was provided to the Architect of the Capitol in the fiscal year 2003 supplemental and we anticipate utilizing the space very soon.

*Question.* Will these additional positions allow you to eliminate overtime? How much in savings will be achieved by eliminating or reducing overtime?

Answer. The new positions will reduce our overtime needs but because of special events, late sessions, extended hours of the dignitary protectees, demonstrations, and normal vacancies, overtime never will be eliminated. We have calculated that the cost of covering the 1,656 average productive hours of an officer with overtime is almost comparable to the annual cost of an employee when benefit and leave costs are factored in. Therefore, covering posts with overtime is not more expensive. However, operating and morale issues make regular staffing the preferred option.

In fiscal year 2002, \$27.25 million was spent on overtime. We currently are projecting that we will spend approximately \$24.5 million in fiscal year 2003 for some 568,000 hours of overtime. Our fiscal year 2004 budget request, including COLA increases, includes approximately \$23.5 million for an estimated 513,000 hours of overtime. We have estimated that at full staffing levels we will be required to work approximately 260,000 hours of overtime to cover those type of items discussed above. At today's salaries, this would cost approximately \$11.6 million. We should point out that because not all posts are being covered, some new staff would be assigned to cover currently unmanned posts.

#### CIVILIAN STAFFING

*Question.* You are requesting 573 civilian positions next year—a 76 percent increase above this year and a much more dramatic increase over prior years. Can you explain why this is necessary?

Answer. The civilian staffing levels requested have been adjusted since the development of the fiscal year 2004 budget request to 491 to accommodate the most critical staffing needs and to provide for a rational implementation phase-in. Additional civilian positions will be requested in future budget years. The requested civilians will allow the Department to expand and improve critical ongoing functions as well as provide for important new initiatives. The additional staff will play a vital role in ensuring that each operational function is carried out in a manner that would ultimately enhance the Department's ability to fulfill its mission of protecting the Congress. In addition, the position of the CAO is only two years old and many new functions required to operate a sound administrative infrastructure are provided for in the request. The following summarizes the types of activities civilians in the Department are supporting or are proposed to support over the next two years.

—Expansion of security related systems due to the dramatic increase in the importance, size and complexity of physical security and technical security programs to counter the threat of terrorist actions. Areas of significant activity in

- this area include: Physical security; Security support; Security surveys; Technical and electronic countermeasures; and Construction security.
- Expansion of the investigative capabilities of the Department will enable a more comprehensive analysis and tracking of intelligence data and threats against Members of Congress, as well as an increased level of involvement and coordination with the various task forces associated with Homeland Security and intelligence gathering efforts.
  - The consolidation of the Command Center and Communications Center and related activities.
  - Bureau and Office Administrative Support to enable officers currently filling administrative functions to return to the field.
  - Coordination of planning within the Department for scheduled major events and unexpected emergencies throughout the Capitol complex as well as consolidating strategic and operational planning
  - The Hazardous Material Response Team (HMRT) is being staffed and will provide a response capability for detection, identification, litigation, and decontamination for the Capitol complex. When there is a report of a suspicious item, a team comprised of sworn hazardous devices and civilian hazardous material response personnel will respond to the scene. HMRT also will be capable of conducting tests and sampling to determine the extent of any contamination.
  - The Off-site Delivery Center (OSDC) currently utilizes civilians to handle freight and as administrative assistants. In the next fiscal years, 15 officers who currently screen the freight and trucks will be replaced with civilian truck screeners who were hired for the CVC project. These truck screeners will assume the screening role at the OSDC in a phased approach over the next two years. As the CVC project nears completion, the truck screeners will be phased in and the officers will be phased back into other assignments.
  - GAO and our external auditors have identified human resource management as an area of significant weakness. The proposed staffing is aimed to address the identified weaknesses, provide resources to handle the significant staff increases throughout the Department and build a best practices human capital function.
  - Anticipated staff for the newly created Office of Employment Counsel and augmentation of the Office of General Counsel to provide legal counsel and representation to the Capitol Police Board before federal courts and the Office of Compliance.
  - The USCP Vehicle maintenance function has grown significantly since September 11th. At the direction of the Committees, we have implemented a vehicle take home program for K-9, which has significantly increased the maintenance cycle of these vehicles. In addition, we have acquired additional, and more complex, vehicles, which require personnel to maintain.
  - Property and asset management functions have increased due to increased workload and the increase in equipment purchases since 9/11.
  - Additional instructors are necessary to provide training to new sworn positions requested to ensure all recruit and incumbent officers meet training standards. Areas include lethal and non-lethal weapons training, legal instruction, and response to nuclear, chemical, biological, and radiological threats. These training initiatives require periodic re-training and remediation to meet training and accreditation standards.
  - Modernization of fiscal services is necessary to provide better accountability over budgets and budget execution, address the backlog and delay of procurement actions, and improve the Department's ability to effectively carry out the acquisition planning process and move from crisis mode operations to an orderly acquisition process. In addition, there are several critical accounting functions which are either not being performed or are not adequately being performed such as : completion of full set of GAPP financial statements and all treasury reporting.
  - Expansion and modernization of information technology efforts will allow for the continuation and expansion of the business systems modernization program to update and support legacy systems as well as maintain existing systems and develop new system capabilities.

#### FACILITY NEEDS

*Question.* The Capitol Police have identified many facility needs, as your agency grows and improves its capabilities, including the need for a new headquarters building and a new off-site delivery facility. This Committee has provided partial funding for the headquarters facility and full funding for the delivery facility. Please

update us on where you are with these two facilities including recent setbacks you have had.

Answer.

*Headquarters*

On March 12, 2003, the Capitol Police Board approved Square 695 (New Jersey Ave. and I Street SE) as the site location for the new headquarters building. The Architect of the Capitol (AOC) is preparing letters requesting permission to proceed to negotiate for the purchase of the property. The Facilities Master Plan will require an update to reflect increased staffing levels requested in the fiscal year 2004 budget submission and relative impact on the space required in the new headquarters.

*Off-Site*

In October 2002, the Capitol Police Board approved the USCP/AOC submitted proposal to the Board for a new site for the off-site delivery facility to be located in NE Washington, DC. In November 2002, the AOC submitted letters to Senate Committee on Rules and Administration and the House Office Building Commission (HOBC) requesting approval to negotiate for the purchase of the property. However, the AOC did not receive approval to negotiate due to the elections and subsequent change in leadership. In January 2003, the AOC received approval to reprogram funding to purchase the property. The AOC also resubmitted requests to negotiate to HOBC and Senate Rules, and received Senate Rules approval in early February. Unfortunately, in April 2003 before all approvals could be received, the property owners sold the property to another entity. Currently, the AOC has no prospects on a suitable site that meets the unique characteristics associated with an off-site delivery center.

*Question.* What is the interim solution for addressing space deficiencies and do you have the space you need to accommodate the additional staffing you have requested for next year?

Answer. The USCP has taken several steps to accommodate increases in staff until a permanent headquarters solution is found. There have been ongoing requests through the AOC to the respective oversight committees for additional space in the Capitol complex to accommodate our growth. However, these requests have not proved fruitful. The USCP has identified space located in the Government Printing Office building at 732 North Capitol Street that could support some administrative functions and storage. The USCP has requested the AOC submit a request to the authorizing committees to secure this space as a partial interim solution until a new headquarters can be built. The USCP continues to compact existing space, exacerbating already over crowded conditions. In preparation of projected space deficiencies, the USCP has attempted to develop an interim space plan to bridge the gap until a new headquarters building is completed. The plan is a "cut to the bone" approach, with recommendations for utilization or, in most cases, over-utilization of existing space assigned to the Department. The Department has reduced the size of training and roll call space to create administrative space. Emergency equipment has been re-located out of 119 D street and been placed in a storage container box outside. The closing of a corridor in 119 D has provided additional space for lockers, and gymnasium equipment is being relocated to an attic area to provide additional space for lockers. However, the adjustments within the current headquarters are insufficient to meet our needs. In addition, we are exploring possible alternatives to achieving space requirements by looking to other federal entities for space and then finally to identify lease options in proximity to the Capitol complex.

DIGNITARY PROTECTION

*Question.* During consideration of the recent supplemental spending request, the Board decided to pull back its request for additional protective details. What is the status of your review of the adequacy of the dignitary protection program and when will you submit those results to the Committee?

Answer. The Capitol Police maintains dignitary protection for Leadership and for other Members of Congress based on intelligence information and review of threats that warrant increased protection levels. This policy remains in place and remains appropriate for operations at this time.

CAPITOL POLICE BOARD

*Question.* In the fiscal year 2003 appropriation bill, Congress required the Capitol Police Board to undertake a review of its mission and effectiveness.

What is the status of that review?

Answer. The Board currently is evaluating the implications of the Congressional directive contained in Public Law 108-7 and is confident that it can meet the statu-

tory time requirements (initial review and report due August 20, 2003) to provide the necessary report and recommended adjustment to the Appropriations Committees. At this point in time, our staff has reviewed the GAO report and associated recommendations as well as potentially relevant corporate governance statutes and related materials to assess and evaluate their impact on the future mission, processes and direction of USCP Board. Based on the results of the review, recommendations will be forthcoming in August as required by the Statute. A vacancy announcement for the Executive Assistant for the Capitol Police Board has been approved by the Board. The implementation of administrative processes that are being developed will be greatly enhanced by this position.

*Question.* Do you have any preliminary ideas as to whether there ought to be any changes to the mission and duties of the Board, including whether the term of the chairman ought to be a full Congress, rather than a session of Congress?

*Answer.* Since a comprehensive analysis is ongoing and not yet completed, it may be premature to conjecture on additional specifics regarding final recommendations.

SUBCOMMITTEE RECESS

Senator CAMPBELL. The subcommittee is recessed.

Chief GAINER. Thank you.

Senator CAMPBELL. Thank you.

[Whereupon, at 11:05 a.m., Thursday, May 1, the subcommittee was recessed, to reconvene subject to the call of the Chair.]