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LEGISLATIVE BRANCH APPROPRIATIONS FOR FISCAL YEAR 2006

WEDNESDAY, APRIL 27, 2005

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

The subcommittee met at 11:02 a.m., in room SD–124, Dirksen Senate Office Building, Hon. Wayne Allard (chairman) presiding.

Present: Senators Allard and Durbin.

U.S. SENATE

OFFICE OF THE SERGEANT AT ARMS AND DOORKEEPER

STATEMENT OF HON. WILLIAM H. PICKLE, SERGEANT AT ARMS AND DOORKEEPER

ACCOMPANIED BY:

LYNNE HALBROOKS, DEPUTY SERGEANT AT ARMS
J. GREG HANSON, ASSISTANT SERGEANT AT ARMS AND CHIEF INFORMATION OFFICER
CHUCK KAYLOR, ASSISTANT SERGEANT AT ARMS FOR SECURITY AND EMERGENCY PREPAREDNESS
AL CONCORDIA, ASSISTANT SERGEANT AT ARMS FOR POLICE OPERATIONS
ESTHER GORDON, ASSISTANT SERGEANT AT ARMS FOR OPERATIONS
RICK EDWARDS, ADMINISTRATIVE ASSISTANT AND ASSISTANT SERGEANT AT ARMS
NANCY ERICKSON, EXECUTIVE ASSISTANT

OPENING STATEMENT OF SENATOR WAYNE ALLARD

Senator ALLARD. The subcommittee will come to order.

This morning we will be taking testimony on the fiscal year 2006 budget request for the Sergeant at Arms and Doorkeeper of the Senate, the U.S. Capitol Police, and the Capitol Guide Service.

We welcome our witnesses this morning. First we will hear from the Sergeant at Arms and Doorkeeper of the Senate, Bill Pickle. Welcome.

Mr. PICKLE. Thank you, sir.

Senator ALLARD. Fellow Coloradan, I might add. Mr. Pickle is accompanied by his deputy, Lynne Halbrooks, and his Chief Financial Officer, Chris Dey.

The Sergeant at Arms budget request totals $220 million, an increase of $42 million, or 24 percent over the current year. The Sergeant at Arms takes care of a wide assortment of needs here in the

Senate, ranging from ensuring our security; processing our mail and ensuring its safety; providing us with computers, Blackberries, and telephones; and carrying out protocol responsibilities for visiting dignitaries.

The Sergeant at Arms' role has grown significantly since September 11 to include many new security and emergency preparedness activities. The Sergeant at Arms has accomplished a great deal this year, from implementing better mail processing protocols following the ricin attack last February, to preparing for the Reagan state funeral.

Thank you for all your hard work and that of your staff, Mr. Pickle.

Mr. PICKLE. Thank you.

Senator ALLARD. For fiscal year 2006, a large part of the increase SAA requests is associated with the need to replace our 20-year-old telephone system here in the Senate. I understand security needs also account for a significant portion of the increase, as well as information technology requirements.

Following the Sergeant at Arms, Mr. Pickle will put on his hat as Chairman of the Capitol Police Board and he will be joined by fellow board members, House Sergeant at Arms Bill Livingood, and Architect of the Capitol Alan Hantman, and the Capitol Police Chief, Terry Gainer. So we are going to have three panels. You will be the first panel, Mr. Pickle. You will be one panel and then we are going to have the Police Board as the second panel, and then the Guide Board will be the third panel.

Mr. PICKLE. Yes, sir.

Senator ALLARD. All right. Now in reference to the Capitol Police Board, the Board is requesting $290 million for the Capitol Police, an increase of $59.7 million, or 26 percent over the current year, excluding any supplemental funds which may be provided in the bill which is pending in conference, of course. The amount requested would enable the Capitol Police to increase sworn officers by 122, for a total of 1,714.

Also, additional funds are needed to support new security equipment and systems installed in recent years.

The Capitol Police are to be commended for all their hard work recently in ensuring that the Presidential inauguration went forward without incident.

Finally, we will again hear from Mr. Pickle, this time as Chairman of the Capitol Guide Board, along with Mr. Livingood and Mr. Hantman. Also present is Tom Stevens, the very capable head of the Capitol Guide Service and a 20-year veteran of the Guide Service.

The Board is requesting $4.1 million for the Guide service. This is an increase of $254,000 over the current budget.

Before turning to my ranking member for his opening statement let me say, as I have at the other legislative branch hearings, that the increases being sought will be very tough to accommodate, as you are probably well aware of. While they may be meritorious, we may be left with no choice but to make reductions to comply with the budget resolution.

So I ask each of you to consider carefully what your highest priorities might be, and which projects might be deferred, and whether you have looked at how to operate most efficiently.

Having made those opening comments, we will now turn to you, Mr. Pickle, and we will hear your testimony.

OPENING STATEMENT OF WILLIAM PICKLE

Mr. PICKLE. Thank you, Mr. Chairman. I really appreciate the opportunity to be here today. It is an honor to serve the Senate along with the almost 900 people that we have on the Sergeant at Arms staff. I have my senior staff with me today and I would like to take just a moment to introduce them to you, if I may.

Lynne Halbrooks is the Deputy Sergeant at Arms. Mr. Greg Hanson is the Chief Information Officer and Assistant Sergeant at Arms as well. Chuck Kaylor is the Assistant Sergeant at Arms for Security and Emergency Preparedness. Al Concordia is the Assistant Sergeant at Arms for Police Operations. Esther Gordon is our newest Assistant Sergeant at Arms for Operations. Our third statutory officer, Mr. Rick Edwards, is the Administrative Assistant and Assistant Sergeant at Arms. And finally and not least is Nancy Erickson, the Executive Assistant, and she represents the Democratic leader.

We have made significant progress this year, and you touched on some of that during your opening remarks. We have many established plans to make this place continue to work better. As you know, 9/11 changed much of what we do here. It has changed dramatically, as many of you who have been here much longer than I have realize.

As you indicated, in 2006 we are asking for $219,968,000. This is a substantial increase, Mr. Chairman. It is 23 percent more than our 2005 budget. I know it is a large increase. And I know how you demand fiscal responsibility, and I know how this subcommittee desires to keep spending down. But I think as we go into the testimony, and especially our written testimony, if we do not get into it in the questions, you will see that our budget request is meritorious and will enable us to meet Senate requirements. This request is not driven by me or my staff. It is driven by the needs of the Senate.

The request will help us institutionalize many of the changes that we have made since 9/11, since the anthrax attack in 2001 and since the ricin attack last year. It will help us to incorporate many of these changes into our normal business practices.

We are a much more agile and flexible agency since 9/11. We have been forced to become so. The leadership has been very clear that security is its number one priority for my office, and technology is right up there with it. It is demanded that we provide state-of-the-art technology to the Senate. And that is what we are working to do.

The changes that we have implemented in both regards really ripple across the entire Sergeant at Arms organization. But more importantly, they ripple across the entire Senate. Before 9/11, I would say less than 20 percent of the time spent by the Office of the Sergeant at Arms was dedicated to security. Today it is prob-

ably 50 percent. The large increase that you have seen in FTEs since 2001 are almost all dedicated to technology or security.

We do all we can to make this institution safe. And I think your office, the subcommittees, and other offices realize that and see it. We train. We train. We train. We equip. We equip. We equip. And we try to make sure that people know what to do in an emergency.

I am not talking about anything that is classified when I say that we are a target. We realize we are a target. It is arguable which is the number one target, the White House or the Capitol. But we plan for the worst and we certainly hope for the best. And that is our goal here, and that is why we have such a large budget increase.

The other part of this budget increase, the telecommunications systems which you alluded to, or the telephone system, is a very important part of our budget. It is one of these expenses that we pay now or we pay later.

As you know we have a 20-year-old telephone system. This system technically could go on, I guess, for many years to come. But it does not allow us the flexibility of using the voice-over Internet protocol. It does not allow us to have more flexibility with voice, data and video.

There is even a bigger part of this, which I am just going to touch on, and that is security. The new telecommunications system will provide a very important security benefit to the Senate. It will provide redundancy, and in today's environment, that is critical.

Now, can we implement this system in incremental steps? Yes, we can. I know that funding is going to be tough to get, and we will certainly work with Carrie Apostolou and do the best we can to meet your needs and the subcommittee's needs, but this project is important.

Mr. Chairman, I am not going to belabor the point. I would be happy to take questions. I have some more testimony I would like to introduce for the record.

Senator ALLARD. Without objection, we will make your full testimony a part of the record.

Mr. PICKLE. Thank you. I would like to end my remarks, however, by simply saying that I am so honored to represent the almost 900 people who work for the Sergeant at Arms office. When you look at the many hundreds of different types of services we perform, some people say as many as a hundred businesses. When you look at the job that these people do, it is truly remarkable. They are dedicated. They are talented. Many of them are with me here today. And I am so proud of them. And I truly think that the taxpayers get their dollar's worth out of these people who work for you here today. Thank you.

PREPARED STATEMENT

Senator ALLARD. Thank you for your comments. We appreciate your testimony.

[The statement follows:]

PREPARED STATEMENT OF HONORABLE WILLIAM H. PICKLE

INTRODUCTION

Mr. Chairman and Members of the Subcommittee, thank you for inviting me to testify before you today. I am pleased to report on the progress the Office of the Sergeant at Arms (SAA) has made over the past year and our plans to enhance our contributions to the Senate in the coming year.

For fiscal year 2006, the Sergeant at Arms respectfully requests a total budget of $219,968,000, an increase of $42,151,000 (or 23.7 percent) over the fiscal year 2005 budget. This request will allow us to maintain the significant improvements and level of service we provided the Senate community over the past year. It will also fund several important initiatives including replacement of the Senate telephone system, state-office security enhancements, and outfitting the Senate space in the Capitol Visitor Center with furniture and equipment. Appendix A, accompanying this testimony, elaborates the specific components of our fiscal year 2006 budget request.

Last year I testified before this Committee and reported on our progress in accomplishing two priorities: (1) ensuring the United States Senate is as secure and prepared for any emergency as possible; and (2) providing the Senate outstanding service and support, including the enhanced use of technology. These priorities continue to guide my office and we are moving forward in a number of crucial areas.

An outstanding senior management team leads the efforts of the dedicated Sergeant at Arms staff. Until recently this team included Deputy Sergeant at Arms J. Keith Kennedy, who chose to move to the position of Chief of Staff of this esteemed Committee. We miss him, but know that his skills already have served this Committee well. I have tapped the very capable Lynne Halbrooks to take over as the Deputy Sergeant at Arms in his stead. I look forward to a great tenure with her. Lynne and I are joined by Administrative Assistant Rick Edwards, Assistant Sergeant at Arms for Security and Emergency Preparedness Chuck Kaylor, Assistant Sergeant at Arms for Police Operations Al Concordia, Assistant Sergeant at Arms and Chief Information Officer J. Greg Hanson, and the newly appointed Assistant Sergeant at Arms for Operations, Esther Gordon. The many accomplishments set forth in this testimony would not have been possible without this team's leadership and commitment.

MAJOR EVENTS OF THE PAST YEAR

The Office of the Sergeant at Arms faced several challenges this past year; some were planned, some were not. In particular, in 2004 we faced the ricin attack in February, the Reagan funeral in June, the transition to the 109th Congress beginning with the November elections, and the recent Inauguration. I am pleased to report that the staff performed capably and enabled the Senate to function effectively throughout these events.

Ricin Attack.—The discovery of ricin in the Dirksen Senate Office Building on February 2, 2004, tested the emergency planning we had undertaken over the past several years. In response to the attack, SAA staff coordinated our efforts with those of the United States Capitol Police, the Committee on Rules and Administration, the Office of the Secretary of the Senate, the Office of the Attending Physician, and numerous other agencies and organizations to support Senate operations while all three Senate Office Buildings were closed.

The incident prompted significant revisions to our mail testing protocols and modifications to our mail processing facility. The SAA Post Office staff adapted to working within a controlled environment while wearing personal protective equipment. Over the past year, they have opened, tested, and delivered over 12,500,000 articles of United States Postal Service mail and over 68,500 packages. To accommodate time-sensitive items addressed to Senate offices while maintaining the Senate's safety, the Congressional Acceptance Site processed and delivered over 98,000 items within our community from 3,200 couriers.

Reagan Funeral.—During the week beginning June 6, 2004, the United States Capitol was the site of the first State Funeral since 1973. On Wednesday, June 9, the remains of former President Ronald Wilson Reagan arrived on the West Front of the Capitol by a horse-drawn caisson in a formal military procession. I had the distinguished, yet somber, honor of greeting Mrs. Reagan upon her arrival at the Capitol for the State Funeral in the Rotunda.

The SAA staff played a key role in the preparations for this national event and demonstrated tireless dedication to meeting the Senate community's needs. The Capitol Facilities staff cleaned and set up holding rooms, the Photography and Recording Studios captured the event for historical purposes, and others provided be-

hind-the-scenes support. We also focused on protocol and security throughout the week. The Executive Office staff coordinated attendance at the service in the Capitol Rotunda with Senate offices, assisted the Senators and Officers who participated in the program, and were responsible for the official Senate delegation's attendance at the National Funeral Service that was held at the Washington National Cathedral. The SAA security team had a continuous presence in the Capitol Police Command Center, and helped the Capitol Police, U.S. Secret Service, and other federal agencies ensure that Washington, DC was safe. As a result, almost 105,000 mourners were able to pay their respects to the former President while complying with the enhanced security measures added since the last State Funeral.

Transition.—The SAA staff facilitated the transition to the new Congress by equipping, staffing, and running the Transition Office for newly elected Senators, and by moving and setting up equipment for temporary and permanent office suites. They installed equipment in the transition office space, and provided administrative and mail services, as well as Web sites, documents, and placement services to facilitate new Senators' entry to the Senate. The Office of Education and Training assisted with in-depth training for new Senators, and provided training to their Chiefs of Staff and to Administrative Managers.

Inauguration.—SAA staff also provided guidance on protocol, created the Web site, recorded the video feeds, photographed the events, produced documents and posters, helped set up the Capitol, and developed and implemented the infrastructure, computers, telephones, and applications to support the Inauguration. In addition, as part of the Inaugural security team, which also included the Capitol Police, the Metropolitan Police Department, the U.S. Secret Service, and the Armed Forces, we put effective security measures into place that enabled people to participate in Inaugural events, but also ensured that the events were safe.

These examples are representative of how the staff of the SAA serves the Senate. This dedication is often unnoticed, but I wanted to let you know that it happens, even when there is no emergency.

CONTINUING EMPHASIS ON SECURITY AND PREPAREDNESS

The Senate was in a heightened security posture for much of the past year, starting with the increased threat levels of the 2003/2004 winter holiday season. In addition, the ricin attack in February, President Reagan's funeral in June, the 2004 conventions, Senators' campaigns, and the Inauguration all increased the demand on the SAA's security team and the Capitol Police. These challenges reflect the new reality of our security environment; we cannot and have not become complacent in our approach to the security of the Senate. The Senate's layered security strategy provides a framework that we use to address security challenges. In implementing the strategy, we integrate good intelligence, threat-driven protective measures, response capabilities, comprehensive emergency plans, and an aggressive training and exercise program to create comprehensive, Senate-wide security and preparedness. I would like to highlight some of our security efforts for you.

The Senate Security Team

The Senate's security team includes the SAA Offices of Security and Emergency Preparedness and of Police Operations, along with the U.S. Capitol Police, the Secretary of the Senate, the Architect of the Capitol, and other supporting agencies. Together, these groups provide the Senate with a security team that is strong and well coordinated. Senate Leadership, this Committee, and the Committee on Rules and Administration are also strong and supportive members of this team.

Prevent and Protect

Threat Intelligence Sharing.—The Capitol Police exchange threat intelligence information with the law enforcement and intelligence communities. Along with the Capitol Police, SAA security experts evaluate threats against Senators and certain visitors to the Capitol area, and take appropriate measures to eliminate or mitigate those threats.

Personal Safety

Security for Senators Who Participate in Foreign Congressional Delegation (CODEL) Visits.—The Consolidated Appropriations Act, 2005 authorized Capitol Police officers to travel outside the United States in a liaison capacity to coordinate security arrangements for Senators traveling individually or as part of a CODEL. SAA staff, the Capitol Police, and the Department of State are developing policies and procedures to implement this new authority.

Security for Senators at Special Events.—With the Capitol Police, we have created a standard for assigning security resources to Senators when they attend special

events, whether the events occur on the Capitol campus or out of town. Special events include public appearances by Members in and out of Washington, DC, offsite conferences and policy retreats that Members attend, and offsite Committee hearings. This initiative allows us to align our efforts with those of other law enforcement agencies and allocate resources to ensure Members' safety and security.

Safety on the Capitol Campus

Mail, Packages, and Freight.—All mail and packages coming into the Senate are tested, whether they come through the U.S. Postal Service or from other delivery services. Last year, with guidance from our science advisors and Senate Leadership, we improved our mail- and package-testing and security procedures. With over a year of experience with the improved procedures, I can report to you that they are working.

An outside contractor currently provides the Senate's testing and processing service for mail and packages coming into the Senate, but this year we will move this service in house and to a larger, less costly (per square foot) facility. We expect this change to save the Senate $250,000 annually.

In addition to mail testing and security procedures, we support the efforts of the Capitol Police to screen vehicles and freight by using technology, K–9 units, and officers. The Capitol Police will implement new security measures when they construct and move into a new screening facility.

Perimeter Security.—Significant progress has been made in our perimeter security over this past year as we neared completion of Capitol Square perimeter security measures and of the bollard line along Constitution Avenue next to the Senate Office Buildings. In the coming year, this work will continue on Capitol Square and around the remainder of the Senate perimeter.

Vehicle Security.—The Capitol Police implemented vehicle-screening checkpoints around the Capitol grounds last summer to counter the threat of vehicle-borne explosives. In addition, Senate Leadership closed First Street NE between D Street NE and Constitution Avenue, based on the strong recommendation of the Capitol Police. Since then, the Capitol Police periodically have modified the vehicle-screening procedures in response to intelligence and threat information with the goal of preventing vehicular attacks.

Other Initiatives.—The SAA is involved in a number of additional ongoing projects that improve security, emergency response, and law enforcement across the Capitol campus. We support the efforts of the Capitol Police to enhance the physical security of the Senate Chamber, improve their response to incidents reported in Senate buildings and on the Capitol grounds, revise access control procedures for personnel and vehicles, and activate a program of anti-terrorism measures.

Beyond Capitol Hill

State Office Security Enhancements.—Over two years ago, the SAA began a security enhancement program for Member state offices. Since the program started in late 2002, we have completed security assessments of over 450 state offices and security enhancements for 60 offices. We are in the process of delivering enhancements to 150 more offices. This accounts for all existing state offices, and we implement procedures for assessing new offices as they open. We place the highest priority on offices located in commercial properties, but we also have strong relationships with the General Services Administration, the Federal Protective Service, and the U.S. Marshals Service to support offices in federal buildings.

Prepare

Our emergency preparedness plans and programs encompass emergency procedures, office emergency planning, emergency equipment fielded throughout the Senate, education and training programs, regular drills, and exercises. Combined, these plans and programs provide the Senate with the guidelines, equipment, and confidence to react effectively in an emergency.

Evacuation Procedures.—The Senate's security team devoted much of this past year to improving the Senate's emergency procedures, its emergency procedures training, and its ability to notify staff. One item of note is the implementation of evacuation procedures for mobility-impaired staff and visitors. We implemented these procedures during evacuation drills and worked with offices to provide equipment and personal training to all mobility-impaired staff members and their supporting buddy teams.

Emergency Equipment.—Over the past few years, the SAA fielded emergency items, such as escape hoods and wireless annunciators, throughout the Senate. This year we provided every Senate Member and Committee Office with emergency supply kits that contain a variety of emergency items. Over 18,000 items of emergency equipment were distributed to Senate offices and throughout the Senate Office

Buildings. Last fall, an inventory of the Senate's emergency equipment was conducted to account for all items and to ensure that they function properly. I am pleased to report that Senate Offices have kept their equipment current and accounted for; we believe this reflects the importance offices place on their emergency equipment.

Planning Support.—To enhance support to Senate offices, we recently published a guide for office security planning, the Roadmap to Readiness. This document provides concise guidelines, tips, and templates, and it directs offices to resources that can help them in their security planning. We also established a presence for continuity of operations, security, and emergency preparedness on Webster, the Senate's intranet, and published a number of brochures on emergency equipment and procedures.

We are working with a small number of state offices on training in emergency preparedness and on exercising continuity of operations plans to determine how best to support their needs. Our Web-based continuity of operations planning tool is available to state offices, and we are extending training resources and planning tools to help state office staff improve their security awareness and emergency plans.

Practice

Training and Education.—In the past year, SAA staff conducted over 300 security-related training sessions for Senate offices and staff. We delivered 53 training sessions, including general training courses on escape hoods and Office Emergency Coordinator training, and seminars on personal preparedness and the District of Columbia's evacuation plans. These courses and seminars are part of the regular Office of Education and Training curriculum. Over 250 additional training sessions to smaller groups on specialized security topics were also delivered. Additionally, we offer in-office training on sensitive or office-specific topics and consulting to office staff on preparing emergency action plans and continuity of operations plans. These training and education efforts complement the training offered by the Office of the Attending Physician on First Aid and CPR and that offered by the Capitol Police on security awareness.

Exercise Program.—Together with the Secretary of the Senate and other legislative branch agencies, we have established an aggressive plan to rehearse our emergency plans and procedures throughout the year. Our exercises range from quarterly evacuation drills and monthly communications tests to full-scale exercises of relocation sites involving transportation, special communications equipment, and staff. An aggressive exercise agenda for the coming year includes joint exercises with the House of Representatives.

Our training and exercise program has enabled the Senate to respond effectively to emergencies twice in the past four years. The exercise program ensures that we continue to rehearse, evaluate, and improve our plans and procedures.

The SAA's Office of Police Liaison and Office of Security and Emergency Preparedness focus on improving our security environment and the readiness of the Senate every day. With the support of Senate Leadership, this Committee, and the Committee on Rules and Administration, we continue to improve the Senate's security capabilities.

INFORMATION TECHNOLOGY

The Office of the Sergeant at Arms places special emphasis on using technologies to deliver security, emergency preparedness, service, and support to the United States Senate. The SAA's CIO organization executes our strategic information technology plan to accomplish these goals.

I want to take a minute to thank Assistant Sergeant at Arms and Chief Information Officer J. Greg Hanson for the vision and dedication with which, over the past two years, he has transformed our already fine Information Technology group into a group that offers best-in-class service and support. Greg ensures that we consistently provide the Senate with state-of-the-art technology and service, and he has taken a personal interest in his customers. Because of this, Greg was named to this year's Federal 100, the one hundred top executives from government, industry, and academia who had the greatest impact on the government information systems community in 2004. Congratulations, Greg.

Over the past year, our most significant accomplishments in the information technology area include:

—Completion of a state-of-the-art alternate computing facility for continuity of operations and continuity of government;

—A 13 percent improvement in customer satisfaction, exceeding our internal goal of 10 percent;

—Implementation of a robust information security awareness program that includes enterprise technology tools, enhanced communication, and technical training;
—Cost avoidance of at least $2 million by developing an information technology strategic plan, a comprehensive technology level matrix, and a state-of-the-art application for tracking information technology projects and issues; and,
—An enhanced ability to evaluate and deliver technology solutions to the Senate through teamwork and collaboration with Member Offices, Committees, and steering groups.

Information Technology—The Road Ahead

Last year's testimony stated, "Information technology is crucial to security in the Senate and to the Senate's ability to accomplish its day-to-day activities. With a strong emphasis on providing advanced technology capabilities and outstanding customer support to the Senate, the SAA is adopting a comprehensive approach to delivering technology solutions and services." This year we are delivering on these goals with a strategic information technology plan that aligns with the Senate's business requirements. The plan, titled An IT Vision for Security, Customer Service, and Teamwork at the United States Senate (or Senate IT Vision) is found in Appendix B of this testimony. The Senate IT Vision sets forth: Our strategic technology vision; our strategic technology mission; our core values and guiding principles; and, five broad information technology strategic goals for the next two years.

The strategic information technology vision is to deliver state-of-the-art information technology that directly supports efficient, effective, secure legislative action, communication, and constituent service through our infrastructure, processes, and talented workforce. This vision stresses the importance of collaboration and teamwork in delivering information technology services and solutions.

The strategic mission, which supports the vision, is to leverage technology so the Senate can function efficiently and effectively to serve the American people under any circumstance. We are developing a technology team composed of staff members from my office, Member and Committee offices, and other Senate offices to work together to provide technology options, solutions, and world-class customer service so the Senate can accomplish its mission.

The core values and guiding principles in the strategic plan define the CIO organization's culture and ensure that it aligns with the Senate's business priorities. The values and principles emphasize people, teamwork, leadership, and a relentless pursuit of organizational excellence so we can deliver information technology that meets the Senate's requirements quickly and effectively.

The five strategic information technology goals and their supporting objectives drive all our information technology programmatic and budgetary decisions. The five strategic goals are:

—1. *Secure.* A secure Senate information infrastructure.
—2. *Customer Service Focused.* A customer-service culture top-to-bottom.
—3. *Effective.* Information technology solutions driven by business requirements.
—4. *Accessible, Flexible & Reliable.* Access to mission-critical information anywhere, anytime, under any circumstance.
—5. *Modern.* A state-of-the-art information infrastructure built on modern, proven technologies.

The five objectives encompass broad-based security, customer service, and emerging technology initiatives. The objectives complement the vision and mission, which directly tie all information technology activities to the business of the Senate. Our accomplishments this past year reflect the notable progress we have already made in achieving the five objectives.

Security and Continuity Communications

Alternate Sites.—This year, the SAA technology staff completed the information infrastructure that will enable us to replicate all the systems housed at the Senate's Washington, DC primary computing facility to the alternate computing facility (ACF). Together with the Architect of the Capitol, we upgraded the physical infrastructure of the ACF by adding a fully redundant backup power system and increasing the ACF's primary power capacity. We have also completed and tested all mission-critical information systems, and they can be live within a matter of hours. During the upcoming year, we will add a satellite-communications ground station to the ACF, and we plan to offer expanded replication and backup capabilities if the Architect of the Capitol purchases the facility.

We will expand the storage area network this year to accommodate increased traffic from the enterprise Active Directory and Messaging Architecture (ADMA) systems and from new replication options that we are offering to Senate Committee

and Leadership Offices. We completed fiber connectivity to the primary alternate chamber site, systems to support the Sergeant at Arms and Secretary of the Senate Emergency Operations Centers and Briefing Centers, and the extension of the communications infrastructure to backup locations.

Contingency Communications.—A comprehensive array of communications systems and options enable us to communicate under any circumstance. This year, we tested new communications technology for connectivity between the Senate's primary computing facility and a Briefing Center at another location. In addition, both of the state-of-the-art communications vehicles mentioned in last year's testimony have passed initial acceptance testing and have moved into the final acceptance testing phases.

This year, we will complete the in-building wireless infrastructure, which will improve signal strength for the major cellular telephone and BlackBerry service carriers. With this infrastructure, the Senate will have coverage in areas where it was previously poor or nonexistent and Senate staff can connect to their offices via wireless remote computing. The system will substantially pay for itself because the carriers are paying us for the right to use it.

The technology and security groups collaborated during the past year to improve the Senate's overall security. The two groups created a specialized emergency communications unit with personnel from both offices who gather requirements and translate them into integrated, highly reliable systems. One result of this partnership is a system for Office Emergency Coordinators that we are now moving from prototype to production. In an emergency, the system provides the ability to account for Senate staff using wireless tablet computers.

Securing Our Information Infrastructure.—This year, we witnessed new, more sophisticated methods of attack with more severe consequences. In response, we enhanced and strengthened our defense-in-depth approach to network and computer security over the past year. We continue to see great success in the enterprise-wide anti-virus program, with almost 10,000 desktop anti-virus suites installed. We perform intrusion detection in house, and we have executed a contract to augment our capabilities. The contract helped us contain a particularly insidious Randex virus attack. Our information security group coordinates with other outside federal agencies to ensure we have the most up-to-date information and techniques for combating threats to our information infrastructure. These efforts are part of the defense-in-depth strategy that protects the Senate's infrastructure and reaches from the software running on Senate desktops to the edge of our networks.

In the first three months of 2005, nearly 4 million viral events have been detected, and nearly 99 percent of them were automatically blocked from infecting Senate machines. Our security processes are reducing the number of infections per computer per day. In spite of the fact that the threat environment is getting worse with more malevolent viruses and worms, it is rare that a Senate computer is infected.

In addition, we introduced a software update services program to help offices protect themselves from virus and worm attacks. In participating offices, the program automatically installs patches on the offices' computers, once we have certified that the patches will not adversely affect Senate systems.

Next year, we will build and begin operating a comprehensive security operations center that will monitor the security of Senate information systems and detect and combat viruses and other computer-based attacks. We will continue to coordinate with Leadership Organizations, Committees, and groups such as the Joint Security Best Policies and Practices Working Group to develop security training, policy, and information security processes.

Customer Service

The SAA continues to measure how well we meet the Senate's technology needs. Our second annual CIO Customer Satisfaction survey revealed a 13 percent overall improvement against a goal of 10 percent. In addition, we saw improvements in every category, with some categories up by as much as 26 percent. Our customer satisfaction action plan stresses strong communication and relationships, introducing modern technology faster, and providing offices options and choices of products, solutions, and services.

Customer Service, Satisfaction, and Communications.—We maintain a comprehensive outreach and communication program with information technology newsletters, quarterly project status reviews, participation in the Majority Leader's Information Technology Working Group, and joint monthly project and policy meetings with the Committee on Rules and Administration, the Senate System Administrators Association, and the Administrative Managers' Working Group.

In addition to conducting an annual comprehensive survey, we monitor our service every day. After service calls, we send customers satisfaction surveys. We track survey results and evaluate them for service-level-agreement trends. We discuss the results in weekly business process and technology review meetings that staff, support contractors, and customers all attend. This past year our help desk contractor consistently posted customer satisfaction results at or above 95 percent and the telecommunications support staff posted customer satisfaction results at 98 percent.

Business Applications.—This past year, we renewed Senate contracts that provide research services and resources for Senate offices. We also replaced the old Senate News Wire with a state-of-the-art, real-time, NewsWatch service; outfitted the financial management system supporting the Secretary of the Senate's Disbursing Office with a Web-based interface; and completed new SAA Human Resources and Senate Employee Assistance Program Web sites.

Later this year we will complete a prototype services portal that we are developing in conjunction with Senate Leadership and the Committee on Rules and Administration. The prototype will serve as a modern platform for launching many new Web-based applications Senate-wide.

In preparation for modernizing and expanding our constituent correspondence management systems, we started gathering formal requirements from offices last summer. We will complete the requirements analysis this year, and anticipate recompeting the correspondence management system contracts in fiscal year 2006.

Enhanced Communications and Infrastructure.—Several information technology projects enhance communications within and between Senate offices. An improved network infrastructure features 100 Mbps of connectivity for desktop and 1 Gbps connectivity between servers. The enterprise fax program replaces stand-alone fax machines with an integrated, server-based fax system that eliminates paper.

Increased frame relay bandwidth to the state offices supports video teleconferencing and data replication. The Senate video teleconferencing program, with nearly 300 installed endpoints Senate-wide, allows staffs in Washington, DC offices to conduct video conferences with state offices and other remote locations.

The Senate Telecommunications Modernization Program is a comprehensive, multi-year project to replace the Senate telephone system with a state-of-the-art telecommunications system that will take advantage of the convergence of voice, data, and video traffic on a single network. The convergence will provide new services, reduce the cost of existing services, and eliminate single-points-of-failure in the telephone system. We expect to start implementation in fiscal year 2006.

We also anticipate completion of the enterprise tape backup system this fiscal year. The system runs over our storage area network, and it already automatically backs up over fifty servers located in our primary computing facility.

In addition, the Senate is now the employer of all Capitol Exchange Operators. The staff of the Capitol Exchange serves both the Senate and the House of Representatives, but as of March 1, 2005, they are all employees of the Senate. This change will increase efficiency and establish a unified team with common management, benefits, policies, and practices.

Modern Technology Aligned With Business Processes

Process Management & Innovation.—This year, we established a Process Management & Innovation organization that aligns our information technology, strategies, and solutions with Senate business processes. This staff is responsible for technology infusion and for tracking relevant emerging technologies against the Senate's information technology requirements. Part of this effort is the Senate Emerging Technology Conference and Exhibition Program that shows new technologies and concepts to Senate staff. The two conferences held last year featured knowledge management, communications, and information technology best practices. The first-ever emerging technologies exposition displayed new, inexpensive products for consideration by Senate offices. We held the latest Senate Emerging Technology Conference and Exposition on April 14, 2005, and it featured new information security technologies and products.

Modern Information Technology Processes and Performance Metrics.—In order to deliver new technologies quickly and efficiently, we created system development processes tailored to the Senate's needs. These processes form the foundation of a state-of-the-art project and issue management tracking system called the Dashboard. The Dashboard is a Web-based tool that we use to monitor and maintain the status of all information technology projects. The tool is useful for both management and communications. Next year, we will give our customers access to parts of the Dashboard so they can track projects and issues. The next phase of the Dashboard, which we will implement later this year, will track performance of key infrastruc-

ture components and mission-critical systems. Completion of the next phase will enable us to track all information technology initiatives.

OPERATIONAL SUPPORT

The commitment to exceptional customer service is a hallmark of the Sergeant at Arms organization and the cornerstone of our operational support. The groups that make up our Operations team continue to provide exceptional customer service and support to the Senate community.

Capitol Facilities

Capitol Facilities staff works around the clock to ensure that the furniture and furnishings are of the highest quality, cabinetry and framing are outstanding, and the environment within the Capitol is clean and professional. This past year, we improved our customer service by implementing three major initiatives:

—*Performance Management Process*.—We implemented a performance management process that helps Capitol Facilities management and staff improve their job performance each year. Using this process, we have been able to improve communication within Capitol Facilities and increase the quality of service we deliver to our customers.

—*Work Order System*.—We implemented a Work Order System that tracks requests and automatically sends them to supervisors for immediate scheduling and completion. The system enables Facilities staff to respond to requests promptly, and provides management better information on the resources required to fulfill requests.

—*Computer-Aided Design*.—In our Furniture and Furnishings shop, we invested in a Computer-Aided Design, or CAD system. The system serves as a database of construction drawings of historical furniture. This information enables us to reduce the amount of time needed to create custom-built furniture for Capitol offices.

We undertook these three initiatives because we will soon have a significantly larger area to maintain, and we need a more efficient way to manage the workload of the Capitol Facilities staff. Specifically, the opening of the Capitol Visitor Center will add 66,500 square feet of Senate space to the responsibilities of the Capitol Facilities group: 41,000 square feet of office space, 8,000 square feet of meeting space, and 17,500 square feet of other space. Compared to their current obligations, the Environmental Services Division will clean and maintain almost one-third more office space and three times more meeting space, and the Furnishings Division will need to furnish over 50 percent more office and meeting space.

Employee Assistance Program

Over the past year we have enhanced and expanded our Employee Assistance Program. The program supports staff across the Senate. It improves supervisors' ability to manage troubled employees, enhance the work environment, and improve employee job performance. It helps employees find the resources they need to address some of the personal challenges they face every day. It also coordinates with Security staff to train people on reacting to emergencies and to ensure that processes are in place to deal with emergencies.

Photo Studio

We completed the Photo Studio's transition to an entirely digital operation. With the new photo browser database, Senate staff can use their desktop computers to place orders, download high-resolution images, e-mail images, and track the progress of their orders online. Staff members from more than 110 Senate offices use the new system, which can make digital images available within hours, when necessary. This system has improved our service to our customers and increased their satisfaction.

Printing, Graphics, and Direct Mail

During the past five years in Printing, Graphics, and Direct Mail, our capital investments and process improvements have enabled us to increase production by over 54 percent with 12 percent fewer staff. During fiscal year 2004, we provided guidance to Members' staffs on addressing outgoing mail in a format that took full advantage of postage discounts. As a result, offices saved over $2.2 million in postage expenses.

We also implemented a Web-based system that archives and manages documents for Senate offices. The system enables Senate staff members to search, view, and print documents from their desktops. In its first eight months of operation, we used the system to scan nearly one million documents for offices.

Finally, we are moving forward on a new warehouse facility. SAA staff identified a site and they are working with the Architect's office to create an effective space for the Senate. The building's shell is complete, and we are planning the interior. The lease was approved and signed, and we expect the build-out to be completed by September of this year. The new facility will provide considerable security and operating benefits to the Senate.

Recording Studio

The Recording Studio records the activity on the Senate floor and Committee hearings, and it provides a production studio and rental equipment. Last year, it recorded all 1,034 hours and 31 minutes of Senate Floor proceedings, and 593 Committee hearings.

Committee Hearing Room Upgrade.—In 2003, we started a project to upgrade and install multimedia equipment in Committee hearing rooms. The project included digital signal processing, audio systems, and broadcast-quality robotic camera systems.

To date, we have implemented audio upgrades in three hearing rooms, SR–332, SR–301, and SD–106. Three more are scheduled for this calendar year. The enhancements include improved speech intelligibility and software-based systems that we can configure based on individual Committee needs. The system's backup will take over within minutes if the main electronics fail, and because the system is networked, staff can automatically route audio from one hearing room to other hearing rooms to accommodate overflow crowds.

The project also includes system diagnostic monitoring and redundancy that enable Recording Studio staff to detect and resolve problems. For example, if a Member is speaking at a relatively low volume, the system can automatically raise the volume of that microphone; if a Member forgets to turn on a microphone before speaking, the Committee clerk can turn it on remotely.

The project's video upgrades add broadcast-quality television cameras on robotic systems to Committee Rooms, and cabinetry to conceal the cameras when they are not in use. The cameras can be remotely controlled from the Recording Studio. Once this project is completed, the Recording Studio will be able to broadcast more Committee hearings while simultaneously maintaining production capabilities in the television studios.

Chamber Proceedings and News Programming Browsing System.—For years, the Senate has had the ability to search Chamber proceedings by text and listen to audio playback from desktop computers; in fact, we were a pioneer in this area, and accomplished it in the early years of computer browsers. As a major advance, we will replace our audio and text browsing systems with a state-of-the-art audio/text/video browsing system that will enable Senate staff to search and play back Chamber proceedings and news programming from any computer on the Senate LAN.

This browsing system is the result of a modernization of our technical plan for the Senate Recording Studio that incorporates technology so new that it is operational in only a handful of facilities in the country. This new technology will enable the Recording Studio to record, edit, and play proceedings and programming without ever using tape machines. It will make the information available for simultaneous online searching and streaming.

Education and Training

The Office of Education and Training provides employee training and development opportunities for all Senate staff in Washington, DC and in the states. The Technical Training group provides technical training support for approved software packages through instructor-led classes, one-on-one coaching sessions, specialized vendor-provided training, computer-based training, and informal training and support services. The Professional Training group delivers courses on management and leadership development, human resources issues and staff benefits, legislative and staff information, and new staff and intern information. The Health Promotion group offers seminars, classes, and screening on health-related and wellness issues, and it coordinates one annual Health Fair for all Senate employees and four annual blood drives.

This year, we will be undertaking an outside assessment of our training program to ensure we are meeting the needs of the Senate community.

Training Classes.—The Education and Training group offered 581 classes in 2004, with 5,252 Senate employees taking advantage of these classes and the registration desk handling 20,467 requests for training and documentation.

Of the above total, the technical training group offered 265 classes to 1,093 staff members, and provided coaching on various software packages and other computer-related subjects to 702 staff members. The professional development area offered

316 classes to 4,159 students, and delivered 40 special training and team building sessions to Members and Committees. The professional development group addresses team performance, communication, and conflict resolution, and we encourage managers and supervisors to request customized training for their offices. During the last quarter of the year, staff from the professional development group offered training via video teleconferencing to two state offices; we plan to continue this practice. In the Health promotion area, 1,310 staff members participated in the Annual Health Fair held in September, and 708 participated in Health Promotion activities throughout the year, including cancer screening, bone density screening, and seminars on health-related topics.

Together, the Office of Education and Training and the Office of Security and Emergency Preparedness provide security training for Senate staff. They delivered 53 sessions of Escape Hood and other security related training to 1,683 Senate staff in 2004.

State Training.—Most of the classes we offer are practical only for Washington, DC-based staff, but we are expanding our offerings to state office staff through the State Training Fair, which began in March 2000. In 2004, we offered two sessions of this program to state staff, and conducted our annual State Directors Forum for the second year. The "Virtual Classroom," an internet-based training library of over 300 courses, also enables state office staff to take advantage of the Senate's training resources; 396 staff members from state offices and Washington, DC have taken advantage of this training option.

CONCLUSION

The SAA staff provides consistent service, and their dedication is evident in the number of years people stay with the organization. Last year, we had 5 people celebrate 30 years with the SAA, 10 people celebrate 25 years, and 23 people celebrate 20 years. These are talented people who have devoted their skills to the Senate.

The Office of the Sergeant at Arms is like dozens of small businesses, each with its own primary mission, each with its own measures of success, and each with its own culture. It has a fleet of vehicles that serves Senate leadership, delivers goods, and provides emergency transportation. Our photo studio records historic events, takes official Senate portraits, provides the whole range of Capitol photography services, and delivered thousands of pictures last year alone. The SAA's printing shop provides layout and design, graphics development, and production of everything from newsletters to floor charts; last year, it printed 13,067,071 sheets of color printing (a 300 percent increase over the 2003 volume), and it produced 8,521 floor charts. The Office of the Sergeant at Arms also operates a page dormitory, a hair salon, and parking lots. It provides many other services to support the Senate community, including framing, flag packaging and mailing, and intranet services. Each of these businesses requires personnel with different skills and different abilities. One thing that they all have in common, though, is their commitment to making the Senate work smoothly.

Over the past year, the staff of the SAA has kept the Senate safe, secure, and operating efficiently. This Committee and the Committee on Rules and Administration have provided active, ongoing support to help us achieve our goals. We thank you for your support and for the opportunity to present this testimony and answer questions.

ATTACHMENT I.—FINANCIAL PLAN FOR FISCAL YEAR 2006

OFFICE OF THE SERGEANT AT ARMS—UNITED STATES SENATE

EXECUTIVE SUMMARY

[Dollar amounts in thousands]

	Fiscal Year 2006 vs. Fiscal Year 2005			
	Fiscal Year 2005 Budget	Fiscal Year 2006 Request	Amount	Percent Increase/Decrease
General Operations & Maintenance:				
Salaries	$50,635	$57,743	$7,108	14.0
Expenses	$55,725	$67,423	$11,698	21.0
Total General Operations & Maintenance	$106,360	$125,166	$18,806	17.7
Mandated Allowances & Allotments	$53,714	$56,452	$2,738	5.1

EXECUTIVE SUMMARY—Continued

[Dollar amounts in thousands]

	Fiscal Year 2006 vs. Fiscal Year 2005			
	Fiscal Year 2005 Budget	Fiscal Year 2006 Request	Amount	Percent Increase/Decrease
Capital Investment	$13,453	$34,399	$20,946	155.7
Nondiscretionary Items	$4,290	$3,951	($339)	−7.9
TOTAL	$177,817	$219,968	$42,151	23.7
Staffing	875	893	18	2.1

To ensure that we provide the highest levels and quality of security, support services and equipment, we submit a fiscal year 2006 budget request of $219,968,000, an increase of $42,151,000 or 23.7 percent compared to fiscal year 2005. The salary budget request is $57,743,000, an increase of $7,108,000 or 14.0 percent, and the expense budget request is $162,225,000, an increase of $35,043,000 or 27.6 percent. The staffing request is 893, an increase of 18 FTEs.

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 $57,743,000, an increase of $7,108,000 or 14.0 percent compared to fiscal year 2005. The salary budget increase is due to the addition of 18 FTEs, a 3.9 percent COLA, and merit funding. 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 $67,423,000, an increase of $11,698,000 or 21.0 percent compared to fiscal year 2005. Major factors contributing to the expense budget increase are emergency preparedness in security operations and planning, $4,572,000; price adjustments and annual escalations in the IT support contract, $3,281,000; increased cost of expanded intrusion detection monitoring services and software, $1,075,000; contract renewal expenses of Senate Information Services (SIS) contracts, $303,000; and upgrade of data center equipment in Postal Square, $177,000.

The mandated allowances and allotments budget request is $56,452,000, an increase of $2,738,000 or 5.1 percent compared to fiscal year 2005. This variance is primarily due to an increase in state office security enhancements of $3,600,000, offset by decreases in telecommunications and state office lease costs.

The capital investment budget request is $34,399,000, an increase of $20,946,000 or 155.7 percent compared to fiscal year 2005. The fiscal year 2006 budget request includes funds for equipment purchases and implementation of the replacement of the telephone system, $20,950,000; the multimedia equipment for the CVC, $3,700,000; replacement of printing production equipment, $2,712,000; CVC Senate Expansion Space furniture and equipment, $2,500,000; data network engineering, $1,346,000; CMS redesign, $1,000,000; and the Network Upgrade project, $971,000.

The nondiscretionary items budget request is $3,951,000, a decrease of $339,000 or 7.9 percent compared to fiscal year 2005. The request funds three projects that support the Secretary of the Senate: contract maintenance for the Financial Management Information System (FMIS), $2,996,000; maintenance and necessary enhancements to the Legislative Information System (LIS), $865,000; and maintenance and enhancements to the Senate Payroll System, $90,000.

ATTACHMENT II.—FISCAL YEAR 2006 BUDGET REQUEST BY DEPARTMENT

The following is a summary of the SAA fiscal year 2006 budget request on an organizational basis.

[Dollar amounts in thousands]

	Fiscal Year 2006 vs. Fiscal Year 2005			
	Fiscal Year 2005 Budget	Fiscal Year 2006 Request	Amount	Percent Increase/Decrease
Capitol Division	$18,636	$31,898	$13,262	71.2
Operations	$56,269	$56,507	$238	0.4

[Dollar amounts in thousands]

	Fiscal Year 2006 vs. Fiscal Year 2005			
	Fiscal Year 2005 Budget	Fiscal Year 2006 Request	Amount	Percent Increase/Decrease
Technology Development	$37,137	$41,370	$4,233	11.4
IT Support Services	$55,343	$77,507	$22,164	40.0
Staff Offices	$10,432	$12,686	$2,254	21.6
TOTAL	$177,817	$219,968	$42,151	23.7

Each department's budget is presented and discussed in detail on the next pages.

CAPITOL DIVISION

[Dollar amounts in thousands]

	Fiscal Year 2006 vs. Fiscal Year 2005			
	Fiscal Year 2005 Budget	Fiscal Year 2006 Request	Amount	Percent Increase/Decrease
General Operations & Maintenance:				
Salaries	$12,816	$14,797	$1,981	15.5
Expenses	$5,820	$9,801	$3,981	68.4
Total General Operations & Maintenance	$18,636	$24,598	$5,962	32.0
Mandated Allowances & Allotments	$0	$3,600	$3,600	100.0
Capital Investment	$0	$3,700	$3,700	100.0
Nondiscretionary Items	$0	$0	$0	.....
TOTAL	$18,636	$31,898	$13,262	71.2
Staffing	271	273	2	0.7

The Capitol Division consists of the Executive Office, the Office of Security and Emergency Preparedness, the U.S. Capitol Police Operations Liaison, Post Office, Recording Studio and Media Galleries.

The general operations and maintenance salaries budget request is $14,797,000, an increase of $1,981,000 or 15.5 percent. The salary budget increase is due to the addition of two FTEs, COLA and merit increases and other adjustments. The Office of Security and Emergency Preparedness requires an additional emergency preparedness planner, and the Recording Studio will add a broadcast production assistant.

The general operations and maintenance expenses budget request is $9,801,000, an increase of $3,981,000 or 68.4 percent, and will primarily will fund security consultants and services required by the Office of Security and Emergency Preparedness and the United States Capitol Police Liaison.

The mandated allowances and allotments budget request for state office security initiatives is $3,600,000.

The capital investment budget request is $3,700,000, for the Recording Studio purchase of multimedia equipment for the CVC.

OPERATIONS

[Dollar amounts in thousands]

	Fiscal Year 2006 vs. Fiscal Year 2005			
	Fiscal Year 2005 Budget	Fiscal Year 2006 Request	Amount	Percent Increase/Decrease
General Operations & Maintenance:				
Salaries	$14,901	$16,897	$1,996	13.4
Expenses	$5,717	$6,026	$309	5.4
Total General Operations & Maintenance	$20,618	$22,923	$2,305	11.2

OPERATIONS—Continued

[Dollar amounts in thousands]

	Fiscal Year 2006 vs. Fiscal Year 2005			
	Fiscal Year 2005 Budget	Fiscal Year 2006 Request	Amount	Percent Increase/Decrease
Mandated Allowances & Allotments	$28,251	$28,002	($249)	−0.9
Capital Investment	$7,400	$5,582	($1,818)	−24.6
Nondiscretionary Items	$0	$0	$0	.....
TOTAL	$56,269	$56,507	$238	0.4
Staffing	294	302	8	2.7

The Operations Division consists of the Central Operations Group (Director/Management, Parking & ID Office, Printing, Graphics and Direct Mail, Photo Studio, and Hair Care Services), Facilities, and the Office Support Services Group (Director, Customer Support, State Office Liaison, IT Request Processing and Administrative Services).

The general operations and maintenance salaries budget request is $16,897,000, an increase of $1,996,000 or 13.4 percent. The salary budget increase is due to the addition of 8 FTEs. These increases will fund three Parking & ID Office FTEs: administrative support and two additional parking attendants due to the increased demands to address security and enforcement. Printing, Graphics & Direct Mail will add four FTEs: two archival technicians to prepare documents for scanning, one production data specialist to scan documents, and an Operations Manager for our primary printing facility. The Photo Studio expects to add one photographer.

The general operations and maintenance expenses budget request is $6,026,000, an increase of $309,000 or 5.4 percent.

The mandated allowances and allotments budget request is $28,002,000, a decrease of $249,000 or 0.9 percent. This decrease is due to projected decreases in commercial and federal office rents.

The capital investment budget request is $5,582,000, a decrease of $1,818,000 or 24.6 percent. Funding is provided to replace printing and production equipment in $2,712,000 and furnish and equip the Senate Expansion Space, $2,500,000, as well as several smaller initiatives.

TECHNOLOGY DEVELOPMENT

[Dollar amounts in thousands]

	Fiscal Year 2006 vs. Fiscal Year 2005			
	Fiscal Year 2005 Budget	Fiscal Year 2006 Request	Amount	Percent Increase/Decrease
General Operations & Maintenance:				
Salaries	$10,470	$12,004	$1,534	14.7
Expenses	$19,649	$22,948	$3,299	16.8
Total General Operations & Maintenance	$30,119	$34,952	$4,833	16.0
Mandated Allowances & Allotments	$0	$0	$0	.....
Capital Investment	$2,728	$2,467	($261)	−9.6
Nondiscretionary Items	$4,290	$3,951	($339)	−7.9
TOTAL	$37,137	$41,370	$4,233	11.4
Staffing	127	134	7	5.5

The Technology Development Services includes the Technology Development Director, Network Engineering and Management, Enterprise IT Operations, Systems Development Services, Information Systems Security and Internet/Intranet Services.

The general operations and maintenance salaries budget request is $12,004,000, an increase of $1,534,000 or 14.7 percent. The salary budget increase is due to the addition of seven FTEs, an expected COLA, and merit funding for fiscal year 2006. Technology Development Services requires seven FTEs to replace more costly contract personnel and to eliminate a growing backlog of development projects.

The general operations and maintenance expense budget request is $22,948,000, an increase of $3,299,000 or 16.8 percent. Major factors contributing to this increase

are increased costs of expanded intrusion detection services and software, $1,075,000; increased costs of applications supporting the Office of Security and Emergency Preparedness, $715,000; and enhancements to the Asset Management System, $700,000.

The capital investment budget request is $2,467,000, a decrease of $261,000 or 9.6 percent. Major on-going projects include the Data Network Engineering, $1,346,000, and Network Upgrade Project, $971,000.

The nondiscretionary items budget request is $3,951,000, a decrease of $339,000 or 7.9 percent. The request consists of three projects that support the Secretary of the Senate: contract maintenance for the Financial Management Information System (FMIS), maintenance and necessary enhancements to the Legislative Information System (LIS), and maintenance and enhancements to the Senate Payroll System.

IT SUPPORT SERVICES

[Dollar amounts in thousands]

	Fiscal Year 2006 vs. Fiscal Year 2005			
	Fiscal Year 2005 Budget	Fiscal Year 2006 Request	Amount	Percent Increase/Decrease
General Operations & Maintenance:				
Salaries	$5,198	$5,819	$621	11.9
Expenses	$21,607	$24,663	$3,056	14.1
Total General Operations & Maintenance	$26,805	$30,482	$3,677	13.7
Mandated Allowances & Allotments	$25,463	$24,850	($613)	−2.4
Capital Investment	$3,075	$22,175	$19,100	621.1
Nondiscretionary Items	.....	.....	.....	.....
TOTAL	$55,343	$77,507	$22,164	40.0
Staffing	89	89	.....	.....

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

The general operations and maintenance salaries budget request is $5,819,000, an increase of $621,000 or 11.9 percent. The salary budget increase is due to an expected 3.9 percent COLA and merit funding for fiscal year 2006.

The general operations and maintenance expenses budget request is $24,663,000, an increase of $3,056,000 or 14.1 percent. The most significant factors contributing to this increase are expanded services and annual escalations in the IT Support Contract.

The mandated allowances and allotments budget request is $24,850,000, a decrease of $613,000 or 2.4 percent. Major factors contributing to this budget request are voice and data communications for Washington D.C. and state offices, $17,937,000; procurement and maintenance of Members' constituent mail systems, $4,255,000; procurement and maintenance of office equipment for Washington D.C. and state offices, $2,857,000; and Appropriations Analysis and Reporting System, $100,000.

The capital investment budget request is $22,175,000, an increase of $19,064,000 or 315.0 percent consisting primarily of equipment purchases for the replacement of the Capitol Hill telephone system, $20,950,000. This major project will fund procurement, implementation and documentation, and support the replacement or upgrade of systems as identified in the Telecom Modernization study conducted in fiscal year 2004 and fiscal year 2005.

STAFF OFFICES

[Dollar amounts in thousands]

	Fiscal Year 2006 vs. Fiscal Year 2005			
	Fiscal Year 2005 Budget	Fiscal Year 2006 Request	Amount	Percent Increase/Decrease
General Operations & Maintenance:				
Salaries	$7,250	$8,226	$976	13.5
Expenses	$2,932	$3,985	$1,053	35.9
Total General Operations & Maintenance	$10,182	$12,211	$2,029	19.9
Mandated Allowances & Allotments	.....	.....	.....	.....
Capital Investment	$250	$475	$225	90.0
Nondiscretionary Items	.....	.....	.....	100.0
TOTAL	$10,432	$12,686	$2,254	21.6
Staffing	94	95	1	1.1

The Staff Offices Division consists of Education and Training, Financial Management, Human Resources, Employee Assistance Program, Process Management & Innovation, and Special Projects.

The general operations and maintenance salaries budget request is $8,226,000, an increase of $976,000 or 13.5 percent. The salary budget increase is due to the addition of one FTE, an expected 3.9 percent COLA, and merit funding for fiscal year 2006. Financial Management in Staff Offices will add one FTE to operate and maintain the document management and archive system for the department.

The general operations and maintenance expenses budget request is $3,985,000, an increase of $1,053,000 or 35.9 percent. This increase in funding results from Financial Management's funding for consultant expenses in support of developing, documenting and maintaining adequate procedures and controls, and PMI's professional services and consultants in order to support information technology prototypes and innovation research and development.

The capital investment budget request is $475,000, an increase of $225,000 or 90.0 percent. This increase is due to two projects: the Web Infrastructure Expansion and Video Conferencing Enhancements.

UNITED STATES SENATE INFORMATION TECHNOLOGY STRATEGIC PLAN 2005–2007: AN IT VISION FOR SECURITY, CUSTOMER SERVICE AND TEAMWORK AT THE UNITED STATES SENATE

UNITED STATES SENATE SERGEANT AT ARMS, OFFICE OF THE CHIEF INFORMATION OFFICER

A state-of-the-art United States Senate information technology organization that directly supports efficient, effective, secure legislative action, communication, and constituent service through its infrastructure, processes, and talented workforce

INTRODUCTION

Developing a strategic information technology plan for a decentralized organization such as the United States Senate poses interesting challenges. The Senate consists of one hundred Senators (Members), twenty-four committees, and fourteen officers, leadership and support organizations, each with unique needs. Yet, the Senate must function as a legislative body under any circumstances. Political aspects also provide a unique environment for developing systems, solutions, and infrastructure.

Unique Challenges and Opportunities.—Membership changes and the decentralized nature of the Senate result in a great variety of requirements. Within the context of satisfying the Members' individual business needs and ensuring efficient, effective, and enduring operation of the institutional Senate, the challenges include:

—Developing coherent requirements and managing customer expectations;

—Providing an information infrastructure for continuity of operations (COOP) and continuity of government (COG);

—Protecting the information infrastructure from internal and external threats;

—Providing an agile, customer-focused, information technology organization that is aligned with Senate business requirements;

—Realizing economies of scale associated with "enterprise" solutions while respecting the unique posture of each office and being responsible stewards of American taxpayers' dollars;
—Keeping the Senate "on top" of the rapidly-evolving "technology curve";
—Dealing with issues of information and data privacy and confidentiality; and
—Effective strategic planning—gaining consensus from all the stakeholders.

Though the institution is decentralized there are common business requirements that drive high-level functional requirements.

A Common Business Model.—Senate offices share basic business goals: (1) Efficient, effective conduct of legislative business, (2) Representing constituents' interests, and (3) Being accessible and responsive to constituents. The following functional requirements spring from the business goals:

—A need to be informed—ability to track (in near-real-time) current events that affect constituents, the United States, and the world;
—A secure environment—ability to perform their duties in any circumstances;
—Ability to communicate among themselves;
—Ability to communicate externally with the public and other government entities;
—Ability to operate and communicate among offices and staffs (Washington D.C. and state offices) efficiently and effectively; and
—Ability to collect, organize, analyze, and present information.

This United States Senate Information Technology Strategic Plan outlines strategic goals to satisfy these functional requirements and address challenges presented by the environment. The Office of the Assistant Sergeant at Arms and Chief Information Officer (CIO) is committed to providing world-class services and solutions and we are committed to pursuing innovative solutions and providing our Senate customers with technology choices. We are committed to working with other groups to erase barriers between organizations and provide seamless support. Finally, we are committed to working as team members within the larger Senate community whose stakeholders include every Member and Officer of the Senate as represented by their administrative managers, chief clerks and system administrators, with guidance from the Rules Committee on policies and priorities, and the Appropriations Committee on funding.

VISION

A state-of-the-art United States Senate information technology organization that directly supports efficient, effective, secure legislative action, communication, and constituent service through its infrastructure, processes, and talented workforce.

MISSION

Leverage technology so the United States Senate can function efficiently and effectively under any circumstances to serve the American people. Develop a technology team consisting of SAA, Member/Committee office staffs, and other Senate Officers' staffs to provide technology options, solutions, and world-class customer service enabling the United States Senate to accomplish its mission.

CORE VALUES

Personal attributes expected of every CIO employee:

Integrity.—"Service Before Self." Each of us serves something far greater than ourselves. To our nation, we represent the Senate. We will faithfully execute the duties and responsibilities entrusted to us and we will maintain the highest ethical and professional standards.

Customer Relationship Focus.—"Customer Care, Top-to-Bottom." Each of us, regardless of our job title or function in the CIO organization, is a customer care specialist first. To best serve our customers, when they call for help, we will: Own the problem; work the problem; and follow up to ensure their complete satisfaction.

Organizational Excellence.—"Relentless Pursuit." In everything we do, we will relentlessly pursue excellence: Every task—respecting our customers; building our team—respecting one another; delivering solutions; and representing the Senate.

GUIDING PRINCIPLES

People First.—We will take care of our people. We will strive to recruit, retain, and develop top talent. Mutual respect and teamwork will be the norm in a friendly workplace where everyone is valued as an individual.

One Team.—We will develop solutions, introduce technologies, and attack problems leveraging the best talent from across our organization. We will work in con-

cert with the larger Senate information technology community including every Member and Officer of the Senate as represented by their administrative managers, chief clerks and system administrators, with guidance from the Rules Committee and the Appropriations Committee.

Accountable.—We will measure our performance and solicit feedback from our customers. We will analyze results, compile lessons learned, and incorporate industry and government best-practices to enhance performance. We will communicate progress to our customers, operate as transparently as possible, and routinely measure our effectiveness.

Relationships with Customers.—We will know our customers through meaningful relationships. We will strive to know and act on their needs even before they call on us. We will develop these relationships by continual, varied communication and by building bridges to each of them.

Right Tools for the Job.—We will never seek to apply technology for technology's sake. Systems we build, solutions we deliver, and vendors we select will be directly tied to the business needs of the Members, Committees, and Officers of the United States Senate.

"Always-On" Senate.—We will provide technologies, solutions, and infrastructures that will enable continuous Senate operations wherever and whenever needed.

Innovate.—We will introduce and apply new concepts and creative approaches to meet the challenges of the present and anticipate the needs of the future. We will support innovation, agility, and a culture of rapid prototyping to identify and deliver viable solutions quickly. Above all, we will always strive for improvement.

GOALS AND OBJECTIVES

Secure

Strategic Goal 1: A secure Senate information infrastructure.—Provide a secure information infrastructure that protects Members, Committees, and Officers' data, respects their privacy, enables continuous Senate operations, and supports continuity of operations (COOP) and continuity of government (COG). Identify and understand threats, assess vulnerabilities, identify failure points and bottlenecks and determine potential impacts and remedy them before they adversely impact operations. Work as a team with system administrators, information technology staffs, security staffs, and training organizations to increase vigilance and awareness and be proactive in thwarting threats to the Senate information infrastructure.

Supporting Objectives:

Objective 1.1: Vigilance, awareness, education—know our systems' vulnerabilities and potential threats and work to educate and inform Senate system administration and information technology staffs on how to avoid them.

Objective 1.2: Emergency preparedness—be prepared to support any and all Senate continuity of operations plans (COOP) and continuity of government (COG) plans. Deploy an information infrastructure that is flexible and agile enough to respond to adverse events.

Objective 1.3: Detect threats, defend (defense-in-depth), preempt when possible.

Customer Service Focused

Strategic Goal 2: "Customer Service Culture" top-to-bottom.—Everyone on the CIO team is focused on providing excellent service and achieving customer satisfaction in everything we do: introducing new technologies, providing support, developing systems, streamlining processes, and day-to-day interactions.

Supporting Objectives:

Objective 2.1: Develop and nurture an agile CIO team with the skills, capabilities, and drive to provide excellent customer service.

Objective 2.2: Develop and execute a customer care process including communications processes, goals, an annual customer satisfaction survey, CIO staff training, and a customer satisfaction action plan.

Objective 2.3: Implement systems and solutions focused on supporting Senate Members', Committees', and Officers' ability to serve their constituents.

Effective

Strategic Goal 3: Information technology solutions driven by business requirement.—In addition to always striving to be more efficient (streamlining processes, more output per unit time) and continuously searching for ways to be more effective (discovering new ways to satisfy requirements, leveraging technology to enable Members, Committees, and Officers to expand or enhance their missions and capa-

bility), the CIO organization will establish information technology solutions to enable legislative processes: collaboration, communications, and information access.

Supporting Objectives:

Objective 3.1: Move business to the web.
Objective 3.2: A prototyping culture throughout the CIO organization.
Objective 3.3: Modern business processes driven by Senate business requirements.

Accessible, Flexible & Reliable

Strategic Goal 4: Access to mission-critical information anywhere, anytime, under any circumstances.—Eliminate bottlenecks and potential failure points. Monitor, track, insure system performance and quality of service.

Supporting Objectives:

Objective 4.1: Reliable state-of-the-art, high-bandwidth wired infrastructure supporting Washington D.C. campus, alternate and relocation sites, and state offices.
Objective 4.2: Develop, implement, and operate a comprehensive Senate wireless infrastructure.
Objective 4.3: Telecommunications modernization—a new telecommunications infrastructure built on convergence technologies.
Objective 4.4: All critical data and processing facilities replicated and backed up at alternate computing facilities.
Objective 4.5: Secure remote access capabilities to allow Members, Committees, and Officers access to their information resources from any location through a variety of secure and reliable devices.

Modern

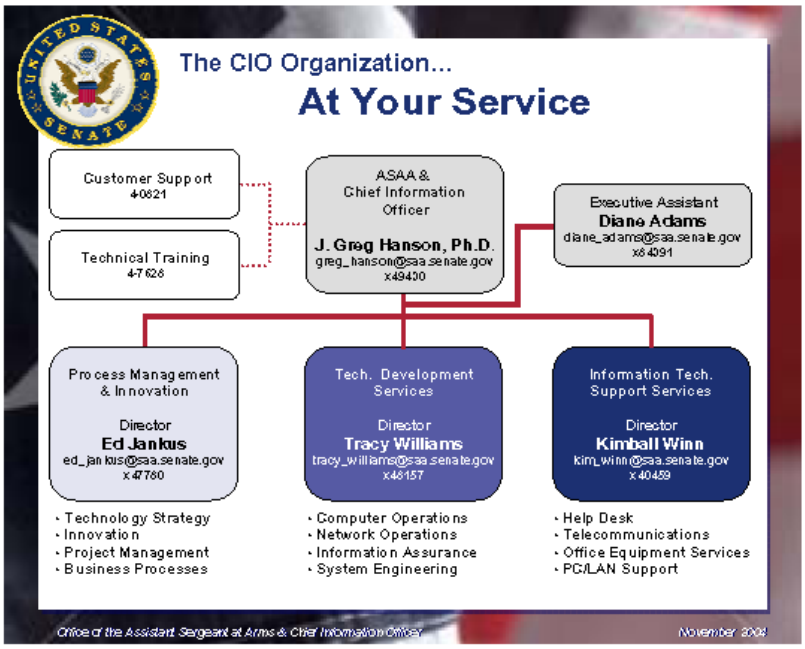
Strategic Goal 5: A state-of-the-art information infrastructure built on modern, proven technologies.—Keep the Senate on top of the "technology curve" by seeking, testing, and employing leading-edge technologies and solutions to help the Senate accomplish its mission. On-going investigation and evaluation of new and emerging technologies and innovation to provide Members, Committees, and Officers solution choices and flexibility within a framework based on Senate business requirements and industry best practices.

Supporting Objectives:

Objective 5.1: Tie capabilities and solutions to Senate business requirements. Through effective two-way communication with Member, Committee, and Officer Staffs, identify Senate business needs (requirements) that can be met better with technology.
Objective 5.2: Capabilities, solutions, choices within standards coordinated with the Rules and Appropriations Committees.
Objective 5.3: Architecture, technology roadmap with focus on emerging technologies.
Objective 5.4: An effective new technology infusion process that gets modern solutions in the hands of our customers quickly.

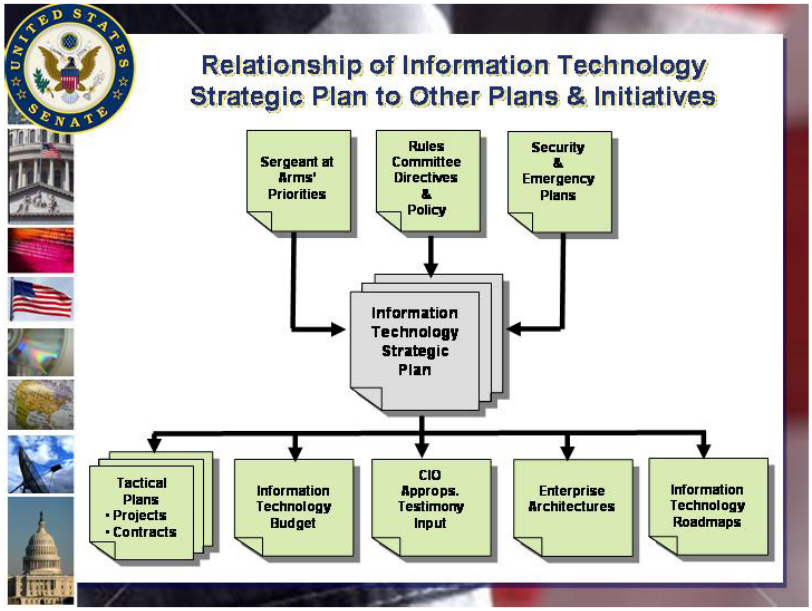
CIO ORGANIZATION

The CIO is an Assistant Sergeant at Arms (ASAA) charged with providing technology vision and leadership for the United States Senate. The CIO organization, with approximately 250 full-time Senate employees and supplemented by about the same number of contractors builds, operates, and supports the Senate's information infrastructure. The CIO is also responsible for information security, technology infusion, and information technology and office equipment help desk functions.



CIO Organizational Structure.—The CIO organization consists of three departments—Process Management & Innovation, Technology Development Services, and Information Technology Support Services. Autonomous from the CIO organization, but critical to its success, are the Customer Support Analyst and Technical Training organizations. The customer support analysts (CSA) serve as the interface between the Sergeant at Arms (SAA) and the Senate (customer) community. CSAs translate office requirements to the CIO organization for implementation and they "market" the CIO organizations' products and solutions to the offices. Technical trainers support every CIO initiative with focused customer training. They also provide technical training and resources to enhance the skills and competencies of the CIO organization.

CIO Functional Structure.—The CIO organization functions as three centers of excellence—Innovation, Integration, and Development and Support. Systems and solutions pass through a virtual pipeline of these functions taking them from concept/idea/proposal to fielded, fully-supported, operational system. A key component is constant customer input and feedback at every stage of the pipeline.

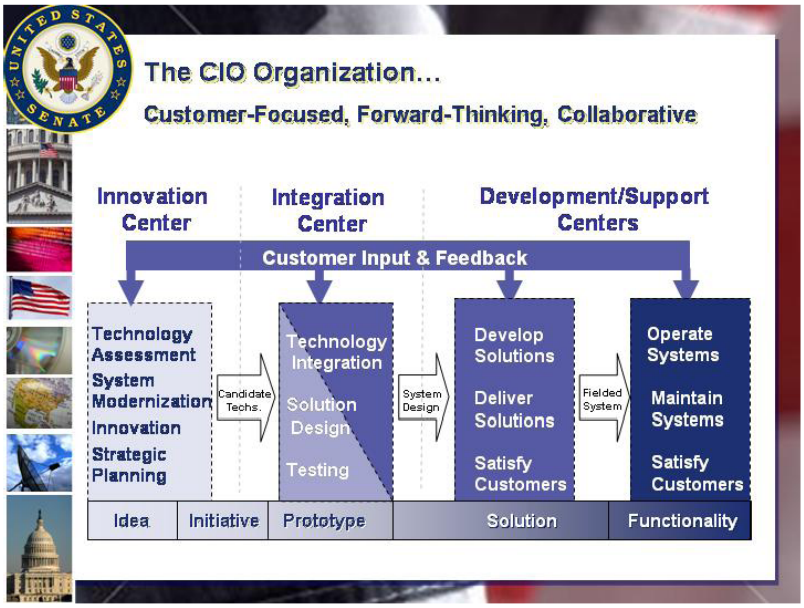


This functional organization approximates the classic system development life cycle (SDLC) approach for fielding solutions. Technology exploration (rapid prototyping, rapid application development, product testing) and new technology infusion occur in the Innovation and Integration centers and system development, operation, and maintenance (full-scale development) occur in the Development/Support Centers.

Agility and Teamwork.—The CIO organization has immense and varied talents. To foster innovation and respond to our customers faster we will apply those talents and capabilities whenever, and wherever, needed. Simply put—the CIO organization will be flexible and agile and we will deploy cross-functional teams to address customer requirements. Our planning, technology infusion and testing processes, development approaches, and responses to unforeseen events will feature teams of individuals from some or all our departments working in concert with our customers. We will be visible and accessible to our customers. This plan features strategic goals and objectives to these ends.

IMPLEMENTATION

Aligned With Sergeant at Arms' Priorities.—This two-year, rolling United States Senate Information Technology Strategic Plan focuses on systems and solutions to directly support the SAA's priorities—leveraging modern technology to: Ensure the Senate is as secure as possible and prepared for an emergency; and provide outstanding customer service and support.



Why a Two-Year Rolling Plan.—A prime objective is to field and operate a modern, state-of-the-art, information infrastructure. To keep pace with technology change and innovation, the plan will be reviewed and rewritten annually. Subordinate to this plan are the tactical plans and activities that accomplish the goals and objectives set forth here.

Developing the Plan is a Team Effort.—No strategy for the United States Senate can be developed in a vacuum. The entire Senate technology team including the Rules Committee, Assistant Sergeants at Arms, Appropriations Committee, Secretary of the Senate, and office information technology staffs must be actively involved. The initial draft of the United States Senate Information Technology Strategic Plan will be prepared by the CIO organization in concert with the Rules Committee. The completed working draft will then be coordinated and validated with the other Assistant Sergeants at Arms and then with the office information technology staffs (Chiefs of Staff, Administrative Managers, System Administrators) and the Majority Leader's Information Technology Working Group. In keeping with a spirit of innovation, this activity will be accomplished on-line in a strategic planning collaboration area. The final plan will be approved by the Sergeant at Arms and will serve as the basis for budget construction and testimony before the Appropriations Committee.

Relationship to Other Plans.—The United States Senate Information Technology Strategic Plan reflects the priorities, guidance, and directives of the Sergeant at Arms, the Rules Committee, and other Senate leadership entities. The strategic goals and objectives herein must directly reflect the priorities and business requirements of the United States Senate. Similarly, subordinate plans must reflect these strategic priorities. All tactical plans, budget requests, enterprise architectures, and technology roadmaps must be directly attributable to the strategies and objectives laid out here.

MEASURING PERFORMANCE

The only way to know if we are satisfying our customers is to ask them. Accordingly, the CIO organization has a multi-level approach to evaluation. We constantly measure performance, assess effectiveness, and check to ensure our efforts are aligned with business needs and requirements of our customers. We also validate the Senate's technology base against industry and government best practices and standards. The most frequent and important opportunities to gauge perceptions occur in the countless daily service calls, requirements meetings, and casual con-

versations. We view each of these as an opportunity for constructive feedback and will aggressively solicit such feedback.

We Will Fight for Feedback.—Service calls are followed by a customer satisfaction survey. These results are tracked and service level agreement (SLA) trends evaluated. We discuss results in weekly business process and technology review meetings attended by CIO staff, CIO support contractors, and customers. Performance against SLAs is one method to determine effectiveness of CIO contractors and staff. We also solicit customer feedback through an ongoing regular series of quarterly project review meetings and daily, weekly, and monthly system status reporting. Strategic goals, set forth in this plan, include leveraging technologies such as web-based performance reporting to make our operations transparent to our customers and provide them opportunities for feedback.

We Will Continuously Self-Evaluate.— . . . against industry and government benchmarks and best practices. We will continue to document the Senate's technology position, relative to the state-of-the-art, in the United States Senate Technology Level Matrix and validate it with leading industry consultants.

The Annual Customer Satisfaction Survey.—The CIO organization was created in June 2003. One of the first actions of the CIO was to develop and administer a customer satisfaction survey to baseline the organization's performance for future evaluation. The first CIO Annual Customer Satisfaction Survey was administered by the CSA organization during the fall of 2003 and culminated in the development of a customer satisfaction action plan for 2004. The action plan featured the following initiatives:

—Developing and projecting a culture of excellence;
—One team
  —Everybody in the CIO organization puts customer service first
  —Everybody in the CIO organization accountable for customer service
  —Cooperation and collaboration with the larger Senate information technology community (Rules Committee, Appropriations Committee, Member and Committee office staffs, Secretary of the Senate)
  —Outreach—establishing enduring relationships ("building bridges");
—Renewed focus on emerging technologies and innovation; and
—Developing an agile CIO organization.

The customer service action plan was executed and the 2004 survey completed in October 2004 with the results indicated in the chart below:

Evaluation and Accountability.—Everyone in the organization, starting with the CIO, is first and foremost a customer service provider. The organization exists solely to deliver excellent products and services to the United States Senate to allow the Members to serve their customers—American citizens. Accordingly, every member of the CIO organization has a common customer service metric written into their performance objectives. The fact that there is a common organizational metric drives everyone toward the same goal and fosters teamwork. The common metric is decided annually by the CIO management team based on the results of the previous Annual Customer Satisfaction Survey and the desired improvements for the upcoming year.

Working the Plan.—All of the evaluation tools described here will provide input and direction during the annual re-write of this plan. Through continuous program assessment and evaluation we will identify gaps formed by developing issues and changing circumstances. We will refine performance goals based on measures of effectiveness.

COMMUNICATION

Communication is the single most important aspect of our success. Effective communication forms the bedrock of all the central themes presented here—security, customer service, and teamwork. This strategic plan is the result of months of intense two-way communication with Senate stakeholders, industry leaders, and technology and business leaders in other federal government organizations.

Through credible and effective communication across the Senate community, we will seek to understand and address important issues and evolving requirements to satisfy their information technology needs. With testimony, reports, briefings, newsletters, working groups, notices, and information sessions we will inform the Senate community of our progress in fulfilling their requirements.

Senator ALLARD. My thought is we will go ahead and I will ask you some questions pertinent to your testimony, and we will follow this after each panel. After the panel has made its presentation, we will open it up for questions from the subcommittee.

TELEPHONE SYSTEMS UPGRADE

You wrapped up your discussion on the telephone system, and I want to start off with some questions on the telephone system, because that is where your budget request is most costly.

Mr. PICKLE. Sure.

Senator ALLARD. I understand we have had it for 20 years. There have been a lot of technological changes since then. But in view of a tight budget year like we could be facing this year, do you think that this is a project that could be deferred for another 2 years and still provide the same level of service that we are receiving right now?

Mr. PICKLE. I think you would continue to get the same service. It would not be state of the art. The longer we wait, the greater will be the cost to implement this new system. It is compounded

by the fact that our contract with the carrier that we use expires in 2006.

Now currently we have some leverage, because we have been involved in a very lengthy contract. We would like to leverage our position when we negotiate a new contract for services and equipment.

I have talked to our CIO. We can perhaps do some of this incrementally, and we could put some of the costs off over the years. But we will suffer somewhat and we will fall behind technology.

Senator ALLARD. Can this be phased in in a way that we gradually upgrade the system over time, so that we do not have the impact all in the 2006 budget?

Mr. PICKLE. Yes. I think the project will last more than 1 year. And from that standpoint, the funding could be spread out. It just depends upon how we obligate the money and what the requirements are from the contractual arrangements we have with the vendors.

VOICE-OVER INTERNET PROTOCOL

Senator ALLARD. I know that some businesses have looked at voice-over Internet protocol——

Mr. PICKLE. Yes.

Senator ALLARD [continuing]. And are very pleased about the way it has operated in the business. Now these are small businesses.

Mr. PICKLE. That is true.

Senator ALLARD. The report I am getting back, they are pleased with the system. But it is resisted by the telephone companies, and as a result of that, they have had directory problems with the telephone companies, and it put them in an adversarial relationship with the telephone company.

Have you taken a look at this new technology? With what I see happening in small businesses, is that something that we should consider here, considering the huge cost savings, the potential that is there?

Mr. PICKLE. Yes.

Senator ALLARD [continuing]. Does it need some more proving before we wade into that? Maybe if we wait 1 or 2 years it will begin to prove itself a little more.

Mr. PICKLE. Sure. We are looking at it. And we realize it is new. And it is going to be part of the architecture for our new telecommunications system. I do not know, the degree or the extent that it plays in our ability to integrate into our communication systems. I know there are some obvious advantages.

Senator ALLARD. Yes.

Mr. PICKLE. We think it is going to be less expensive for us. It gives the Senate offices and the staff here a flexibility that they currently do not have. And what I mean by that is it takes away the need to contact the SAA folks in many cases to transfer calls and to transfer services.

It has a lot of advantages. I think you are right. I do not think anyone knows what the final outcome will be, but we want to use this, or have this as an alternative. Certainly, initially, we want to take some very measured steps, and baby steps, if you will.

Senator ALLARD. Well, I am pleased that you are looking at it, because that is the new technology out there.

Mr. PICKLE. Oh, it is.

Senator ALLARD. And I think it has some potential for us. So I am pleased to hear that you have looked at that.

STAFFING INCREASE FOR THE SERGEANT AT ARMS

I want to talk a little bit about your staffing increase. You have requested 18 additional staff. Now your staffing has been increasing, I understand, rather steadily for the last 5 years, 138 FTEs or 18 percent since around 9/11. Why do you need those increases?

Mr. PICKLE. The 18 positions, most of these positions are tied to security or technology. A couple of them are tied to replacing more costly contract employees that we have. Can we re-prioritize and revisit these? Absolutely, we can. Perhaps we can re-juggle some of what we are doing.

But in regard to security and technology, those are pretty tough not to replace right now because our role, as you know, is going to expand considerably, not only with the alternate computing facility, which we have, but also the Capitol Visitor Center (CVC), when it comes on line. So those positions are in anticipation of supporting in great part, what is going to take place over the next year or so.

CAPITOL VISITOR CENTER EQUIPMENT FURNISHING

Senator ALLARD. Okay. Now on the CVC equipment furnishing, your budget includes $6.2 million for equipping the Capitol Visitor Center, and then providing the furnishings. Now given the continued schedule slippage with this project, and a probable opening date of fiscal year 2007, I know that they wanted to have the construction part by September of next year, which hopefully we can make that. But from a practical standpoint, it does not look to me like we are going to be in the building and operating until 2007. Is this something that can be deferred if that slippage continues?

Mr. PICKLE. I think if the slippage continues into the latter part of fiscal year 2007, we have some flexibility with the $3.7 million or $3.6 million for the Senate Recording Studio. There also may be some flexibility, if it goes that far, in regard to the furnishings and the equipment for facilities and environmental folks.

I believe the measurement tool they use here is we need 9 month's leeway. We have to have obligated the funds and start down the road 9 months before we open. And that is probably the——

Senator ALLARD. Okay.

Mr. PICKLE. I know the date keeps slipping. So if we open in the summer of 2007, we would need the funds——

Senator ALLARD. This year.

Mr. PICKLE. If we open in the summer or fall of 2007, we would need the funds in the very early part of the year.

DISCUSSION ON ADDITIONAL FUNDING FOR CURRENT TECHNOLOGY ALTERNATE COMPUTING FACILITY

Now the increase in the use of technology in the Senate has had a significant impact on your budget over the years. Do you expect this will level off or continue to trend upward in the future?

Mr. PICKLE. I think that technology is changing so quickly. And we can never——

Senator ALLARD. It is.

Mr. PICKLE. It is difficult to stay current. We realize that. But we make the best investment we can, given the most proven technology out there.

Our technology costs will continue to grow somewhat because of the alternate computing facility (ACF). As you know, that is a first-rate facility.

There will be some increased expenditures in the future years there for a number of reasons. Also, the CVC will add some costs because you have the communications costs, with wiring and other installations that are required, and you have the support personnel who will be needed to support these two functions or these two sites. With the CVC adding about 38 percent more square footage to the Senate space, the need to support that 38 percent more square footage is going to cause some additional increases on our part.

UPGRADING PRINTING PRESS

Senator ALLARD. Okay. I want to go to your printing press. How old is your current press and what improvements will a new press bring with that?

Mr. PICKLE. The press that we are requesting to replace in this budget is 17 years old. It is an outdated press. It is one that only prints in two colors, and the Senate demands more than red and black or black and blue. So we will have a combination of four colors with the new one if we buy it.

But more importantly, the current press, I understand it is a very labor-intensive process. And when you look at the number of copies that this particular press and office print, it is pretty phenomenal. In 2004, I believe the number was somewhere around 19 million color copies that this office printed. This was about a 166 percent increase from the prior year, and we anticipate a very large increase this year. The demand for color print is certainly going up. So it is a good investment.

Senator ALLARD. A lot of technology has changed in 17 years. I would think that you could find some printing systems out there where it would be less labor-intensive.

Mr. PICKLE. Absolutely. And I think this is one that we are looking at that would accomplish that.

UPGRADING MAIL PROCESSING FACILITY AND PACKING

Senator ALLARD. On your mail processing facility, you are looking for a new processing facility, I understand.

Mr. PICKLE. Yes.

Senator ALLARD. And this would enable you to process your packages as well as your regular mail. According to your testimony, you

anticipate that will save us about $250,000 annually, is that correct?

Mr. PICKLE. I think it will. Yes.

Senator ALLARD. And how will those savings be achieved?

Mr. PICKLE. Let me take a step back, if I can, for a second.

Senator ALLARD. Sure.

Mr. PICKLE. Mail processing at the Senate postal facility where we open, screen, and examine mail, is done by Senate employees. And we estimate that we can do it for $3 million less than our counterparts in the House. This is because we use Senate employees, and it is just a better way to do business.

We currently use a contractor to process the packages, as does the House. We have found that the quality of their service, while good, many times is not the best. There have been some pretty serious failures. We believe that by using current Senate employees, about two or three of whom we can shift over to the package processing function, we will save that huge contract price that we pay out to this vendor.

Now we do a lot of outsourcing, as you know. And we are all for outsourcing. But this is one outsourcing, because of its nature both in cost and in security, where we can do better.

Senator ALLARD. I am aware that in our ports of entries and our major shipping points, lots of times you use gamma and X radiation to determine what is in the package. And usually we are talking about large shipments that come in. Do we have anything like that that we are using here that would move things along quicker and maybe reduce labor retention?

Mr. PICKLE. Yes.

Senator ALLARD. We do not want to get too much into technology where we would tip off people what we are doing.

Mr. PICKLE. Absolutely, sir.

Senator ALLARD. My question is: Are we up to standard on that?

Mr. PICKLE. We are up to standard. And I would say in regards to both packaging and mail that we are state of the art in the Senate.

WAREHOUSE CONSTRUCTION

Senator ALLARD. Okay. Thank you. Just to follow-up here on the warehouse, we had extra money in there in fiscal year 2004, I understand, and then also in 2005, which is this year. How is that coming along and what is the status on that now?

Mr. PICKLE. It is coming along well. We should complete the construction of the warehouse by the fall of this year. And we hope to be in there shortly thereafter. It is a good investment for the Senate.

As you know, it replaces about five different warehouses, which are dispersed throughout this area. And this is a first-rate, climate controlled warehouse, which is going to be a cost savings to us in the out-years.

Senator ALLARD. Okay. All right. Let us go ahead and we will call this panel's discussion to a close and we will go into the next panel.

CAPITOL POLICE BOARD

STATEMENT OF HON. WILLIAM H. PICKLE, CHAIRMAN

ACCOMPANIED BY:

TERRANCE W. GAINER, CHIEF OF POLICE, UNITED STATES CAPITOL POLICE

HON. W. WILSON LIVINGOOD, HOUSE SERGEANT AT ARMS

ALAN HANTMAN, ARCHITECT OF THE CAPITOL

OPENING STATEMENT OF SENATOR ALLARD

Senator ALLARD. And on the next panel we are going to have the Capitol Police Board. And so we will have Mr. Pickle, Mr. Hantman, Mr. Livingood, and Mr. Gainer. Who is going to give us the testimony on this particular panel? Mr. Pickle again?

Mr. PICKLE. I have just a few remarks and then the Chief is taking it, sir.

Senator ALLARD. Okay. Very good. Proceed, Mr. Pickle.

STATEMENT OF WILLIAM H. PICKLE

Mr. PICKLE. Mr. Chairman, as you indicated, I am joined by the Capitol Police Board and Chief of Police, Terrance Gainer. The other Board members are Mr. Bill Livingood, the House Sergeant at Arms, to my left, and Mr. Alan Hantman, the Architect of the Capitol, to my right. And I know you know these gentlemen.

Senator ALLARD. Yes.

Mr. PICKLE. We, the Board, are very pleased to be here with the Chief today and support him on his budget request. I think as you step back and look at what this department has accomplished, we all find it to be a very remarkable department. It is a department that, because of this subcommittee in particular, and I mean this subcommittee, it has grown and become one of the most professional and one of the best departments in this country.

When you look where this department was 5 years ago, or even 4 years ago, and you look where it is today in terms of recruitment, retention, training, and the ability to do a very, very difficult job in a very complex period of time, they have done a great job.

What makes their job so difficult here on the Hill is this department is unlike any other police department in the country. We demand that they provide security and protect the 30,000 people who work here each day on the Hill. We demand that they protect the hundreds of thousands of visitors and tourists who come here daily; and at the same time, we demand that they keep this campus open so that the people's House can be enjoyed by all. Nowhere is there such a contradiction in this country, and they do such a great job.

Now many people look at this department and say, "My gosh, it is one of the largest departments in the country." Well, there is a reason for it. This is also the number one or number two target in

this country for terrorists. And it is also one of the most visited spots in this country.

We demand so much of them and they do so much for us. As you know, the anthrax and ricin attacks and more recently, when we were orange alert for the Nation last August, through the election, we worked this department 7 days a week, 24 hours a day. Many officers had no days off. It cost an awful lot of money. And we wish we could find a way to bridge the gap between too much and too little security here.

PREPARED STATEMENT

But we have a great deal of confidence in this Chief. We support his budget request, and we hope that we can answer some of your questions today that will give you and the subcommittee confidence that we are spending your dollars wisely. Thank you.

Senator ALLARD. Well, very good.

[The statement follows:]

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 2006 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, House Sergeant at Arms, Mr. Alan Hantman, Architect of the Capitol, and Terrance Gainer, Chief of Police.

We appreciate this opportunity to present and discuss the issues and challenges behind the Capitol Police fiscal year 2006 budget request. I would like to share, by way of topical introduction, some of my observations regarding police overtime and staffing levels, and current campus security needs and concerns.

But before I move on to this background information, I would like to thank the men and women of the Capitol Police for their leadership in coordinating the many organizations, people and resources necessary to effect a very successful 2005 Presidential Inauguration. The Capitol Police, and I say this with a depth of gratitude, has a deep bench of seasoned Inaugural veterans, skillful crowd managers, and experienced officers degreed in patience and diplomacy, who gave this Nation a very successful and noteworthy Inauguration. Without exaggeration, it is fair to say, the world was watching and wondering, with some modicum of anxiety, if some attempted disruption might befall the United States' first Presidential Inauguration since the September 11 attack. The Capitol Police executed well their responsibilities and, without drawing attention from the event, allowed the Nation's most celebrated tradition of peaceful, democratic government to go off without a hitch. Congratulations to the Capitol Police for a job well done!

I have a great respect and admiration for the men and women of the Capitol Police. As opportunity permits, I engage the officers in conversation and listen to their thoughts. I gladly report to you that they have an unmistakable dedication and love of country; they are devoted, proud, and dedicated to the business of protecting Congress. Many acknowledge it an honor to protect, serve, and welcome the Nation's citizenry, who come to participate in legislative business, witness the workings of democracy, and partake in the history that is this Nation's Capitol. These officers are enthusiastic owners of their responsibilities, even with the weight of a challenging work environment requiring rotating schedules, long hours, and a steeled endurance to brave the elements.

As Chief Gainer's testimony outlines, the Capitol Police have assumed, and will continue to be asked to shoulder, additional responsibilities. Overtime will continue to be needed to meet general campus security and protection responsibilities, including the 1st Street NE closure and random vehicle inspections, and will be further impacted by the CVC opening. And, while the dedicated members of the Capitol Police have responded in the past by working overtime when needed, we need to ensure we do not overextend these officers.

Additionally, long duty tours can reduce officer training opportunities. Abbreviated training creates a position, where officer skills atrophy, endangering the lives of the officers, congressional community, and visitors. Hiring sufficient numbers of officers, commensurate with the responsibilities charged to the Capitol Police, will

help us retain a robust, healthful, vigorous, and well-trained police force, and avoid the risks of atrophied skills.

The security levels of the Capitol campus are necessary; they must be sustained; we must remain vigilant; and we cannot let our guard down. Managing the unexpected by preparing and guarding against vehicle improvised explosives and suicide bombers is a valid mission. There is enough concern to warrant our high level of vigilance, and we should not take luxury with human life by waiting and reacting to an event. CIA Director, Porter J. Goss in February told the Senate Select Committee on Intelligence, "It may be only a matter of time before al Qaeda or another group attempts to use chemical, biological, radiological and nuclear weapons." In the same session, FBI Director, Robert S. Mueller III raised concerns about "al Qaeda sleeper cells" and "directed efforts this year to infiltrate covert operatives into the United States" as well as a "clear intention to obtain and ultimately use some form of chemical, biological, radiological and nuclear or high-energy explosives material in its attacks against America."

The choice we have today is whether Congress is better served with officers stretched thin using overtime or by hiring additional officers to meet security, protection, vigilance, and deterrence levels needed to keep the campus from harm. I must strongly recommend, and the Capitol Police Board supports, the hiring of additional officers. We have a duty to protect human life on this campus, and we have a moral and ethical responsibility, in light of current threat levels, to maintain a high posture of security.

The Capitol Police Board has reviewed the fiscal year 2006 budget and we ask your support for full funding, which will provide for the maintenance and operation of all the improvements and capabilities funded in recent years. The Capitol Police force has been transformed in recent years. It is stronger, more responsive, capable, accountable, and reliable and better able to serve Congress. We ask your support to sustain these improvements throughout the next year and help ensure that we do not ask our officers to work unreasonable overtime or be denied leave or training opportunities.

Chief Gainer will address more specific operations and plans for the coming fiscal year. I thank you for your time and your consideration and am happy to answer any questions.

Senator ALLARD. Go ahead, Mr. Gainer.

STATEMENT OF CHIEF TERRANCE W. GAINER

Chief GAINER. Thank you, Mr. Chairman, and members of the subcommittee. We appreciate the support that you have given the United States Capitol Police. Really, on behalf of all the members of this department I would like to acknowledge that support.

We do understand our responsibilities and we do understand the limited dollars available. I would like to submit my written testimony for the record and just share a few thoughts with you now before we answer any questions.

Senator ALLARD. We will put in the record the full testimony from both you and Mr. Pickle.

Chief GAINER. Thank you, sir. Mr. Pickle mentioned a couple of things we have done. I would just like to put into context what has happened in the past 12 months since we sat before this subcommittee.

We did have the ricin attack and we handled it quite nicely, and opened the buildings very quickly after that. We handled the Reagan state funeral and screened 100,000 visitors in 24 hours. We instantly set up a system to inventory people's property as they came in, because they were not permitted to bring it in the Capitol. This was done on the spur of the moment by a group of very dedicated civilian and sworn officers.

We have supported the State of the Union address. We lent our support to the two political conventions, where we had significant personnel up there, as well as the 2005 Inauguration. And as Mr.

Pickle said, we stood at code orange alert through August, September, October, November, and December. And over the past year we have screened some 9.5 million people, a 30 percent increase over what we did the year before.

Since January, for instance, we have now gone to our Tiger Teams, and unlike what we were doing earlier in the summer, where we were out there every single day at every single intersection—14 intersections. We now hit a couple of different intersections or places.

We have screened some 233,000 vehicles; 7,000 of those, interestingly enough, are vehicles that we thought needed further investigation. We conducted further investigation of those 7,000 vehicles resulting in 224 vehicles being denied access and 224 vehicles that potentially could have brought some harm to us.

Our officers have conducted 2,700 bomb searches. We have called out our HAZMAT Material Response Team some 300 times. We have conducted 3,000 special events and dignitary visits. We presented to the U.S. attorney 600 cases for their prosecution, with nearly a 98 percent approval rating by the U.S. attorney's office.

And this is what we know: we know that terror attacks have tripled across the globe, as it is reported this morning. We know that terrorists are patient and Americans are not. We know terrorists use surveillance techniques. We know that terrorists plan ahead and come back to places they have not gotten before.

We are very, very well aware of what goes on in the area of improvised explosive devices, vehicle-borne improvised explosive devices and combinations of attacks, and we have tried to position our forces to prevent these attacks. And as Mr. Pickle indicated, at the same time, we have a very open campus for these approximately 9.5 million people.

The thing that we do not know, and this has been testified to numerous times up on the Hill by the head of all the Federal agencies, and the CIA, FBI, Homeland Security, is where or when an attack might occur, or if, in fact, there are terrorist cells in the United States.

PREPARED STATEMENT

We have a mission. We understand our mission. We have a vision. We understand our vision. And we have a strategy to get there. I would be very happy to try to answer any of your questions, sir.

Senator ALLARD. Well, thank you very much.

[The statement follows:]

PREPARED STATEMENT OF TERRANCE W. GAINER

Mr. Chairman, thank you for the opportunity to appear before the Appropriations Committee today.

I would like to first put some context into our budget request, which we recognize is a substantial increase over last year's budget. The fight against terrorism led by the United States and its coalition partners continues. We know through intelligence reports that terrorists have stated their intent to strike another blow on America, and we also know that the Capitol and all it stands for is clearly one of their targets. We must not let that fact slip from our minds as we continue further—albeit safely—away from September 11, 2001. As the foremost symbol of democracy, the Congress, its Members, employees, visitors, as well as public buildings and operations are a highly visible target for individuals and organizations intent

on causing harm to the United States and disrupting the legislative operations of our government. Law enforcement genuinely believes it really is not a question of if—rather a question of when we could expect a strike. We are the first line of defense and we take our jobs seriously as we put our lives on the line each day that we come to work.

The United States Capitol Police request a fiscal year 2006 appropriation of $290.1 million, which is $59.7 million greater than the fiscal year 2005 appropriation. The Salaries portion of the request is $230.2 million to support 2,125 employees including 1,714 police officers (122 new officers) and 411 civilian positions supporting security, emergency response, technical, professional, and administrative functions. The total salaries increase is $28.4 million and is a result of three areas: mandatory increases of $15.9 million for cost-of-living allowances, health benefits, within-grades, promotions, and other benefits, an additional overtime requirement of $8.5 million for operational responsibilities, and new salaries of $4 million to support 122 new police officers.

The General Expense portion of the request is $59.9 million, which is a $31.3 million increase. This increase is explained in three spending areas: replacement of the legislative branch escape hoods for $8.2 million, hiring and outfitting costs for 122 new officers at $1.9 million, and finally $20.7 million to support and maintain previously provided and implemented equipment, assets, systems, infrastructure, more than half of the $20 million slated for physical security and our information and communication systems, which cannot be absorbed at current funding levels.

We expect this request with its increase will no doubt invite serious discussion, and we are prepared to address any of your questions and concerns. While I spoke earlier of the post-9/11 era, it is important to step back and take into account the last nearly seven years of change. This organization's considerable transformation began with the fatal shooting of our two officers in 1998. In response to that shooting we received funding to hire more officers, improve infrastructure, and implement security technologies. The 9/11 Terrorist and Anthrax attacks of 2001 again highlighted the need to further "harden the target" or in other words reduce the campus exposure to threats through prevention, detection, vigilance, and deterrence. Because of these events and the support of the Appropriations Committees, we received funding to improve and add new capabilities to the organization. These previously acquired capabilities are detailed in our budget request, and it will cost $20.7 million in additional funding over current baseline funding to sustain their use, effectiveness, performance and reliability. The demands on our equipment and technology capabilities will continue for the foreseeable future.

The Ricin Incident, the War in Iraq, six Department of Homeland Security code orange alerts, and the constant intelligence assessments have given us additional concern and have prompted operational adjustments. The top to bottom change of the Capitol Police, set in motion in 1998 and accelerated by attacks, events, intelligence, and world events, has resulted in a dramatic change in the Department and its support. Many of these changes have just recently come to fruition. In the same vein, the associated operations and maintenance costs are now impacting our General Expense request. The maintenance of these systems is the principal driver to the increase in our request—not new programs. Our request is to maintain the structure that we have set into place, and not to step backwards at the expense of congressional community safety or interruption of government. The changes and the design of the changes to the Capitol Police were created to sustain Congress, within the purview of the mission of the Capitol Police, and the result is an extraordinary law enforcement organization, unlike other police organizations. In fact, I would like to take just a moment to mention some of our accomplishments in the past fiscal year when the Department was challenged and successfully conducted several National Special Security Events such as the Inauguration; the Democratic and Republican conventions, the Ricin incident, the State of the Union and the Reagan State Funeral in which the Department screened more than 100,000 visitors within a 24-hour period.

In 2004, the USCP greeted and screened more than 9.5 million staff and visitors throughout the Capitol Complex as compared to 7 million in 2003. Our officers screened more than 61,000 visitors to major Congressional Concert events; conducted more than 2,700 bomb searches; responded to more than 300 hazardous material calls; coordinated more than 3,000 Special Events and Dignitary visits; processed nearly 1,000 illegal demonstrators and violators within our jurisdiction and presented nearly 600 cases to the U.S. Attorney's Office. We hired 145 sworn officers and 154 civilians in our Department in fiscal year 2004. Additionally, the Department has implemented a health program as we work towards creating and nurturing a fit workforce. The Department also has provided educational benefits that

work toward providing an educated team. One hundred and seven employees are participating in our Student Loan Repayment Program.

The specific needs of Congress, current threat assessments, and professional leadership has combined to create a hybrid police agency, integrating capabilities for law enforcement, security technologies, dignitary protection, intelligence analysis and threat assessment specific to the Capitol, crowd management, hazardous materials and device response, and physical security barriers, building access screening, prevention of vehicles bearing improvised explosive devices and the detection and prevention of covert surveillance. These Capitol Police capabilities work together to protect 535 Members of Congress, congressional leaders, congressional staff of more than 20,000, and the historical and political symbols of the Capitol campus.

The direction that the changes have taken has been influenced by best practice matching for law enforcement, professionalization and modernization of our administrative and technical support functions. This is where we have transitioned from sworn administrative roles to professional officer roles by hiring civilian professionals for information systems, human resources and financial management and other administrative functions. We have also moved to a self-sufficient role in the legislative branch no more solely reliable on the House and Senate for infrastructure and support. The Department assumed responsibilities for all human resource functions requiring systems and people to assume these responsibilities. This included building a new time and attendance system and hiring professional human resource and support staff. The Capitol Police assumed responsibility for a major component of information system functions, which were previously supported by the Senate Sergeant at Arms. As the personnel growth of the Department and the responsibilities of the Department increased it became evident that we needed to control, adjust, and build the enterprise architecture to meet the specific needs of the Department.

These changes are significant and are the result of strategic leadership choices, events befallen the Capitol campus, congressional demands for improvement, rigorous GAO reviews, self-analysis, strategic planning, best practice matching, and current threat environments through numerous surveys, reviews, audits, and investigations. Through these external and internal analyses, we have rebuilt this organization into a more qualified, capable, responsible, responsive, agile, effective, and efficient organization to serve the legislative branch.

The entire Capitol campus has undergone an infusion of technological improvements, enhancements and new implementations of state-of-the-art security to deter, detect, and delay unlawful acts using a risk-analysis to determine appropriate application. These technologies, workforce multipliers, allow us to monitor the campus, and control access to facilities with greater efficiency and effectiveness. Other technologies provide greater safety and assurance for the Capitol campus through the use of improved x-ray machines, magnetometers, itemizer sampling, technologies to scan all incoming material shipments in an off-site location, as well as cameras and recording systems, monitors, sensors, panic button alarms in Member offices, intrusion alarm systems, emergency notification systems, emergency call boxes, and measures to detect covert listening devices. Responsibilities for security systems and law enforcement have also grown with additional building spaces created by the Capitol Visitor Center construction, the Alternate Computer Facility, the Botanic Garden, and the Fairchild building.

In the area of command, control and intelligence capabilities we have expanded our command center and instituted an Incident Command System which is a universally adopted command structure used by first responders. The Office of Plans, Operations and Homeland Security is now operational. Intelligence gathering, analysis and dissemination has been expanded and we have worked diligently to build relationships with other federal, state and local entities to improve response coordination and capabilities.

Operational and response capabilities have increased by developing a dedicated full time specialized hazardous substance response team to develop and manage response capabilities dealing with chemical or biological events. Canine capabilities primarily used for bomb detection have been increased.

The Capitol Police is shouldering additional workforce responsibilities for the new CVC facility, street closures, various technical security implementations, and the truck interdiction program. These responsibilities fall upon our officers as additional duty hours; and so, we propose an additional 122 new officers, which is a part of the total 254 officers required to normalize work schedules. Hiring these new officers will allow officers to work 48-hour weeks as opposed to much higher levels.

Despite advances in technology and installation of systems, this Department is successful because of its people. Our greatest asset and investment is our current professional staff of 1,592 police officers and 411 civilian employees responsible for

Capitol complex security, law enforcement, emergency response, safety, and professional support services, which are a 24/7/365 day a year responsibility. To maintain the Capitol Police high state of readiness, response, agility, alert and vigor, we request these new officers. A request of $1.9 million is necessary to recruit, test, hire, and outfit 122 new police officers. Given the existing and future staffing requirements, the leadership of the Department must continually balance mission needs with training needs, leave requests and overtime.

While the well being of our officers is crucial to good operations, we are also recommending for the protection of the congressional community and visitors that we replace the aging escape hoods, due to expire in 2006. The Capitol Police manage this legislative branch program and the life-cycle replacement costs are estimated at $8.2 million. However, as I indicated earlier the largest portion of our requested increase will go toward the operation and maintenance of equipment and systems that were installed in recent years.

As Chief of the Capitol Police, 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 the opportunity to appear here today and am ready to address any questions you may have.

Senator ALLARD. We have now been joined by Senator Durbin and I will ask him if he has any comments that he would like to make.

We are into the second panel, Senator Durbin.

OPENING STATEMENT OF SENATOR RICHARD J. DURBIN

Senator DURBIN. No, Mr. Chairman. I apologize. I was in the Rules Committee with the markup and could not come earlier. But I ask that my opening statement be made part of the record, and I will ask a few questions as the hearing progresses.

Senator ALLARD. Without objection, we will make your full statement a part of the record.

[The statement follows:]

PREPARED STATEMENT OF SENATOR RICHARD J. DURBIN

Mr. Chairman, thank you for scheduling today's fiscal year 2006 budget oversight hearing on the Senate Sergeant at Arms and the U.S. Capitol Police Board.

First of all, I want to thank our witnesses, Mr. Pickle, Mr. Livingood, and Chief Gainer for joining us today to review your fiscal year 2006 budget requests.

Mr. Pickle, welcome. I commend you on the job your office is doing in providing security resources and technology to the Senate Community. Your staff does an excellent job in a difficult and challenging environment and we appreciate it. I had the opportunity of working pretty closely with your staff earlier this year when I moved into the Assistant Democratic Leader's office in the Capitol. Skip Rouse of your staff coordinated the move and everyone involved did an absolutely superb job. My staff and I are extremely grateful.

You are here today to testify on behalf of the Office of the Sergeant of Arms and Doorkeeper of the Senate, the Capitol Police Board, and the Capitol Guide Board. It sounds like you have been pretty busy.

The Senate Sergeant at Arms' budget request for fiscal year 2006 is $219.9 million or an increase of 23.7 percent over the fiscal year 2005 enacted level. As you know, this year promises to be a tough year budget-wise, so I hope you will help us out by prioritizing your request.

I noticed you have requested $21 million for a new telephone system. I hope you will provide us with some details about this new system.

You have also requested funding for several items, such as furniture and equipment for the Capitol Visitor Center. The Architect of the Capitol, who testified before this subcommittee two weeks ago, predicted a September, 2006, opening for the CVC. I'd like to know if your fiscal year 2006 request is based on this timeframe.

I hope you will address the current status of the perimeter security upgrades. I'm interested to know if this project is on schedule and on budget.

I hope you will update us on the status of the state office security upgrades.

I'd also like to know the current status of the Mail Processing Facility. I understand you will soon be moving into a new, larger facility.

You have requested 18 new FTE's in your fiscal year 2006 request. I hope you will tell us what these new employees will be doing.

Finally, I have noticed an increasing number of staff-led tours in the Capitol. I understand that during peak season, around 6,000 visitors are taken on staff-led tours each day. I am curious if the staff-led tours will be reduced or eliminated after the Capitol Visitor Center opens.

Chief Gainer, it is good to see you again. I want to thank the men and women of the Capitol Police who put their lives on the line every day for us here in the Capitol. This has been a busy year for the Capitol Police and I congratulate you and your staff on a job well done.

I see that your fiscal year 2006 budget request is $290 million, an increase of 26 percent over fiscal year 2005. I hope you can prioritize some of the items in your request for the subcommittee.

I note that you are requesting $23 million in the Architect's budget this year to construct an off-site delivery facility. I hope you will update us on the need for this facility and where you plan on locating it.

You are requesting funding to replace the emergency escape hoods in the fiscal year 2006 budget, as you did in fiscal year 2005. I hope you will update us on the need for these replacement hoods.

In your testimony, you stated that the Department needs a total of 254 new officers to normalize work schedules. I hope you can tell us why you need so many additional officers at this time. I'd also like to hear about how much overtime your officers are currently working.

I notice that you are requesting 62 FTE's for the Capitol Visitor Center. As I said to Mr. Pickle, I'd like to know if this request is assumes a September, 2006, opening of the CVC.

Finally, I'd like to know how the merger between the Capitol Police and the Library of Congress Police is going since the Memorandum of Understanding was signed.

Thank you Mr. Chairman.

ADDITIONAL STAFFING REQUEST

Senator ALLARD. And there is no doubt that the Capitol Police have been under some unusual situations since 9/11, and last year was an unusual year in that time period. And I know you had a lot of challenges with the many things that you mentioned in your testimony. It was truly unique.

Now, what is so unique about this next year that has you requesting a total of 254 additional officers?

Chief GAINER. Well, our 2006 budget is actually requesting 122 officers, and there are some other officers that are part of the supplemental——

Senator ALLARD. Oh, okay. So it is an additional 254, with the supplemental.

Chief GAINER. The request in the regular budget plus supplemental comes up to that, that is correct, Senator.

Senator ALLARD. Okay.

Chief GAINER. Yes.

And in general, 122 are needed because of the expanded mission of the police. So, for instance, with the Capitol Visitor Center scheduled to open in 2006, we need to get the officers into the pipeline that will augment the security that goes there.

Now that Capitol Visitor Center I think needs some 142 officers. Some of those will be offset by taking officers who are now involved in the construction projects or screening elsewhere and put them in there, but ultimately we will need 62 more people to man the various portals in the CVC.

We have expanded our dignitary protection and the level of protection that we give to the leadership of both the House and Senate. And we would need 26 extra personnel there.

The Senate leadership has directed and the Board approved the closure of First Street between Constitution Avenue and D Street, and that requires an additional 24 people. Now we have been doing that since early August, but we have been doing that out of hide and overtime.

Also, we are still in the midst of the support of the Library of Congress. So 10 of those individuals in our 122 would be dedicated to the attrition we anticipate there. But I am also aware that the Library of Congress in their own budget has come in and asked for some of their own people. So I think we are kind of caught, and the decision has not been made about whether our departments are going to merge and who is going to get the personnel to fulfill those needs. But that is where the 122 come from.

Senator ALLARD. Okay. Your request then will cover all the posts around the Capitol, plus what would be planned for the new Capitol Visitor Center, is that correct?

Chief GAINER. If we receive the full supplemental number of 132, and these 122, we would be able to cover our posts with 80 percent of the sworn officers department working on average 8 hours overtime per week.

So this request lets us do a couple of things. If we had these 254—I will mix both of them.

Senator ALLARD. Yes.

Chief GAINER. If we have the 254, plus 80 percent of the department working nearly 16 hours overtime a pay period, that would permit the officers an opportunity to take their vacations that they have earned; it would let the officers have 80 hours of training per year, which is really the gold standard and what we have been trying to shoot for, and just not wear the officers out. That is under the current threat environment.

SWORN OFFICERS TRAINING NEEDS

Senator ALLARD. Okay. How much time do officers now have for meeting their individual training needs?

Chief GAINER. Well, we have provided your staff with some of that information. Right now it is getting closer to the 80 hours. It is somewhere in between the 70 and 80 hours. With the lieutenants and above, they are running up an awful lot of compensatory time. We are now getting the officers into a position where they can take their vacation time and time off. But I can say we have done that right now because we have cut back in a lot of areas. There are a lot of posts now that we would prefer under best practices to cover that we are not covering.

STAFFING THE CAPITOL VISITOR CENTER

Senator ALLARD. Now I bring up the same point that we did at a previous panel on the completion date of the visitor center. It looks like it will be finally into 2007 before we actually have occupancy of that. Are you assuming that we are going to be moved in in September 2006?

Chief GAINER. We did not think we would all be in there in September, but we knew that some of the process would begin in getting the officers selected, trained, and mentored, and ready to take their position; this process takes some time. So whether that can slide a month, or two, or three in fiscal year 2006, it would probably be an ideal situation to have the money for the hiring, so that we would not delay the hiring as long in order to have the proper amount of officers at their portals.

FUNDING REQUIREMENTS

Senator ALLARD. Now if we are not able to provide your full increase or funds in the supplemental, what requirements would not be met at all, and what requirements would you only be able to partially meet?

Chief GAINER. Well, there is a whole series of those, Senator, and we will be happy to submit our prioritization listing.

Senator ALLARD. If you could, get that to us.

[CLERK'S NOTE.—A detailed prioritization listing has been provided to the subcommittee.]

Chief GAINER. But again, we have tightened our belts like good military and uniform people do, but we always increase the risk if we do not give this full coverage.

Senator ALLARD. We understand.

Chief GAINER. Thank you.

Senator ALLARD. Senator Durbin, do you have a question?

Senator DURBIN. Thank you.

Chief Gainer, thanks for the work that you and your men and women do for the Capitol Police, and thank you for the fine service. We at least take this opportunity once every year to remind all of us who work here and visit here how important your job is and how our safety depends on you. And I thank you for the fine men and women that you are commanding.

At this moment, as I understand it, the 1,714 officers, or police officers, would include the 122 new officers, is that correct?

Chief GAINER. It would, sir.

DISCUSSION OF OVERTIME

Senator DURBIN. It would. And let me ask you this: You mentioned earlier that you anticipate that each of the Capitol policemen will incur in any given pay period 16 hours' overtime?

Chief GAINER. Eighty percent of the department.

Senator DURBIN. Eighty percent. Explain that to me, if you will. If I knew as a manager that I had to have that much overtime built into the regular payroll, it would suggest I need more employees.

Chief GAINER. That is correct. In fact, as we did calculate this as to how many more employees we would need in order to bring the overtime down, and it is a business decision. And at first blush, sometimes it seems easier to hire someone in low overtime or pay more overtime and have fewer FTEs.

As I recall, I think the number to bring the overtime down closer to zero—441 officers would be that number. The down side of even asking for that number, I mean the obvious cost of that is your inability to handle peaks and valleys. I mean it is still our dream

that one day we will not be in as bad a situation as we are, and perhaps we will be able to scale back some of the security issues in 3, 4, 5, 6, 7 years from now.

So I think if we grow by this combined total of 254, given the current threat environment, the department will be in a position to handle its needs. And I also want to suggest that we use that target number of 16 hours overtime per pay period because it is very consistent in the Federal law enforcement environment. Whether it is the Secret Service, or the FBI, or ATF, they as a rule are given a fixed amount of money that really equates to them working about 14 or 15 hours extra a pay period.

Senator DURBIN. What is the difference in pay between regular time and overtime?

Chief GAINER. I would have to get back to you on that, sir.

Senator DURBIN. Is it time-and-a-half? Is it a 50 percent——

Chief GAINER. It is time-and-a-half.

Senator DURBIN. So if I understand this correctly, 80 percent of your officers will be, in effect, be paid for 20 percent of their time in overtime, 20 percent, if I did that calculation——

Chief GAINER. Yes, sir.

Senator DURBIN [continuing]. In my head correctly.

Chief GAINER. Yes, sir.

Senator DURBIN. And we are paying, through your appropriation, a premium, this 50 percent add-on, for these extra hours, is that correct?

Chief GAINER. Yes, sir.

Senator DURBIN. Okay. So let me ask you first: What is the reaction of your officers to this overtime? Is this something they look forward to, that gives them a little extra money, and they bank it and are willing to make the sacrifice?

I know at one point here when they were working 12-hour shifts day after day after day, I really felt for them, because I thought that the money just was not worth it to some of them, but they knew they had to do it. So what impact does that overtime have on morale?

Chief GAINER. Excellent point. And given the amount of hours that they work, way beyond 16 a pay period, is indicative of the regard with which they hold their job. But we were burning them up.

In my conversations with the union and the officers, we think this is within a ballpark of what they can handle. And yes, the officers do look forward to having the option of working overtime When we actually started scaling back after December, there was an interesting little bit of, "Hey, Chief, Christmastime is coming, and we were going to do "*x*" and "*y*", and I was putting carpeting down, and now you are cutting back overtime on us." So I think 16 hours is a reasonable amount.

From a cost comparison, and I do not have those numbers in front of me, the cost of hiring an officer, training them, versus that time-and-a-half overtime pay is really pretty close.

HIRING AND RETENTION OF SWORN OFFICERS

Senator DURBIN. I remember asking either you or a predecessor how many applicants you had to take to actually hire one Capitol

policeman, and I think the number was 10, or something. Or at least interview 10 to find 1 officer. Is that still the norm? Is that still the case?

Chief GAINER. That is close, but I can say that because of what Congress has done for this department in the way of salary, equipment, overtime, uniforms, training, and I think the patriotism of job seekers, we actually have people beating down our door. We are in a very good position to keep hiring, and the men and women we are hiring now are just very, very good.

Senator DURBIN. There was also a time when you were losing officers to TSA and other agencies that offered a different benefit package, different opportunities, different promotions, and such. Is that still the case?

Chief GAINER. It is not. There is a slight attrition, and some of the officers leave to go to other agencies, and we, in fact, encourage them to do that if that is good for them and their family. But I think by and large we stemmed that tide of people walking out of here about 2 years ago. And I think many of the officers ascribe to the theory that you neither take nor leave a job just for the money.

Senator DURBIN. And what about diversity goals? Do you set those for your department?

Chief GAINER. We do, and we have worked very hard on that. Just as an aside, I think we are just under—37 percent of our department right now is a minority. And at the last Federal analysis I believe we were ranked number two in Federal agencies as to the strength of our diversity.

But probably as important as the diversity ratio are the career opportunities we offer. We have built on what previous chiefs have done. But what we have been able to do in these past 3 years is increase the number of minority officers who get into specialty positions, and especially who have been promoted to sergeant and lieutenant, and to captain, and now to inspector and to deputy chief. And so now we are seeing the fruits of the benefits, and that will continue to increase.

Senator DURBIN. I know about one of those personally because one of the officers that we have come to know quite well from his singing ability, Officer David Nelson, who I believe is now a sergeant.

Chief GAINER. Yes.

Senator DURBIN. I congratulate him on that.

If I could ask one last question, Mr. Chairman——

Senator ALLARD. Yes. Go ahead.

MERGER OF POLICE FORCES

Senator DURBIN. I became concerned several years ago about the number of different police forces on Capitol Hill. The Supreme Court has their own. The Library of Congress had their own. Capitol Police had their own. And there are probably some of them missing; maybe the Government Printing Office. I am not sure.

So we tried to integrate the Library of Congress into the Capitol Police, and it really was not welcomed by the Library of Congress. They were not looking for this change, but we were trying to move in that direction.

Are we achieving that goal? I mean are we creating two forces where there used to be one? What can you tell me about the progress of moving toward an integrated force at the Library of Congress to meet their special needs for security, which are different than some other places, but also to kind of bring them into the Capitol Police family?

Chief GAINER. Well, there is yin and yang in that, Senator. I do think that we have shared a lot of training with each other. Some of their sergeants and lieutenants have been in our class. We understand communication a bit more. But it has been a struggle.

We now have an inspector who is supervising the Library of Congress police officers as well as 23 of our officers serving the LOC, and finally, after months of wrangling, the LOC permitted us to send a sergeant or lieutenant to help them.

I still do not think it is widely well regarded by the Librarian and his Deputy. I will not try to speak for them. The very fact that in their budget that they ask for some 45 officers and there was no consultation with this department or our inspector about the why or the how, again indicates to me that it is not their number one priority.

As I have said before, if we were building law enforcement agencies up here, we would not do it as it was done. And I even suggested recently to the Librarian, there is an memorandum of understanding (MOU) that the committees literally forced everybody to sign to try to move this thing along and that MOU will expire.

I would respectfully request that Congress take action on the very, very detailed merger plan that we submitted 2 years ago, or kill this thing, because it creates more work and energy for us than it is turning out to be worth.

Senator DURBIN. I agree with you. It has to be fish or fowl. We have to decide where we are going on this. And I just have to tell you that the idea and object here was not to dramatically increase the number of people guarding the Library of Congress, but rather to try to reach some sort of regularity here and consistency so that the Capitol Police could be involved in this.

I know there were some different standards on retirement and hiring that had to be resolved. Maybe some grandfathers that had to be accommodated in the process. But I will, I promise you I will look at that, and I will talk to the chairman about it. I do not know if this is a new issue for him. It might be. But it is something that we need to show some leadership on. Thank you.

Chief GAINER. But, Senator, if I may say, it is not all bad. Even if we walked away from the merger they kept our own department and we brought our people back, we are both better agencies for it, because, again, we are sharing training and information. They come each week, by our invitation into our intel meetings and our staff meetings, so there is some good that has come out of it.

Senator DURBIN. Well, I hope we can have even more good.

Thank you very much.

Senator ALLARD. Senator Durbin, I look to continue to visit with you on this particular issue. I just got a look at a letter to the editor here in Roll Call, and the issue that was brought out is that the Library is viewed by security as a weak link. And my question

is: How much of a weak link are they? How vulnerable do they make the rest of the security system here on the Capitol?

Chief GAINER. Well, there is that corner of the campus, I think, that is not doing as well as it could do. And again, I think the concept of the merger was to strengthen that. As the CVC opens and the tunnel is connected, it could exacerbate things. So it is not ideal, Senator.

Senator ALLARD. And the testimony we got from this in the last hearing is that the head of the Library of Congress had not communicated with you on this request.

Chief GAINER. That is correct.

Senator ALLARD. Was there any communication at all, and do you feel that he should have had some discussion with you?

Chief GAINER. Well, I do know this: When we put together our budget for both 2006 or the supplemental request, there were strong conversations with each Sergeant at Arms in their capacity as Sergeants at Arms even aside from the Board. So I think there needs to be a very good dialogue with the stakeholders so that we understand what the clients want and expect in order to determine what is the best way. And I have not seen that yet.

Senator ALLARD. I think that that is our responsibility, to help make sure you get some clear guidance as to where to go in that order. So we will be working on that for you.

FISCAL YEAR 2005 SALARY BUDGET DISCUSSION

The other issue I wanted to bring up is, again, the changing figures that we have seen here lately. Originally, you showed a deficit of $10 million or so. Then it was considerably less than that. Now I see that you are looking to anticipate somewhere around a $25,000 surplus. Do you want to explain why those figures have changed?

Chief GAINER. I sure do, Senator. In the late fall, early winter, November, December, the conference committee report was very clear to the Capitol Police to live within our budget and do not anticipate any supplementals and, obviously, not be in violation of the Anti-Deficiency Act. And there was not much support for the fact that how much work we were doing and how much overtime we had, and the fact that we knew we were going to run short of funding.

So we were doing competing things, trying to work with the committees as to what we might need in order to keep up the security level at best practice standards, while at the same time ensuring no anti-deficiency sometime during this fiscal year.

So I sat down with Jim Rohan, who is the Assistant Chief of Police, and Tony Stamilio, who is our Chief Administrative Officer, to look at where we could tighten our belt and try to provide security and ensure that we have the money to get through the year? And by doing that, we forced the operational commanders to be much more miserly in the use of overtime and to stop doing some things. Since then the amount of overtime has declined.

We also had money in the budget that we are saving to use if we had to go to a full-time vehicle interdiction again like we did in August, September, October, November, where the officers would

be out there 24/7 at these intersections, and the belt tightening eliminated a significant amount of that money.

But it has been through belt tightening, eliminating projects, and stopping some security needs that we have driven down the money that we needed. And also during this time there were the ongoing conversations about whether we could use what had been designated emergency response funds or not, and finally the determinations and the directions came to use some of that, so that also took away some of the budget projection red balances.

COMPETENCY PERFORMANCE-BASED MANAGEMENT SYSTEM

Senator ALLARD. If you have been following some of the previous hearings, I am a strong believer in measuring performance, the intent of the Government Performance and Results Act. And from what I understand has happened, you have implemented two new competency performance-based management systems, one for senior executives and then another for civilian and sworn employees. And then the implementation of these systems was put on hold due to your operational demands placed on staff, such as preparing for the Presidential inauguration.

Have you reinitiated the implementation of these competency-based performance management systems, and if so, what progress have you made in that regard?

Chief GAINER. We have restarted them. The one for the executive team at the inspector and civilian director level have been implemented, and those personnel do now know their goals and objectives, and what is expected of them.

The system implementation was delayed because of all the other operational requirements; we issued the order just in the past couple of weeks to start the program. The training is going on through the middle of May. So by June and July, people will have the renewed job performance appraisal system in place.

Many of the leaders here were as disappointed as any to find that some people had not been rated or given any evaluations in 6, and 8, and 9 years. We now know that we have to concentrate not only on the operational business in emergencies, but we also have to keep the administrative and infrastructure business running.

That has improved, because, again, Congress granted, especially the administrative side of the House, some significant civilian personnel. And our fiscal management, our human resources, our IT shops were terribly understaffed. And while we grew the sworn numbers by some 333, we just did not keep up with the administrative side.

I am happy to say, with the guidance of the GAO, and they have been very helpful in the direction they have given us, and with the addition of the civilian staff that I believe we will be positioned to do well on our performance system. We have a very comprehensive strategic plan, and we are operating from a business perspective in the direction we should.

OFFSITE DELIVERY CENTER

Senator ALLARD. Okay. Now talk a little bit about your offsite delivery center. In the pending supplemental you have $23 million for

that offsite delivery center to replace the current facility on P Street.

Chief GAINER. Yes, sir.

Senator ALLARD. I guess I direct this to Mr. Hantman. What is the status of moving this project forward, and do you believe this amount will be sufficient?

Mr. HANTMAN. Mr. Chairman, there have been a series of meetings over the last several weeks. What we have tried to do is take a look at alternative sites and work with the House and the Senate, to find out what sites they find took good candidates for it, and then try to lay out the different type of operating procedures that might be used at such an offsite.

One of them would be a transfer type concept, where trucks would be brought in and offloaded, and then other in-house vans would be loaded, as the White House model does, to bring deliveries actually to the Senate side or other locations.

The other concept is screening trucks as they exist and allowing them to make their designated runs throughout the campus.

So those types of studies are being done right now, and the amount of money that would be necessary to accommodate either one of those profiles would really be determined by the individual site that the House and the Senate find best and most appropriate, in terms of travel distance to the Capitol. And those kinds of evaluations are still being done right now.

The $23 million that is in the supplemental at this point in time and also in the budget of the Architect of the Capitol is based on a study that was done several years ago for a potential site on New York Avenue, using the cost of land over there and the potential construction. So that study needs to be updated relative to the particular site that essentially is determined as the most appropriate by the House and the Senate, and what type of facility goes on it.

Senator ALLARD. Mr. Pickle, in regard to the operational model for the offsite facility, are we on the right track?

Mr. PICKLE. Mr. Chairman, the Board has unanimously approved a particular process that should be utilized for good offsite delivery security. We, the Senate, are much better prepared because of staffing and other support that we have. We are much better prepared to immediately begin that process once the offsite is completed.

The House, for some other reasons, they have many more deliveries, they are not equipped either in staffing or other equipment resources to begin immediately.

Senator ALLARD. They have almost twice as many deliveries than we do.

Mr. PICKLE. Yes, they do. We are prepared to move ahead immediately. The dilemma is the funding, as I understand it, may not be sufficient to build a site that would accommodate the correct procedures that the Capitol Police Board have approved. The dilemma is pretty much this way.

We need the flexibility to do what we need to do for the Senate, and the House will eventually catch up with us and they will also adopt those protocols; this is my understanding. But there is no disagreement among Mr. Livingood, or myself, or the Chief on that. We know the process that needs to be implemented, but we need

the funding to make sure that the flexibility is there for both the House and Senate to adopt the same process.

Again, the Senate is ready to proceed. The House has some more resource issues that they have to focus on with the Architect.

Senator ALLARD. And your funding request includes that?

Mr. PICKLE. The $23 million funding in the supplemental was put in there because that is what, based on the study Mr. Hantman just referred to, that would be sufficient to accommodate what we both need.

Senator ALLARD. Okay.

Mr. PICKLE. We find now that that $23 million may or may not do it, simply because the price of real estate has gone up, especially since the Washington Nationals baseball team has moved into Washington, DC causing real estate prices in the area the House would use as an offsite delivery location to go up quite a bit.

I would also like to say that the Senate does not really care where this site is, and we have been very clear about that. We are prepared to immediately start the process once the site is picked. We are just waiting for the funding to match up with the results of his study, so we can get moving.

MOUNTED HORSE UNIT

Senator ALLARD. Okay. I want to bring up the mounted horse unit with you, Chief Gainer. Now it has been in place just a short period of time.

Chief GAINER. Just about 1 year.

Senator ALLARD. Can you tell me whether you feel it has been effective or not, and what specific improvements has it brought, and how high a priority do you place in continuing this unit?

Chief GAINER. Through my police career I have seen what mounted units have done, and that goes back to the late sixties, where I spent the first 20 years of my career on the Chicago Police Department. Mounted units are unbelievably effective in crowd management, whether that is from a positive point of view in just managing a crowd, or disruptive crowds in calming them. That was one of the reasons that I first approached the Board and then the committees to do that, to have a mounted unit.

The training is rigorous, and we have some great personnel riding the horses. And we have used them in crowd control exercises up here as recently as yesterday. The officers on those horses have also issued tickets. They have found a lost child. They have responded to any number of hazardous device incidents, where they have helped manage the crowd.

They are a wonderful PR asset, too. I daresay they are probably the most often photographed thing in addition to the Capitol Dome, or if you can juxtaposition them against the Dome, that would be the most taken picture by visitors.

And there is something very positive about that——

Senator ALLARD. Yes.

Chief GAINER [continuing]. For people to feel they can approach a police officer. Because, again, over my 27 years, what we did, we got in squad cars, we rolled the windows up, turned the air-conditioners on, and put personal radios on, and you did not communicate with the outside.

The officers are out there. They are visible. They are interacting. They can see above the crowd. They can move in areas around this campus, where neither cars, nor bikes, nor motorcycles can go. So I think they are value added, and I hope that we have another year or two out of this to convince the Congress that they are value added.

Senator ALLARD. And you do not see any increased vulnerability to the officer on the horse. In fact, you see just the opposite, is that right?

Chief GAINER. They very much have a calming effect. And clearly, what the studies and experience indicate is that a mounted rider is equivalent to 10 foot officers. So it is a force multiplier, if you will, and when you see them wade into a crowd, especially a hostile crowd, you can very easily bring peace and tranquility.

Senator ALLARD. Now if you are recruiting in the State of Colorado, it probably would not be as difficult to find somebody who knows how to ride a horse. Are you able to find officers who have riding skills that can qualify for the job?

Chief GAINER. Well, we are finding them. And interestingly enough, even again, I will go back to my Chicago days. The Chicago Police Department sent their personnel out to the United States Park Police, who is considered one of the model agencies in training, which is where, when we restarted the Metropolitan Police Department's unit I sent the officers and I sent our Capitol Police officers there. And you will get most trainers to say they would prefer to have someone who does not have a lot of riding experience, so you do not have to break them of bad habits.

I can say this: One of our sergeants that went through this training, I think he is the oldest individual who has ever completed the Park Police training. And we have good men and women out there riding horses. That is not a problem.

CAPITOL VISITOR CENTER SPACE FOR POLICE

Senator ALLARD. Good. Thank you. Now how about your space in the visitor center? Are there sufficient funds in the budget to complete the fit out of the space for the Capitol Police in the visitor center?

Chief GAINER. The Senate, I believe, is allocated funds that would take care of what is designated the Senate portion, and their share of the police portion. And I think that is in the Architect's budget. I think the House is still working on their share, if I am not mistaken, to fully fund that. But, again, that is part of the interesting issue with the Capitol Police department up here, and how, we have an artificial line that goes down some offices, and where half belongs to one body and half the other, and to figure out how we buy the desk, and the paper, and the furniture. It is being worked on, sir.

Senator ALLARD. So you are having to kind of divide out half furniture, House, half furniture, Senate. Is that where you are at right now?

Chief GAINER. Yes. But we are working with everybody to do that.

Senator ALLARD. Okay.

So you will have more to report on that later.

Chief GAINER. Yes, sir.

FAIRCHILD BUILDING

Senator ALLARD [continuing]. Okay. Now on the Fairchild building, the Architect of the Capitol is leasing and fitting out several floors of the Fairchild building for the Capitol Police. Can you brief the subcommittee on the status of that effort? And when do you feel it will be ready to be occupied, and what needs we may have in that facility?

Chief GAINER. Sure. We think our first—we hope our first—well, we have some people in there now in swing space, because we are moving them out of our headquarters, and there are some people in old space in the Fairchild. We think the new remodeled space will probably be ready. The target is sometime June. I am going to suspect late June, maybe early July, where we finally have a finished space where we can move people in there.

The Architect and his staff have been very, very helpful in support of—given all the things everybody asks the Architect to do. It has been a costly operation. We are seeking funding for some of the security mechanisms that would be needed there, because we are taking over a large portion of the building, and it does not—with some very important units and documents for which we have asked for just under $1 million-ish to fund some of those security needs. So there are still some needs and there some time.

But again, the whole issue about being in that building really revolves, again—Congress was very good in growing the department by some 333 sworn since 9/11. But the space that we occupy continues to shrink up until these recent moves.

The Fairchild building was always meant to satisfy a temporary issue. And again, we would implore both the House and the Senate to consider our requests for a new Capitol Police headquarters, ultimately, that we might move into in 5, or 6, or 7 years.

Senator ALLARD. Okay. Gentlemen, that takes care of my questions. And so we will go ahead and call this part of the hearing—we will dismiss this panel and then we will call on the next panel, which would be the Capitol Guide Board.

I want to thank you all for your hard work and dedication, and all the fine people that you have underneath you, and all their fine work. I know they put in long, hard hours, and we appreciate that.

Chief GAINER. Thank you, Senator.

Senator ALLARD. Thank you.

CAPITOL GUIDE BOARD

STATEMENT OF HON. WILLIAM H. PICKLE, CHAIRMAN

ACCOMPANIED BY:

BILL LIVINGOOD, HOUSE SERGEANT AT ARMS
ALAN HANTMAN, ARCHITECT OF THE CAPITOL

Mr. PICKLE. Mr. Chairman, unfortunately, you get to look at us a little longer.

Senator ALLARD. We now have the Capitol Guide Board, which is Mr. Hantman, Mr. Pickle, and Mr. Livingood.

Mr. PICKLE. I think this is kind of unusual. This is the first time in a number of years that the Capitol Guide Board has testified.

Senator ALLARD. New leadership on the subcommittee.

OPENING TESTIMONY OF WILLIAM PICKLE

Mr. PICKLE. But the Capitol Guide Service does a wonderful job, and by any measure, they are one of the best tour services in the world. So far this year they have accommodated more than 200,000 visitors, and we believe that by October we may approach up to 1.5 million.

The role of the Guide Service has changed quite dramatically since 9/11, like so much here. Prior to 9/11, it was more for tours and informational services. Since 9/11 they have become a very integral part of security. They help the police department in such things as emergency evacuation of tourists. Most of these visitors have never been in this building, and it is absolutely critical, as you have seen during some of the evacuations, that we have people who are trained to get people out of the building without hurting them and without causing more harm.

We, today, have about 70 guides. And they handle roughly 1,900 to 2,000 public visitors a day. The numbers are compounded by the fact that staff-led tours now total almost 6,000 people a day. So we keep our tour guides busy not only with their own tours, but helping the staff as well.

Tours are going to become a little more complicated as we get into the CVC, because, obviously, the jurisdiction or the role of the tour guide service will expand dramatically. To what degree, we do not know. That is still up to the governance board, and the House and Senate leadership who, as you know, are trying to decide just how this is going to be structured.

But for 2006, we are pretty stable. We are asking for $254,000 more in the budget. It is a small 6.6 percent increase, and essentially covers COLAs and other minor expenses. We are not asking for any more positions this year. We believe additional positions for the CVC will be requested in next year's budget request.

To show you the magnitude of what the Capitol Visitor Center is going to mean to the Guide Board, a consulting company that has been helping for the last several years and working with the

Architect and that specializes in museums and large institutions, has indicated to us that their analysis shows we will need 161 guides to manage the CVC and the Capitol. This is because there are so many more responsibilities that the Guide Service will be required to take on in the visitor center. It is going to be a challenging year for us as we prepare for the CVC to open.

PREPARED STATEMENT

I have nothing more, but we are here to answer any questions you may have, Mr. Chairman.

[The statement follows:]

PREPARED STATEMENT OF WILLIAM H. PICKLE

Mr. Chairman and Members of the Committee, thank you for this opportunity for the Capitol Guide Board to appear before the Committee. I am pleased to come before you today to report on the operations of the Capitol Guide Service and the Congressional Special Services Office (CGS/CSSO). With me today are Mr. Wilson Livingood, the House Sergeant at Arms and Mr. Alan Hantman, the Architect of the Capitol, who join me as Members of the Capitol Guide Board. Mr. Tom Stevens, Director of the Capitol Guide Service, is also with me today.

The primary function of the Capitol Guide Service is to provide an enjoyable and accessible visit to the United States Capitol for over 1.5 million visitors annually. So far this fiscal year, the Guide Service has accommodated more than 200,000 visitors on public tours alone. Also this year, the Guide Service has led approximately 55,000 visitors on Member Reserved Group tours, 7,500 on Congressional member tours (early-morning tours), 2,500 on Dome tours and more than 1,000 visitors on adaptive tours for visitors with disabilities. Additionally, the Guide Service through its Congressional Special Services Office, has provided over 500 hours of sign language interpreting services for Congressional business. These numbers represent the non-peak season. If current levels are an indicator, we may reach 1.5 million visitors to the Capitol before October. The Guide Service has also trained over 1,500 Congressional staff to give tours so far this year. During the peak season staff bring approximately 6,000 visitors to the Capitol each day.

The Capitol Guide Service has been in existence since 1876, employing five guides when it was established for the centennial celebration. The Capitol Guide board—similar in composition to the Capitol Police Board (House and Senate Sergeants at Arms and Architect of the Capitol)—was established in 1970 to formalize the Guide Service as a professional entity within the Congress and to supervise and direct its operation.[1] The authorizing legislation in 1970 called upon the Guide Service, which employed twenty-four guides at the time, to "assist the Capitol Police by providing ushering and informational services, and other services not directly involving law enforcement, in connection with ceremonial occasions in the Capitol or on Capitol Grounds," among other duties.

The role of the Guide Service in those days—pre 9/11—was to provide guided tours and informational guidance to visitors to the Capitol. Since then, the role of the Guide Service has expanded to include a quasi-security function. Following the events of 9/11, we called upon the Guide Service to assist the Capitol Police with emergency preparedness. Guide Service management is now equipped with emergency radios, providing a communications bridge to the Guide Service's own radio system. All Guide Service personnel have been trained in evacuation procedures. It falls to the Guide Service staff to assist the Capitol Police in the evacuation of those on public tours, who for the most part, have never been inside the Capitol Building before.

Today, we have seventy guides to perform these services. We welcome the opportunity to increase the duties of the Guide Service to meet the needs of the Congressional community as we transition to the Capitol Visitor Center.

For fiscal year 2006, the Guide Service is requesting a total budget of $4,098,000, which is an increase of $254,000 or 6.6 percent over the fiscal year 2005 budget. Of that amount, $228,000 (90 percent) of this increase over fiscal year 2005 includes the estimated fiscal year 2006 COLA and increases in personnel benefits. The re-

[1] Effective January 3, 1971, Public Law 91–510 made the tour guides legislative employees under the jurisdiction of the Capitol Guide Board. The first free guided tour was conducted on January 3, 1971.

quested increase will enable the Guide Service to maintain the level of service currently being provided to Members of Congress and their guests based on current visitation volume and services provided. While the Board anticipates hiring additional staff to operate in the CVC, funding for those additional FTE's is included in the CVC startup budget, therefore, these positions are not requested in this fiscal year 2006 submission.

The staff of the Capitol Guide Service and its Congressional Special Services office has done a tremendous job in providing the utmost in visitor services to all who come to experience the Capitol. The accomplishments of this office would not be possible without the support of this Committee. We thank you for your support and the opportunity to present this testimony and answer your questions.

Senator ALLARD. I wanted to have an opportunity to see what the makeup of the Board is and have a chance to visit with you a little bit about it. And I realize that it has not been on anybody's radar screen, but I also think that this is a unique time, with us moving into the new Capitol Visitor Center, and would like to have some assurance from you that some thought was being given about what I foresaw as some changing dynamics in the way those tours may be handled——

Mr. PICKLE. Absolutely.

STAFF LED TOURS

Senator ALLARD [continuing]. As we move into the new Capitol Visitor Center, and perhaps some jurisdictional concerns, which you alluded to, as far as the House and the Senate are concerned.

We have 6,000 people led in daily, what we call staff-led tours, and then you have 2,000 visitors that come through your regular Guide Service. And the staff-led tours, these are staff from the individual congressional offices. That is a pretty sizeable number that we have our staff doing.

Do you see a problem with the staff-led tours?

Mr. PICKLE. There is a real problem with staff-led tours, and it is that we want the tours to be worthwhile for visitors. They should be enjoyable and a learning experience. And quite honestly, we do not think we are getting the bang for the buck on these tours.

The Guide Service works hard to train staff members in each office and on each committee to give a good tour. But the situation is more difficult when you have thousands of people in the Capitol.

As you know, it is tough to walk from one end of the Capitol to the other during the middle of the day. Both the House and the Senate are working with the Guide Service Board now to come up with an alternative plan, or something that will make the tours a more enjoyable experience.

We are sending a letter out on the Senate side today to all of the committees and all the offices reminding them of the rules for staff-led tours. We are also reminding them that the building will only hold so many people, then it becomes unsafe, and when we reach that limit, we will be canceling or stopping tours for a period of time. Mr. Livingood has been doing that for the last several weeks on the House side.

Senator ALLARD. I would guess that you have a lot more staff-led tours on that side.

Mr. PICKLE. It is considerably more.

Senator ALLARD. Do we have an idea of how many of these are Senate-led staff tours and how many are House-led staff tours? Any idea on that?

Mr. PICKLE. Two-thirds are House—4,000 House, 2,000 Senate.

Senator ALLARD. Okay.

I think that is all. I just wanted to let you know we are looking at and thinking about the tours, and we need to have a little public discussion about it. But I think that as a new member of this subcommittee and also as its chairman that I need to do everything I possibly can to inform myself on the workings of the Capitol and the surrounding facilities that we have.

SUBCOMMITTEE RECESS

So, again, I want to thank you for all your hard work. And the subcommittee stands in recess until May 11, when we will take testimony from the Government Printing Office and the Congressional Budget Office.

And thank you, gentlemen, for your hard work.

Mr. PICKLE. Thank you, Mr. Chairman.

Senator ALLARD. Thank you.

[Whereupon, at 12:15 p.m., Wednesday, April 27, the subcommittee was recessed, to reconvene at 10:30 a.m., Wednesday, May 11.]