

LEGISLATIVE BRANCH APPROPRIATIONS FOR FISCAL YEAR 2007

WEDNESDAY, APRIL 5, 2006

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

The subcommittee met at 10:35 a.m., in room SD-138, Dirksen Senate Office Building, Hon. Wayne Allard (chairman) presiding.
Present: Senator Allard.

U.S. SENATE

SERGEANT AT ARMS AND DOORKEEPER

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

OPENING STATEMENT OF SENATOR WAYNE ALLARD

Senator ALLARD. The subcommittee will come to order. This morning, we meet to take testimony on the fiscal year 2007 budget requests for the Sergeant at Arms and Doorkeeper of the Senate, U.S. Capitol Police, and the Capitol Guide Service and Special Services Office.

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

Mr. PICKLE. Good Morning, Mr. Chairman.

Senator ALLARD. The Sergeant at Arms' budget request total is \$224 million, an increase of about \$25 million or 12 percent over the current year. The budget would fund an additional 34 employees as well as implement additional security initiatives. Funding is also included to continue the telephone replacement project.

Following the Sergeant at Arms, we will hear from the Capitol Police Board, currently chaired by House Sergeant at Arms Bill Livingood. Good morning, Bill.

The Board is requesting \$295 million for the Capitol Police, an increase of \$48 million or almost 20 percent over the current year. The request includes 101 additional sworn officers and seven additional administrative employees, which would bring the department staffing to a total of 2,180 employees.

The budget includes \$28 million for overtime, about \$8 million more than the police department anticipates will be needed this year, and we have some concerns about that level.

Finally, we will again hear from Mr. Livingood, this time as chairman of the Capitol Guide Board. Also present is Tom Stevens, the head of the Capitol Guide Service and Congressional Special Services Office.

The Board is requesting \$8.5 million for the Guide Service. This is an increase of \$4.6 million over the current budget, with the expectation that 71 additional guides and visitor services employees will be needed to operate the Capitol Visitor Center (CVC) in fiscal year 2007.

Before we begin this hearing, I would like to say thank you to outgoing Chief Terry Gainer. Today is his last day on the job, and I appreciate all the good work he has done to improve the Capitol Police force and serve the Congress. The department is stronger, better trained and equipped, and more capable than when Chief Gainer took the helm 2 years ago. I wish him luck in his next adventure.

Before I finish my statements, we have Senator Burns, Mr. Pickle, who has some questions that he has asked us to put forward. After the hearing, we will submit those questions to you with the hope that you can get back with a response within 10 days. So, if you could respond to those questions at a later date after we have finished the hearing, we would appreciate that, Mr. Pickle. And so, having made that initial request, Mr. Pickle, please go ahead. We look forward to hearing your comments.

STATEMENT OF WILLIAM H. PICKLE

Mr. PICKLE. Thank you, Mr. Chairman. Thanks again for inviting me to testify this morning. As I have said in the last 2 or 3 years that I have been here and appeared before this subcommittee, I am so pleased to represent the hundreds of men and women who comprise the Office of the Sergeant at Arms. I don't think you are going to find a more dedicated or committed group of Federal employees anywhere, and I am sure that you and this subcommittee share that belief as well, after witnessing the great job they do. Mr. Chairman, I have a much more formal statement. You stole a little of my thunder in your opening remarks. So, I am going to ask that my formal statement be submitted for the record, and I will just talk for a couple of minutes, if I may.

As you indicated, we have asked for about \$224 million or about a 12.8-percent increase over our 2006 appropriation. These funds will continue to allow us to provide the service that is so important to the Senate. In particular, the increase that is reflected in this budget covers our telecommunications modernization project. It also covers 34 positions, as you indicated, 17 of which are designated for the CVC. The other positions are spread out over our areas of technology and security. In addition, we are funding some initiatives in our Office of Security and Emergency Preparedness. These initiatives haven't been fully covered previously in any recurring budget request, and I think probably what we are going to see in out-years, too, is continued growth in that area. But this year, there is a sizable increase, as you noted, in our security and emergency preparedness allocation.

Mr. Chairman, in my formal statement, I talk about a number of challenges that we have met successfully and a number of ac-

complishments that this office, and particularly the staff, has achieved. I want to take a minute to introduce the senior management team here, because they are outstanding. I am going to start with my Deputy Sergeant at Arms, Lynne Halbrooks. The Executive Assistant who is the Democratic Leader's Representative is Nancy Erickson. Greg Hanson is our Chief Information Officer and Assistant Sergeant at Arms. Chuck Kaylor is the Assistant Sergeant at Arms for Security and Emergency Preparedness. Al Concordia is the Assistant Sergeant at Arms for Police Operations and Liaison. Esther Gordon is the Assistant Sergeant at Arms for Operations, and Dan Strodel is our General Counsel. I also want to acknowledge, and I know he is going to be a little embarrassed by this, my Chief Financial Officer, Chris Dey. Chris works very closely with Carrie Apostolou and Nancy Olkewicz, and Chris is the ultimate professional, as Carrie and Nancy can attest to. He keeps us straight. He keeps me out of financial problems with this subcommittee, and we are just very delighted to have him.

Senator ALLARD. I appreciate you introducing your staff and having them here this morning.

I couldn't agree with you more, I think you have got a good staff.

GUIDING PRINCIPALS

Mr. PICKLE. Thank you very much. I appreciate that. Last year, when I testified, I talked about the three guiding principals that we follow in doing a better job here at the Senate. The first one is to continue to maintain security of this complex. Since 9/11, the whole world has changed here. Maintaining security is very expensive and very complex, and we work closely with the Capitol Police to do the best job we can. The second focus is to follow the leadership's mandate to provide state-of-the-art technology. I don't think anyone can ever have state-of-the-art technology. You know, Moore's Law says everything changes every 1½ years or so. Well, we are close to state-of-the-art, and it's only because of this subcommittee's support that we have reached the level that we have. And finally, it's rather cliché, but customer service continues to be a guiding force in the Sergeant at Arms office. It is used over and over again, and sometimes it loses its meaning. But when you have over 100 business units as we do and roughly 950 people working here within the Office of the Sergeant at Arms, you have a lot of exposure to a very demanding community. I think our people do a great job. I often hear about it when we don't. I seldom hear about it when we do. But we try, they try, and customer service is still our priority.

STRATEGIC PLAN

Mr. Chairman, there is one final thing I want to do. I want to talk briefly about our strategic plan. I know how important GPRA is to you, and I know how you like to hold each of the agencies under you accountable. We have been working on a strategic plan for the last 6 to 9 months. It's a very comprehensive plan. I think that you will see the seriousness with which we view this plan, and I expect to share it with the subcommittee very soon. We would welcome any comments from you or your staff.

Senator ALLARD. Very good. We look forward to that.

Mr. PICKLE. Thank you. Finally, I want to digress for just a moment. You mentioned Chief Terry Gainer, and I just want to acknowledge, on our part from the Senate side, how much we will miss him. Chief Gainer is the ultimate professional. I think he is arguably one of the best Chiefs of Police in the country. When you talk to people in the law enforcement community, they echo those sentiments. We often use the word leadership. Leadership is important. And we always say you know leadership when you see it. Well, when you see Terry Gainer, you see leadership. We may not always agree with him, but he is one of the main reasons we have such an outstanding department, such a professional department. And I think he will be sorely missed, but we wish him bon voyage and Godspeed. Mr. Chairman, that concludes my oral remarks, and I'd be happy to take questions.

[The statement follows:]

PREPARED STATEMENT OF THE 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 2007, the Sergeant at Arms respectfully requests a total budget of \$224,043,000, an increase of \$25,343,000 (or 12.8 percent) over the fiscal year 2006 budget. This request will allow us to maintain the improvements and level of service we provide to the Senate community. It will also fund 34 new staff members who will maintain the Senate's expansion space in the Capitol Visitor Center and develop and maintain business and network security applications, among other support services. Appendix A, accompanying this testimony, elaborates on the specific components of our fiscal year 2007 budget request.

Last year I testified before this Committee and reported on our progress in accomplishing three priorities: (1) ensuring the United States Senate is as secure and prepared for an emergency as possible; (2) providing the Senate outstanding service and support, including the enhanced use of technology; and (3) delivering exceptional customer service to the Senate. These priorities continue to guide the Office of the Sergeant at Arms.

This year I am pleased to highlight some of this office's activities including a new strategic plan we are developing and the challenges we have overcome since last year. Our accomplishments in the areas of security and preparedness, information technology, and operations are also impressive. We are preparing for next year by planning for the major events we know will come and by ensuring that the Office of the Sergeant at Arms is an agile organization that can adjust to the unexpected.

An outstanding senior management team leads the efforts of the dedicated Sergeant at Arms staff. Lynne M. Halbrooks serves as my Deputy, and she and I are joined by Administrative Assistant Rick Edwards, Executive Assistant Nancy Erickson, General Counsel Dan Strodel, Assistant Sergeant at Arms for Security and Emergency Preparedness Chuck Kaylor, Assistant Sergeant at Arms for Police Operations Albert V. Concordia, Assistant Sergeant at Arms and Chief Information Officer J. Greg Hanson, and Assistant Sergeant at Arms for Operations Esther L. Gordon. The many accomplishments set forth in this testimony would not have been possible without this team's leadership and commitment.

The Office of the Sergeant at Arms also works with other organizations that support the Senate. I would like to take this opportunity to mention how important their contributions have been in helping us achieve our objectives. In particular, we work regularly with the Secretary of the Senate, the Architect of the Capitol, the Office of the Attending Physician, and the U.S. Capitol Police. When appropriate, we coordinate our efforts with the U.S. House of Representatives and the agencies of the Executive Branch. I am impressed by the people with whom we work, and pleased with the quality of the relationships we have built together.

This is my third year testifying before this Committee and I would be remiss if I did not mention how proud I continue to be of the men and women with whom I work. The employees of the Office of the Sergeant at Arms are some of the most

committed and creative in government. We have made huge strides as an organization these past three years.

None of our efforts would be accomplished, though, without the guidance of this Committee and the Committee on Rules and Administration. Thank you for the support you consistently demonstrate as we work to serve the Senate.

Strategic Plan

The Office of the Sergeant at Arms is developing a comprehensive strategic plan and performance goals for services we provide. The plan will establish the level of performance that the Senate expects from us, and will help us build on our strengths and address weaknesses.

During my tenure with the Senate, I have seen how Sergeant at Arms staff works to continuously improve the level of service it delivers to this institution. Our strategic plan acknowledges this dedication and skill, and provides guidance on how to focus these efforts. The plan documents the mission, vision, values, and principles of this office, so our employees, our customers, and Senate Leadership will know what our objectives are and how we plan to achieve them.

We already deliver outstanding service to the Senate, and this strategic plan will help us continue to do so. I look forward to presenting this Committee with the strategic plan later this year. It was developed with the input of all levels of management, and, I believe, accurately lays a clear roadmap for the future of this organization.

Customer Service and Support

One priority of the strategic plan is to promote within the Office of the Sergeant at Arms a culture that is focused on excellence in customer service. Every aspect of our work at the Senate focuses on serving the Senators, staff members, and the public. Our efforts in the areas of security, information technology, and operations all focus on providing services that the Senate needs to function properly. Our customers usually are Senate staff, but they also include anyone who contacts the Senate and members of the media who report about the institution. As a measure of our overall focus on customer service, almost one-quarter of the staff of this office provides direct customer support: Capitol Operators; Appointments Desk staff; Media Gallery staff; customer support analysts; telecommunications representatives; dedicated customer support personnel in our print shop, Recording Studio, and Photography Studio; and Help Desk contractors.

Major Challenges of the Past Year

As is true every year, this past year has offered several challenges to the Office of the Sergeant at Arms. Besides frequent suspicious item alerts, the Senate had air space incursion alerts and the recent Russell Senate Office Building evacuation. The Judiciary Committee held confirmation hearings for John G. Roberts in mid-September 2005 and for Samuel A. Alito in early January 2006. In August 2005, Hurricane Katrina devastated Louisiana, Mississippi, and Alabama, and affected the ability of several Senate state offices to serve their constituents. These events highlight how effectively this office, in conjunction with the Senate support organizations and Legislative Branch agencies with which we work, has adopted procedures that enable us to rise to these challenges.

Building Evacuations.—On May 11, 2005, the Capitol Police evacuated the Capitol and Senate and House Office Buildings due to an incoming aircraft. The actions of the police were exemplary, and the Members, staff, and visitors cooperated fully during the evacuation. When the next air space intrusion happened about one month later, we were even more prepared and an assembly area for Senators was activated.

On February 8, 2006, a hazardous material alarm sounded in the Russell Building. The alarm indicated the presence of a substance that was potentially hazardous, and people in the Russell Building were directed by the Capitol Police to move to the Legislative Garage. Senators and staff moved to the garage, where they sheltered in place for about three hours.

Immediately staff from the Sergeant at Arms and other Senate offices prepared to open a Senate Emergency Operations Center and started implementing their emergency plans. As an example, our contract IT Help Desk staff that was evacuated to the garage ensured the continuity of Help Desk operations by shifting the function to technicians located off-site. All of these activities follow the established protocols for this kind of emergency.

The atmosphere in the Russell Building and the Legislative Garage was marked by a distinct sense of calm and control that lasted from the start of the incident through its completion. Fortunately, the investigation found no hazardous material, and Senators and staff left safely.

This event demonstrated how the Capitol Police, as well as the Sergeant at Arms Offices of Police Operations and Security and Emergency Preparedness have made progress over the past few years in establishing a controlled, efficient response to incidents at the Senate. The coordinated and measured response met the Senate's needs for information and for security.

Hurricane Katrina.—Even before Hurricane Katrina hit on August 29, 2005, Sergeant at Arms staff was working to ensure affected state offices would be able to recover quickly. After the hurricane, some members of our staff assisted from Washington, D.C., while others went to the area to help with the recovery and with the family assistance center.

A wide range of SAA staff participated in the state offices' recovery. Our State Office Liaison was the first point of contact for the offices, ensuring that they knew how to contact us and others who could help. CIO staff members also played pivotal roles. Before the hurricane, they inventoried equipment in the threatened offices and readied replacement equipment. They also made sure that telephone calls to the state offices would be forwarded to another location if the staff evacuated.

The first priority of the staff in the Louisiana, Mississippi, and Alabama offices was their safety and the safety of their families. Within days, though, they got back to work, connecting constituents with the services they needed. To do this, they needed access to space, computers, telephones, and power.

SAA staff supplied the equipment and facilities that offices needed. Our State Office Liaison worked with the General Services Administration to find facilities that staff could use while their offices were unavailable. The CIO's team improvised ways to transport equipment to the area; they sent equipment to the closest place with delivery service and determined the next steps from there. In one case, they even sent satellite telephones to the area with another elected official. Additionally, the CIO's staff monitored the status of the circuits and networks, configured and shipped equipment to each affected site, installed LAN drops, and provided dial-up modems and frame relay circuits. One staff member spent a month in Mississippi supporting the Capitol Police mobile radio system.

Across the SAA, staff members were diligent in their efforts to help the state offices become operational. The security and emergency preparedness team obtained satellite telephones for the affected Senators, and sent staff to the area to work with the family assistance center. The Telecommunications Operations team revised calling arrangements for forwarded numbers and coordinated the delivery of service and equipment to temporary locations. Customer Support Analysts made sure that offices received the services they needed, and the Employee Assistance Program provided counseling support to staff in the area.

The work of the SAA helped Senate state offices recover quickly. We had the ability and the resources to provide even more support, and we were prepared to do so in advance of Hurricane Rita. These hurricanes and their impact on state offices demonstrated how important it is that our continuity of operations and emergency preparedness efforts reach beyond Washington, D.C.

Support for Senate Events.—During Senate events, the staff of the Office of the Sergeant at Arms fills crucial roles supporting the Senate's tradition of dignity and public access while implementing comprehensive security. Since my last testimony before this Committee, this office has supported the Lying-in-Honor of Rosa Parks, the annual State of the Union address, joint sessions of Congress, visits by dignitaries, and high-profile hearings. This past year, two of the most visible events were the hearings for John G. Roberts and Samuel A. Alito.

In advance of the Roberts hearings, Sergeant at Arms security staff and the Capitol Police worked with the Judiciary and Rules Committees to implement the appropriate level of security. Technology and Media Galleries staff enhanced the ability of the press to gather information and file stories during these historic events. Temporary telephone lines, systems, and office equipment were provided. We implemented both wired and wireless infrastructure so media representatives could file stories and pictures in almost real time. The press and the public were accommodated, security was ensured, and the logistics surrounding the hearings never became the focus of the story.

We have a systematic approach for determining security measures for the many activities at the Senate and across the Capitol. The Capitol Police, with our guidance and support, established a standard matrix that they apply to Congressional events. This matrix helps the police evaluate threat intelligence, logistics needs, and various criteria related to the events; determine what level of security each event requires; and assign the appropriate resources. Our Media Galleries employ post-event reviews to improve the service they provide. For major events, our technology staff reviews past events and looks ahead to evaluate what technology is needed and

whether a specific event requires infrastructure support beyond the level customarily available.

We have made substantial progress in supporting Senate and Capitol events over the past several years. In the face of dramatically increased security needs, staff from the Sergeant at Arms and other offices supporting the Senate, as well as from across the government, coordinate their activities to provide efficient behind-the-scenes services to facilitate these historic Congressional events.

SECURITY AND PREPAREDNESS: PROTECTING THE SENATE AND PLANNING FOR THE UNKNOWN

In our security and preparedness programs, we work collaboratively with organizations across Capitol Hill to secure the Senate. We also rely upon Senate Leadership, this Committee, and the Committee on Rules and Administration for guidance and support.

Almost five years ago, our security programs started in earnest in response to an immediate need to protect the Senate and enable it to function in the midst of the catastrophic events that were occurring. Our programs are now proven and they ensure the continuity of the Senate's operations and the safety of its Members, staff, and visitors both here in Washington, D.C., and in the state offices. Events of this past year have offered opportunities to consolidate our efforts and ensure that they are comprehensive and systematic. These efforts integrate information technology with our security initiatives to deliver a comprehensive approach to security that takes advantage of all of the tools that are available to the Senate.

Our efforts to ensure that we can respond to emergencies and keep the Senate functioning under any circumstance have grown over the past years. To continue improvements in this area and better manage our security and preparedness programs, we have established seven strategic priorities to focus our efforts: Emergency Notification and Communications; State Office Security and Preparedness; Emergency Plans, Organizations, and Facilities; Training; Exercises; Office Services; and Accountability.

Each of the above elements reflects a distinct set of activities that support the Senate and that build on the Senate's layered security strategy, which is the framework we use to address security challenges.

Emergency Notification and Communications

Our emergency notification and communications initiatives ensure that we have effective communications systems, devices, and capabilities in place to support the Senate during an emergency. We have improved our notification and communications processes over the past year. We expanded the coverage and speed of delivering text alerts to the Senate when we integrated BlackBerry and e-mail alerts and notifications into one process within the Capitol Police. We expanded the telephonic alert system so it now includes more Senate staff members and its notification process is significantly faster. With an automated process for maintaining emergency contact information, each office can now use a Web interface to maintain staff emergency contact information and can designate the recipients of alert and notification messages. Over 1,100 wireless annunciators are in place across the Senate and the Capitol Police have completed the installation of a public address system that can broadcast into public areas throughout the Capitol and Senate Office Buildings. Further, if the Senate is forced to relocate, we have the capability to video teleconference and broadcast between an emergency relocation site and other Legislative Branch and Executive Branch sites.

Looking forward, we are prototyping a system to use Senate Cable Television to broadcast staff alerts and notifications. We are also testing an expansion of our emergency BlackBerry messaging to include additional carriers.

State Office Security and Preparedness

Extending security and emergency preparedness programs to Senate state offices remains an important objective of the Sergeant at Arms, and this past year's natural disasters point out the importance of this program. Over the past several years we have expanded physical security and continuity planning support to offices across the country. Physical security has been enhanced in 120 state offices, with 51 of the 120 offices completed in the past year. We are working with another 161 state offices on their individual security enhancements. Our emergency planning support emphasizes including state offices in each Member's continuity planning.

This year we are embarking on a major project to develop and implement a comprehensive program for state office security and preparedness. The program will establish guidelines, training, references, online tools, and other materials to help

state offices develop and sustain comprehensive security, emergency preparedness, and continuity planning.

Emergency Plans, Organizations and Facilities

Our emergency plans ensure that we attend to the safety of Senate Members and staff, and the continuity of the Senate in an emergency. I can report that every Member office has completed an Emergency Action Plan that is on record with our Office of Security and Emergency Preparedness.

We provide a range of publications and support for establishing, maintaining, and testing emergency and continuity plans. The publications include the *Senate's Planning Guide*, which covers both emergency preparedness and continuity planning. We established working groups to identify and address communications, facilities, transportation, and continuity. One gap we have already identified is the need for post-event care and family assistance. We are establishing plans to provide critical services to affected families following a wide-spread event. In cooperation with the Senate's Employee Assistance Program, we have conducted training with a core group of employees to establish peer support teams. That training will expand this year.

Training

Training helps Senate staff know what to expect in an emergency and how to use the equipment we provide. We train office staff to create continuity plans and emergency plans, to use the accountability systems, and to work with other staff members if a traumatic event does occur. Our training program is coordinated through the Joint Office of Education and Training.

Training activities over the past year included 56 escape hood training sessions that were delivered to 1,639 staff members; 19 chemical, biological, radiological, and explosives briefings for 358 staff; 10 intern orientations reaching 805 staff; 66 emergency action plan training sessions reaching 78 staff; eight training sessions on emergency supply kits reaching 55 staff; nine victim rescue unit training sessions for 35 staff; 15 office emergency coordinator basic and advanced training sessions reaching 131 staff; 16 emergency preparedness updates attended by 220 staff; nine mobility impaired classes; two shelter-in-place seminars attended by 50 staff; one family assistance center workshop attended by 35 staff; and special topic seminars for 140 staff. We also developed three new continuity planning classes and delivered 13 of them to 150 staff.

Exercises

We have a comprehensive exercise program to validate, evaluate, and practice existing Senate emergency plans, identify gaps in those plans, and establish and verify new requirements. This year we conducted nine major exercises in partnership with the Capitol Police and other Legislative Branch agencies, as well as a number of drills such as office building evacuations and other smaller-scale activities. We test our alert systems every month by sending test messages to all designated staff members. As part of our effort to continuously improve these processes, we implemented a system that catalogs and addresses observations and findings related to the Senate's emergency response programs.

Office Services

Over the past year we created and distributed informational and training brochures to Senate offices. We distributed 3,000 Emergency Annunciator System brochures; 6,500 Quick2000 Escape Hood brochures; and 6,500 Victim Rescue Unit brochures. *What Every Staff Member Should Know About Emergencies at the United States Senate* was distributed to 4,500 people; *Senate Office Building Evacuation Procedures for Those with Mobility Impairments* had a distribution of 3,000. We distributed 3,000 Emergency Supply Kits brochures; 2,000 copies of "I'm Safe" Phone Home; and 3,500 copies of the *Emergency Preparedness Guide*. In addition, we worked with 105 offices to create tailored emergency information cards, over 4,000 of which have been distributed.

We also published articles and notifications on key security and preparedness topics, and completed the rollout of much of our emergency preparedness equipment. Wireless emergency annunciators have been located across the Senate, and we participated in developing and fielding automated emergency defibrillators in our office buildings. We have deployed almost 1,200 Victim Rescue Units Senate-wide to supplement the escape hood program, and we distributed 407 Emergency Supply Kits to Senate offices. Over 20,000 items of equipment that have been distributed to offices and throughout Senate buildings have been inventoried and checked for serviceability.

As a last item, the public address system is fully operational in all the Senate Office Buildings, garages, cafeterias, and in the Senate Child Care Center and the

Page dorm. The system will be used to give instructions in the public areas of buildings during an emergency.

Accountability

During a threat or an incident, we must be able to establish an accurate and timely accounting of Senate Members and staff. In conjunction with the Capitol Police, we placed into production a system that provides the ability to take office accountability reports using tablet computers and wireless technology. The system maintains a database for personnel accountability in the event of emergency. It provides office managers and staff with the ability to construct lists for notification, delegate responsibilities for continuity activities, and track the status of office staff in an emergency. To date, 140 Senate Member and Committee offices have been trained to use the system.

We deployed a planning template that helps offices establish emergency action plans and keep them up to date. We trained 78 Office Emergency Coordinators and Chiefs of Staff on accounting for staff members, and also trained 220 staff members in emergency preparedness this past year.

As we move forward we are prototyping a remote check-in capability that will use BlackBerry devices and will enable staff to check in without reporting to the assembly area. We are also testing a system that will provide a secure way to account for Senators at a Briefing Center or Alternate Chamber. The system will be able to be updated real-time.

Mail Safety

In addition to the priorities and programs outlined above, a critical aspect of our security stems from the anthrax and ricin incidents in the past years.

As a result of these serious exposures, all mail and packages coming into the Senate are tested, whether they come through the U.S. Postal Service or from other delivery services. We have outstanding processing procedures in place here at the Senate. The organizations that know the most about securing mail cite the Senate mail facility as among the best, and when other government agencies look for ways to improve their mail security, they visit our facility.

Last year, the Senate Post Office processed and delivered over 14,200,000 items to Senate offices, including over 10,000,000 pieces of U.S. Postal Service mail; almost 4,000,000 pieces of internal mail that are routed within the Senate and other government agencies; almost 70,000 packages; and over 150,000 courier items. And we are good stewards of taxpayer dollars in the process; we processed about 90 percent of the number of items that the House of Representatives processed and we accomplished it for just over one-third of the cost that the House incurred.

Early in fiscal year 2007 we anticipate moving into a newly constructed Senate Mail Facility that will include state-of-the-art mail and package inspection and testing. The new facility will provide a safer and more secure work environment for Post Office employees. The Senate Post Office will continue to process U.S. Postal Service mail at the new facility using the techniques we currently use. Once we move into the new facility, we will also take over package processing, which is currently provided by a vendor. We expect that bringing the processing of packages in house will increase the security of the packages and will save the Senate over \$200,000 annually.

Foreign Codels

Our security efforts are not limited to Capitol Hill, but also include security for Senators on foreign Congressional delegations. 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 have moved forward on implementing this authority. Capitol Police officers have been trained, and, over the next year, will start accompanying the State Department security personnel to enhance the security for Senators when they travel overseas.

INFORMATION TECHNOLOGY: A STRATEGY FOR SECURITY AND CUSTOMER SERVICE

We continue to place special emphasis on leveraging technology to enhance security, emergency preparedness, service, and support for the United States Senate. Last year we created the Senate's first Information Technology Strategic Plan, *An IT Vision for Security, Customer Service and Teamwork at the United States Senate 2005-2007*, and this year we are half-way through executing that plan. We have already accomplished some impressive results.

- The Senate's state-of-the-art alternate computing facility, which helps us ensure the Senate's continuity if an event prevents us from using our primary computing facility, has been completed and fully tested.
- We continue to measure our customers' satisfaction, and to set goals for each year. This year, we set the goal at 80 percent satisfaction, and we exceeded that goal by earning a total customer satisfaction score of 85 percent, based on a 70 percent response rate from offices.
- The Senate's first security operations center, a state-of-the-art command center to detect electronic threats and protect the Senate from them, has been developed and implemented.
- We have implemented the Active Directory and Messaging Architecture in 99 percent of the Senate's offices. This project, the largest and most successful infrastructure project ever undertaken in the Senate, provides a state-of-the-art messaging infrastructure tailored to meet each office's security and privacy requirements.
- We have installed 95 percent of an award-winning wireless infrastructure that supports cellular telephones, BlackBerry emergency communication devices, and data communications across the Senate campus.

An IT Vision for Security, Customer Service and Teamwork at the United States Senate 2005–2007 provided a structure for setting priorities and guiding our activities. The plan outlines a strategic technology vision, mission, and five broad information technology strategic goals. The first annual revision of the plan, *An IT Vision for Security, Customer Service and Teamwork at the United States Senate 2006–2008*, was recently produced. This updated plan will enable us to serve the Senate better by:

- Reducing paper-based manual processes and moving business online,
- Developing a consulting practice to align our information technology organization with the Senate's business requirements, and
- Creating new information security and assurance initiatives to protect the Senate's technology infrastructure and data from new forms of security threats.

We continue to invest in information technology and are pursuing major initiatives to support the Senate. The increased staffing levels requested will enable us to support new business applications, IT security, and inventory management.

Secure, Accessible, Flexible and Reliable Systems in a Modern Information Infrastructure

We are improving the security of the information infrastructure that protects data, respects privacy, enables continuous Senate operations, and supports our emergency and continuity plans. Our efforts over the past year have enabled us to support alternate sites and the replication of information, as well as emergency and contingency communications. We are delivering increased support for remote access and are completing the in-building wireless infrastructure. A significant commitment to information technology security will increasingly protect the Senate from external threats, and the multi-year telecommunications modernization project will improve the reliability of the infrastructure. This work all focuses on improving the ability of the Senate to accomplish its mission.

Alternate Sites and Information Replication

We continue to develop our ability to relocate information systems capability at the alternate computing facility (ACF). Every critical Senate enterprise information system has been replicated there, and this past December we conducted the first comprehensive test of the facility; the Senate's primary computing facilities were shut down completely and reconstituted at the ACF. This comprehensive exercise, which we intend to repeat twice a year, was a complete success. It also provided our technical staff with an opportunity to practice the procedures they would have to perform in an emergency.

This past year, with guidance from the Committee on Rules and Administration, we provided the Senate's Leadership Offices and Committees the capability to replicate all of their data files at the ACF. As of February 2006, all of the Leadership Offices and seventeen Committees had taken advantage of this capability, which provides the Senate with an unprecedented ability to access institutional data in the event of an emergency.

Emergency and Contingency Communications

We have a comprehensive array of communications systems and options available so the Senate will be able to communicate in an emergency. This year we conducted final testing on our two Senate emergency response communications vehicles. These vehicles have network, telephone, and satellite connectivity, and provide the ability to relocate much of the Senate's information infrastructure virtually anywhere. We

have trained deployment teams and are updating the vehicles' concept of operations documents.

Remote Access

Senate Continuity of Operations and reconstitution sites have been equipped with telecommunications, data networks, and video teleconferencing. Additionally, mobile and remote computing technologies allow Senate staff to access and modify their information and communicate from virtually anywhere, anytime. We provide enhanced, secure access to e-mail, files, the Senate intranet, and a host of applications. We also added the ability to provide inexpensive, secure access to our network from overseas. We will continue to enhance and expand these capabilities in order to support a potentially dispersed workforce and provide the ability to telecommute.

In-Building Wireless Infrastructure

This past year we completed installation of an in-building wireless infrastructure in all of the Senate Office Buildings. We are now working in the Capitol; the basement and attic levels are complete, and we will finish installation in the rest of the building this year. This innovative system, which won a Government Computing News Best Practices Award, improved signal strengths for the carrier for data-only BlackBerry service and for the major cellular telephone carriers. The infrastructure provides coverage in areas where it was previously poor or non-existent and enables Senate staff to connect back to their offices wirelessly. The system has substantially paid for itself, saving taxpayers nearly \$3 million, because the carriers are paying us for the right to use it.

Securing our Information Infrastructure

During a recent four-month period, our most visible IT system, the Senate's website www.senate.gov, was the target of over 17 million discrete unsuccessful security events from almost 200,000 different Internet addresses. A recent external security review of the site helped us make some adjustments that will secure the site even more, but the site itself is a prime target for attacks.

Similar to security in the physical world, security in the information technology world requires constant vigilance and the ability to deter attacks. The threats to our information infrastructure are increasing in frequency and sophistication, and they come from spyware, adware, malware, trojans, keyloggers, spybots, adbots, and trackware, all of which continuously search for vulnerabilities in our systems. Countering the evolving threat environment means increasing our awareness of the situation, improving our processes, and continually researching, testing, and deploying new security technologies. Because we have very little advance notice of new types of attacks, we have flexible security control structures and processes that are continually revised and adjusted.

Protecting the Senate's information is one of the most important responsibilities of the Sergeant at Arms. This year we have taken tremendous strides in this area with the development and operation of the Senate's first security operations center (SOC). A redundant SOC is currently under construction at the alternate computing facility to ensure the Senate's continuity of information security operations. The mission of the SOC is to identify and understand threats, assess vulnerabilities, identify failure points and bottlenecks, determine potential impacts, and remedy problems before they adversely affect Senate operations. With the SOC, we implement proactive and preemptive actions to deter and thwart attacks on the Senate's information infrastructure and prevent compromise of precious and sensitive data.

We augment this capability with close liaisons to other federal agencies to ensure we have the most up-to-date information and techniques for combating the threats. Running within the SOC, a state-of-the-art security information management system aggregates and reports on data from a variety of sources worldwide to help us track potential attackers before they can harm us. The combination of the security operations center, our defense-in-depth capability at all levels of our network infrastructure, and our enterprise anti-virus/anti-spyware programs have proven highly effective.

One way we determine success in IT security is by measuring and tracking what does not happen. Because of improved processes, cooperation across the Senate, and improved security technologies, we have not experienced a systemic outage within our IT infrastructure due to a security incident in two years. Yet the threat environment, as measured by detected security incidents, remains very high. The Senate relies on electronic mail to carry out its business functions. In the past 90 days, our e-mail anti-virus controls detected and eradicated over 1.5 million infected e-mail attachments destined for Senate accounts. Other anti-virus/worm controls detected and countered 148,472 viral events from 709 computers located in 120 Senate offices between November 20, 2005, and February 20, 2006. During this same period, a

daily average of only 25–30 individual computers showed signs of infection. To date, 136 Senate offices use the managed anti-virus systems, and the systems protect over 11,000 Senate computers. This is one of the main reasons that worm outbreaks affect only about 60 Senate computers while just two years ago, outbreaks infected several thousand and caused notable disruption. Our anti-virus products are comprehensive.

Information security must continue to be an area of emphasis and growth. We will continue to invest in this technology and we plan to increase the size of this group during fiscal year 2007.

The Senate Telecommunications Modernization Program

We are currently in the midst of a multi-year plan to modernize the Senate's entire telecommunications infrastructure. The modernization will provide improved reliability and redundancy to support daily operations and continuity concerns, and will take advantage of technological advances to provide a more flexible and robust communications infrastructure. During this past year we completed gathering the requirements and we now are in the final stages of preparing a request for proposals to be released this spring. We anticipate entering into a contract this summer to upgrade or replace Senate telecommunications systems, including the main DMS-100 telephone switch, G3i PBX, Conference Bridge, fax broadcast system, Group Alert System, voice mail system, and the telecommunications management system that we use for provisioning of telephone service and to generate the telephone bills and directories.

Most of the Senate's voice communications infrastructure is based on older technologies. Under the telecommunications modernization program, we will re-engineer this infrastructure to provide redundancy for increased reliability and availability resulting in a state-of-the-art system built upon converged voice, data, and video communications technologies. This approach will allow economies of scale in construction and management, and from the user's side, the ability in the future to have a synchronized audio and video conference with document sharing and collaboration at their workstation. Users may also be able to access live or archived video on their workstation, and combine information from a database with a telephone call that is being transferred from one person to another.

Modern Technology to Enhance Customer Service

Customer Service, Satisfaction, and Communications

We continue to pay attention to how well we meet the Senate's technology needs. Our third annual CIO Customer Satisfaction survey revealed that we reached an overall customer satisfaction rating of 85 percent. We have conducted follow-up surveys for the last two years, and our customer satisfaction rating increased in each of those years. These results are very exciting and they indicate that we are moving in the right direction. The Customer Satisfaction survey helps the CIO organization develop a focused customer satisfaction action plan.

This year, to provide status and critical information about Senate systems more quickly, we instituted a comprehensive system outage notification strategy linking e-mail notifications, Help Desk activity, and the Senate's intranet to report system outage information in near-real time. Another new and innovative communication approach we implemented is a CIO Web log or blog, which uses the power of the intranet as a communication channel to disseminate information to our customers quickly.

We opened a new technology resource center in March that serves as a common technology document repository and technical library. This facility, with both hard-copy documents and an on-line library, is an outstanding resource for sharing technical information and for documenting and recording business practices for continuity purposes.

In addition to our annual comprehensive survey, our Help Desk follows all of its service calls with a customer satisfaction survey. This past year our Help Desk contractor consistently posted customer satisfaction results at or above 96 percent.

A New Information Technology Support Contract

The final option period of our current IT support contract ends in September 2007. Due to the contract's large size, importance with respect to customer service, and complexity, we have begun the process of constructing a request for proposals that incorporates the lessons we have learned during the current contract. We expect to release the request for proposals during the summer of 2006, with contract award in early 2007. We plan to allow for a transition period to ensure minimal disruption or degradation in service quality.

A Robust, Reliable, Modern Messaging Architecture

We are completing deployment of the comprehensive Active Directory and Messaging Architecture that provides a spectrum of options for data management that ranges from centralized to distributed. A great success story, this project began in 2003 with the three primary goals of providing a computing platform that would enable offices to replace servers running the now-unsupported Windows NT 4 operating system, improving the messaging system, and providing offices with choices to meet their varying business needs. Technical design was led by CIO staff with support from our vendor partners. The design options were presented to Senate offices along with the expected impact on each office of migrating all computers, user accounts, and e-mail. We committed to specific time frames for completing each office migration, and we met those timeframes for every office.

Web-Based and Customer-Focused Business Applications

The CIO completed the design for the first Senate services portal this year. Based on requirements of Senate Leadership and the Committee on Rules and Administration, the portal, called TranSAAct, will move paper-based, manual processes to the Web. TranSAAct will allow Member offices to manage and track invoices for SAA services through a Web interface, and it will provide access to a host of Web-based applications, such as the on-line Service Academy Nominations System. Built on an extensible modern database framework, TranSAAct will allow for expansion as new applications are added. With the formal design of TranSAAct's first phase complete, we are currently engaged with the Administrative Managers Steering Group in a user verification and validation process that will lead to complete development and Senate-wide rollout later this year.

We have continued delivering support to the Secretary of the Senate through improvements and enhancements of the Financial Management Information System (FMIS) and the Legislative Information System (LIS). We worked with the Secretary supporting FMIS by providing four Web FMIS releases which added functionality, improvements to the user interface, and enhancements to disaster recovery processes.

Enhanced Communications and Infrastructure

A variety of projects will provide enhanced communications within and between offices. Enhanced communications are being delivered on an improved network infrastructure, and frame relay bandwidth to the state offices has been significantly increased to support videoconferencing and data replication. The highly successful videoconferencing program, which enables staff members in Capitol Hill offices to conduct videoconferences with state offices and other remote locations, has installed nearly 400 endpoints to date. The electronic fax program is replacing stand-alone fax machines with an integrated server-based fax system that eliminates paper. We anticipate completion of the enterprise tape backup system during this year; the system already automatically backs up over one hundred servers located in our primary computing facility to the alternate computing facility.

Promoting Modern Information Technology in the Senate

A new Technology Demonstration Center, located with our customers in the Dirksen Senate Office Building, was opened this past year. At the Center, customers can try all of the available information technology equipment before making purchases. We also use the Center for live demonstrations of new and emerging technologies. We anticipate more of these types of activities in the Demonstration Center in the upcoming year.

Last year we hosted two highly successful Senate Emerging Technology Conferences and Exhibitions to expose Senate staff members to new technologies and concepts. These conferences are designed around technology themes of immediate interest Senate-wide.

In order to perform technology assessments, feasibility analysis, and proof of concept studies, we recently created an advanced technology assessment laboratory. Technologies and solutions are vetted and tested here prior to being announced for pilot, prototype, or mass deployment to the Senate. Results of studies performed in the laboratory are published on the emerging technology page of the CIO's intranet site on Webster. To ensure that the laboratory considers the proper technologies and solutions, we have also chartered a Senate-wide technology assessment group consisting of members of the CIO organization and our customers. The group performs high-level requirements analysis and helps prioritize new technologies and solutions for investigation in the laboratory, prototype development, pilot, and full-scale rollout.

OPERATIONS AND SUPPORT: CONSISTENTLY DELIVERING EXCELLENT SERVICE

The commitment to exceptional customer service is a hallmark of the Sergeant at Arms organization and the cornerstone of our support functions. The groups that make up our support team continue to provide exceptional customer service 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. We are in the process of implementing an integrated work management system with a Web interface for service requests. The system will enable customers to view all furnishings currently in stock without making an escorted trip to the storage facility, to request environmental services and keys, and to view special function rooms and request set-ups. Customers will be able to check the status of their requests through tracking numbers.

This past year we also increased our support for the Senate in our framing and furnishings areas. We purchased a dry mounting press that expands the framing shop's capabilities by enabling permanent mounting of newspaper articles and photos, and we implemented a furniture finishing protocol that replicates the original finish for historical pieces in the Capitol.

The opening of the Capitol Visitor Center will add 66,500 square feet of Senate space to our responsibilities: 41,000 square feet of office space, 8,000 square feet of meeting space, and 17,500 square feet of other space. Compared to our current obligations, we will clean and maintain almost one-third more office space and three times more meeting space, and will furnish over 50 percent more office and meeting space. This will require us to hire 17 new employees before the Center opens.

Printing, Graphics, and Direct Mail

Printing, Graphics, and Direct Mail, or PGDM, provides printing, photocopying, design, and production services to the Senate. Last year, it printed 16,850,962 sheets in color (a 12 percent increase over the 2004 volume, and 400 percent increase over 2003), and it produced almost 10,000 floor charts. PGDM provides a variety of other services to the Senate including the management of the Senate Support Facility, and support for the digital scanning of incoming constituent correspondence.

Senate Support Facility.—We are pleased to report that we have a new, fully operational Senate Support Facility that enables us to provide secure storage for use by the Secretary of the Senate and the Sergeant at Arms. This facility provides a secure, climate-controlled environment to warehouse the Senate's historical art and artifacts, Senate equipment and supplies, and some of the Senate's emergency transportation vehicles. The facility came on-line this past February, and all the contents and functions of the six previously dispersed warehouse locations have been moved and consolidated into the new facility.

Correspondence Support.—During 2005 the guidance we provided to Members' staffs on addressing outgoing mail in a format that takes full advantage of postage discounts resulted in savings of almost \$2 million. We also started offering digital scanning of incoming constituent mail and outgoing response letters that works in conjunction with the existing correspondence management systems. This new capability enables users to import images of their office mail. Sixteen Senate offices have chosen to use these imaging services, and we scanned more than 240,000 documents during the first twelve months of this program.

Employee Assistance Program

Over the past year we enhanced and expanded our Employee Assistance Program. The program provides assessments and short-term counseling for Senate staff and their family members twenty-four-hours-a-day, seven-days-a-week. It improves the ability of supervisors to manage troubled employees, to enhance the work environment, and to improve employee job performance. It also helps employees find the resources they need to address some of the personal challenges they face every day. The Employee Assistance Program coordinates with security staff to train people on reacting to emergencies and to ensure that processes are in place to deal with emergencies.

During the past year, the EAP staff worked with people in the offices affected by Hurricane Katrina, and built even stronger relationships with managers across the Senate. The staff also trained a Peer Support Team that can provide immediate support to employees and their family members if they are affected by a critical event.

Recording Studio

The Recording Studio televises the activity on the Senate Floor and in Committee hearings, and it provides a production studio and equipment for Senators' use. Last year, it televised all 1,222 hours of Senate Floor proceedings, as well as 744 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 installed upgrades in eight hearing rooms. Several more rooms are scheduled for upgrades in the near future. These 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 most significant work we anticipate for the Senate Recording Studio over the next year is its move to the Capitol Visitor Center. This move will enable the Recording Studio to complete its upgrade to a full High Definition facility, and to implement a number of improvements that have been planned to coincide with the opening of the Center.

Education and Training

The Joint Office of Education and Training provides employee training and development opportunities for all Senate staff in Washington, D.C., and in the states. This past year, we conducted an assessment of our training program to ensure we are meeting the needs of the Senate community. The assessment helped us identify skills that are fundamental to success at the Senate, including the ability to communicate effectively and collaborate well. We also identified key skills for managers and supervisors, including the ability to motivate, create a vision, organize, and delegate. In response to the needs we identified, we will offer certificate curricula in communications and teamwork.

The Education and Training group offered 425 classes in 2005, with 6,920 Senate staff members taking advantage of these classes. The registration desk handled 31,960 e-mails, telephone calls, and on-line registration requests.

Of the total number of classes, the technical training group offered 187 classes to 1,521 staff members, and provided coaching on various software packages and other computer-related subjects to 702 staff members. The professional development area offered 237 classes to 4,973 students, and delivered more than 50 special training and team building sessions to Member and Committee offices. 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 through video teleconferencing to two state offices. In the health promotion area, 1,492 staff members participated in the Annual Health Fair held in September, and 1,240 participated in health promotion activities throughout the year, including cancer screening, bone density screening, and seminars on health-related topics.

Most of the classes we offer are practical only for staff based in Washington, D.C., but we are continuing to expand our offerings to state office staff. In 2005 we offered three sessions of the State Training Fair to 119 state office staff, and we conducted our annual State Directors Forum for the 37 state managers and directors. The "Virtual Classroom," an Internet-based training library of over 500 courses, also enables state office staff to take advantage of the Senate's training resources; 379 staff members from state offices and Washington, D.C., have taken advantage of this training option.

CHALLENGES FOR NEXT YEAR

We met the challenges that we faced this year, and adapted our responses to provide better service and support to the Senate. While we do not know all the challenges next year will bring, we can anticipate some of them. We expect that the Capitol Visitor Center will open, that we will start to move forward on an enhanced process for issuing and accounting for Congressional identification and access cards, and that this year's election will result in some changes in the membership of the Senate. We also know that we will face challenges related to IT security, our technical infrastructure, and our work moving the Senate's business to the Web. We are planning for these changes.

Capitol Visitor Center

The opening of the Capitol Visitor Center (CVC) will affect much of the work of this office. The Capitol Facilities group will be affected dramatically, since the work of that group will expand to include one-third more space than it currently maintains. The opening will also affect the Senate Recording Studio, which will move into the new space. The CVC incorporates significant security features, and we are working with other agencies to develop the processes to ensure that the Capitol remains secure.

As part of the Capitol Visitor Center, we are installing state-of-the-art communications facilities in the Senate expansion space. We will provide a redundant communications path into the Capitol, and our in-building wireless coverage for cellular devices will extend into the core of the Center as well as into the Senate expansion space. We will also provide any additional office automation equipment required by the occupants of the space. Since most of the CVC's occupants are going to relocate from elsewhere on Capitol Hill, we do not expect to spend a significant amount of money on new equipment.

Congressional Identification and Access Cards

The Executive Branch is implementing a major initiative to use Smart Cards as standard identification and access cards across all departments of the federal government. We have been following the progress it is making, and are also looking to determine how to increase the security surrounding identification and access cards issued at the Senate and across the Legislative Branch agencies. The processes for issuing cards are different across the Capitol campus. We are starting to work with representatives from each major Legislative Branch agency to identify the requirements that satisfy each agency's or organization's security policies so we can determine how we might create standard processes. Just within the Senate, we issue identification and access cards to people from the media, pages, interns, temporary staff, full-time staff, and others. During the 108th Congress, we issued 41,000 cards—15,000 to the press. The challenge of tracking and recovering these cards has been daunting. By undertaking this initiative, we expect to be able to increase the accountability for the cards and the security of the Senate.

Transition to New Congress

This year, we will also face one challenge that we face every other year: the transition to a new Congress. Thirty-three Senators face election this year, and four Members have announced their retirement, so we will have at least four new Senators next year. The transition includes providing space for newly elected Senators, and providing the whole range of support they need to set up their offices and start accomplishing their work for the American people. We provide orientation for newly elected Senators, their Chiefs of Staff, and their Administrative Managers. We work to ensure that newly elected Senators learn about the resources available to help them serve their constituents and accomplish their legislative goals. We also make sure returning Senators and staff receive up-to-date information about the services available.

We are engaged in closing down state and Capitol Hill offices of departing Members, equipping the transition office to house Senators-elect from the date of election until the beginning of the next Congress, moving the newly sworn-in Senators into their temporary suites, and then moving offices as required during the regular office move process.

For closing offices, we shut down all communications services, determine which equipment can be inherited by Members' successors, and inventory and remove all equipment in coordination with the other activities of the office. For new and relocated offices, we establish all communications facilities, acquire and install all office automation and general office equipment, and ensure that everything works as it should.

IT Security

In the IT security threat environment, the list of potential threats to our information infrastructure is growing in number and sophistication. Over the next year, we will meet the challenge of managing a volatile security environment by: (1) expanding the role of the recently established security operations center; (2) optimizing our current configuration of security controls; (3) improving our collaboration with other federal agencies in the areas of incident response and situational awareness; (4) evaluating, testing, and deploying new security control mechanisms; and (5) enhancing communication with IT staff in Member and Committee Offices to give them timely and usable information in order to improve the security posture of their local IT systems.

Information Technology Infrastructure

We will complete the build out of the wireless infrastructure for laptops; for the Parking, Guide Service, and Capitol Police radio systems; and for the Senate Cloakroom paging systems. We will also aggressively pursue alternative hand-held communications devices and we will ensure that any devices we support will deliver seamless emergency notifications. Finally, over the next year we will award the telecommunications modernization contract and complete its first phases. This comprehensive upgrade and replacement of our telecommunications systems will enable the Senate to take advantage of Voice over Internet Protocol and converged voice, video, and data communications.

Moving Business to the Web and Enterprise Software Initiatives

We will continue our initiatives to reduce paperwork and move business to the Web by developing the TranSAAct portal to deliver and integrate services and systems and provide two-way Web interaction between customers and service providers. As we move forward on TranSAAct, we are working with Senate customers to identify and integrate additional requirements. We are also planning for the next major release of Microsoft's operating system, Vista. Deploying this system and integrating it with other applications will require tremendous effort. Building on these developments, we will work toward integrating systems and applications through a Web-services architecture that will reduce redundancy and eliminate "stove-pipe" systems.

CONCLUSION

We take our responsibilities to the American people and to their elected representatives seriously. 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 Photography Studio records historic events, takes official Senate portraits, provides the whole range of Capitol photography services, and delivers thousands of pictures each year. The SAA's printing shop provides layout and design, graphics development, and production of everything from newsletters to 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 run 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 respond to any questions you may have.

APPENDIX A—FISCAL YEAR 2007 BUDGET REQUEST

ATTACHMENT I

FINANCIAL PLAN FOR FISCAL YEAR 2007

OFFICE OF THE SERGEANT AT ARMS—UNITED STATES SENATE

EXECUTIVE SUMMARY

[Dollar amounts in thousands]

	Fiscal Year 2006 Budget	Fiscal Year 2007 Re- quest	Fiscal Year 2007 vs. Fiscal Year 2006	
			Amount	Percent Incr/ Decr
General Operations & Maintenance:				
Salaries	\$56,700	\$62,604	\$5,904	10.4
Expenses	\$65,505	\$79,211	\$13,706	20.9
Total General Operations & Maintenance	\$122,205	\$141,815	\$19,610	16.0
Mandated Allowances & Allotments	\$55,282	\$57,757	\$2,475	4.5
Capital Investment	\$17,262	\$19,831	\$2,569	14.9

EXECUTIVE SUMMARY—Continued

[Dollar amounts in thousands]

	Fiscal Year 2006 Budget	Fiscal Year 2007 Re- quest	Fiscal Year 2007 vs. Fiscal Year 2006	
			Amount	Percent Incr/ Decr
Nondiscretionary Items	\$3,951	\$4,640	\$689	17.4
TOTAL	\$198,700	\$224,043	\$25,343	12.8
Staffing	910	944	34	3.7

To ensure that we provide the highest levels and quality of security, support services and equipment, we submit a fiscal year 2007 budget request of \$224,043,000, an increase of \$25,343,000 or 12.8 percent compared to fiscal year 2006. The salary budget request is \$62,604,000, an increase of \$5,904,000 or 10.4 percent, and the expense budget request is \$161,439,000, an increase of \$19,439,000 or 13.7 percent. The staffing request is 944, an increase of 34 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 \$62,604,000, an increase of \$5,904,000 or 10.4 percent compared to fiscal year 2006. The salary budget increase is due to the addition of 34 FTEs, a COLA, and merit funding. The additional staff will support the Capitol Visitor Center, augment our security team, expand services, and meet new requirements for the Senate community.
- The general operations and maintenance expenses budget request for existing and new services is \$79,211,000, an increase of \$13,706,000 or 20.9 percent compared to fiscal year 2006. Major factors contributing to the expense budget increase are emergency preparedness in security operations and planning, \$7,847,000; additional services and locations under the IT support contract, \$1,535,000; telephone system maintenance, \$1,097,000; consulting and equipment purchases for the Active Directory Messaging Architecture, \$1,024,000; and maintenance costs related to Enterprise Storage, \$585,000.
- The mandated allowances and allotments budget request is \$57,757,000, an increase of \$2,475,000 or 4.5 percent compared to fiscal year 2006. This variance is primarily due to an increase in Member mail system costs, \$1,745,000; and state office security enhancements of \$700,000, offset by decreases in office lease costs.
- The capital investment budget request is \$19,831,000, an increase of \$2,569,000 or 14.9 percent compared to fiscal year 2006. The fiscal year 2007 budget request includes funds for the replacement and upgrade of the telephone system, \$10,475,000; data network engineering costs, \$2,345,000; electronic printing and publication network, \$1,800,000; hardware purchases related to the SAN upgrade, \$1,750,000; and the Network Upgrade project, \$1,646,000.
- The nondiscretionary items budget request is \$4,640,000, an increase of \$689,000 or 17.4 percent compared to fiscal year 2006. The request funds three projects that support the Secretary of the Senate: contract maintenance for the Financial Management Information System (FMIS), \$3,703,000; maintenance and necessary enhancements to the Legislative Information System (LIS), \$840,000; and maintenance and enhancements to the Senate Payroll System, \$97,000.

ATTACHMENT II.—FISCAL YEAR 2007 BUDGET REQUEST BY DEPARTMENT

The following is a summary of the SAA fiscal year 2007 budget request on an organizational basis.

[Dollar amounts in thousands]

	Fiscal Year 2006 Budget	Fiscal Year 2007 Re- quest	Fiscal Year 2007 vs. Fiscal Year 2006	
			Amount	Percent Incr/ Decr
Capitol Division	\$25,568	\$35,399	\$9,831	38.5

[Dollar amounts in thousands]

	Fiscal Year 2006 Budget	Fiscal Year 2007 Re- quest	Fiscal Year 2007 vs. Fiscal Year 2006	
			Amount	Percent Incr/ Decr
Operations	\$52,515	\$53,558	\$1,043	2.0
Technology Development	\$41,153	\$47,676	\$6,523	15.9
IT Support Services	\$66,927	\$71,901	\$4,974	7.4
Staff Offices	\$12,537	\$15,509	\$2,972	23.7
TOTAL	\$198,700	\$224,043	\$25,343	12.8

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

CAPITOL DIVISION

[Dollar amounts in thousands]

	Fiscal Year 2006 Budget	Fiscal Year 2007 Re- quest	Fiscal Year 2007 vs. Fiscal Year 2006	
			Amount	Percent Incr/ Decr
General Operations & Maintenance:				
Salaries	\$14,530	\$15,908	\$1,378	9.5
Expenses	\$7,938	\$15,691	\$7,753	97.7
Total General Operations & Maintenance	\$22,468	\$31,599	\$9,131	40.6
Mandated Allowances & Allotments	\$3,100	\$3,800	\$700	22.6
Capital Investment				
Nondiscretionary Items				
TOTAL	\$25,568	\$35,399	\$9,831	38.5
Staffing	273	278	5	1.8

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 \$15,908,000, an increase of \$1,378,000 or 9.5 percent. The salary budget increase is due to the addition of five FTEs, a COLA and merit increases, and other adjustments. The Office of Security and Emergency Preparedness requires an additional COOP planning specialist, and the Post Office will add four mail specialists to handle the opening, examining, and sampling of commercially delivered packages to the new Senate off-site processing facility.

The general operations and maintenance expenses budget request is \$15,691,000, an increase of \$7,753,000 or 97.7 percent, and will primarily will fund security consultants and services required by the Office of Security and Emergency Preparedness.

The mandated allowances and allotments budget request for state office security initiatives is \$3,800,000.

OPERATIONS

[Dollar amounts in thousands]

	Fiscal Year 2006 Budget	Fiscal Year 2007 Re- quest	Fiscal Year 2007 vs. Fiscal Year 2006	
			Amount	Percent Incr/ Decr
General Operations & Maintenance:				
Salaries	\$16,592	\$18,308	\$1,716	10.3
Expenses	\$5,971	\$6,323	\$352	5.9
Total General Operations & Maintenance	\$22,563	\$24,631	\$2,068	9.2

OPERATIONS—Continued

[Dollar amounts in thousands]

	Fiscal Year 2006 Budget	Fiscal Year 2007 Re- quest	Fiscal Year 2007 vs. Fiscal Year 2006	
			Amount	Percent Incr/ Decr
Mandated Allowances & Allotments	\$27,332	\$26,777	(\$555)	- 2.0
Capital Investment	\$2,620	\$2,150	(\$470)	- 17.9
Nondiscretionary Items				
TOTAL	\$52,515	\$53,558	\$1,043	2.0
Staffing	302	319	17	5.6

The Operations Division consists of the Central Operations Group (Director/Management, Parking 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 \$18,308,000, an increase of \$1,716,000 or 10.3 percent. The salary budget increase is due to the addition of 17 FTEs, an expected 3.5 percent a COLA, and merit increases. Facilities expects to hire 17 staff to maintain the Senate expansion space in the Capitol Visitor Center.

The general operations and maintenance expenses budget request is \$6,323,000, an increase of \$352,000 or 5.9 percent. In Printing, Graphics and Direct Mail, increases in software and equipment maintenance, \$185,000, and purchased equipment, \$120,000, are offset by a decrease in warehouse rent, \$860,000. Facilities furnishings and materials increase \$516,000.

The mandated allowances and allotments budget request is \$26,777,000, a decrease of \$555,000 or 2.0 percent. This decrease is due to projected decreases in commercial and federal office expenses.

The capital investment budget request is \$2,150,000, a decrease of \$470,000 or 17.9 percent. Funding is requested to purchase a new electronic printing and publishing network, \$1,800,000, and to replace photo printing equipment and upgrade software, \$250,000.

TECHNOLOGY DEVELOPMENT

[Dollar amounts in thousands]

	Fiscal Year 2006 Budget	Fiscal Year 2007 Re- quest	Fiscal Year 2007 vs. Fiscal Year 2006	
			Amount	Percent Incr/ Decr
General Operations & Maintenance:				
Salaries	\$11,787	\$13,127	\$1,340	11.4
Expenses	\$22,948	\$23,398	\$450	2.0
Total General Operations & Maintenance	\$34,735	\$36,525	\$1,790	5.2
Mandated Allowances & Allotments				
Capital Investment	\$2,467	\$6,511	\$4,044	163.9
Nondiscretionary Items	\$3,951	\$4,640	\$689	17.4
TOTAL	\$41,153	\$47,676	\$6,523	15.9
Staffing	134	140	6	4.5

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 \$13,127,000, an increase of \$1,340,000 or 11.4 percent. The salary budget increase is due to the addition of six FTEs, a COLA and merit funding for fiscal year 2007. Technology Development requires six FTEs to support the growing demand on IT Security, to meet additional requirements for the ACF, and to eliminate of a backlog of development projects.

The general operations and maintenance expense budget request is \$23,398,000, an increase of \$450,000 or 2.0 percent. This increase is due to increased equipment maintenance and professional services costs in IT Security, \$422,000; the purchase of computer and mainframe equipment and furnishings in Enterprise IT Operations, \$638,000; and hardware and software maintenance for Enterprise Storage, \$585,000, offset by a decrease in support costs for the Senate Messaging Infrastructure, \$1,000,000.

The capital investment budget request is \$6,511,000, an increase of \$4,044,000 or 163.9 percent. Major projects include the SAN Upgrade, \$1,750,000; network upgrade in support the Telecom Modernization Plan, \$1,550,000; and the fiber optic migration, \$900,000.

The nondiscretionary items budget request is \$4,640,000, an increase of \$689,000 or 17.4 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 Budget	Fiscal Year 2007 Re- quest	Fiscal Year 2007 vs. Fiscal Year 2006	
			Amount	Percent Incr/ Decr
General Operations & Maintenance:				
Salaries	\$5,714	\$6,260	\$546	9.6
Expenses	\$24,663	\$27,821	\$3,158	12.8
Total General Operations & Maintenance	\$30,377	\$34,081	\$3,704	12.2
Mandated Allowances & Allotments	\$24,850	\$27,180	\$2,330	9.4
Capital Investment	\$11,700	\$10,640	(\$1,060)	- 9.1
Nondiscretionary Items				
TOTAL	\$66,927	\$71,901	\$4,974	7.4
Staffing	105	107	2	1.9

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 \$6,260,000, an increase of \$546,000 or 9.6 percent. The salary budget will increase due to the addition of two FTEs, a COLA, and merit funding for fiscal year 2007. The additional FTEs will support procurement activities and provide advanced technical expertise.

The general operations and maintenance expenses budget request is \$27,821,000, an increase of \$3,158,000 or 12.8 percent. The most significant factors contributing to this increase are telephone system maintenance costs, \$1,097,000, and annual escalations in the IT Support Contract, \$1,535,000.

The mandated allowances and allotments budget request is \$27,180,000, an increase of \$2,330,000 or 9.4 percent. Major factors contributing to this budget request are voice and data communications for Washington D.C. and state offices, \$17,395,000; procurement and maintenance of Members' constituent mail systems, \$6,000,000; procurement and maintenance of office equipment for Washington D.C. and state offices, \$2,857,000; and Appropriations Analysis and Reporting System, \$500,000.

The capital investment budget request is \$10,640,000, a decrease of \$1,060,000 or 9.1 percent, and consists primarily of equipment purchases for the replacement of the Capitol Hill telephone system, \$10,475,000.

STAFF OFFICES

[Dollar amounts in thousands]

	Fiscal Year 2006 Budget	Fiscal Year 2007 Re- quest	Fiscal Year 2007 vs. Fiscal Year 2006	
			Amount	Percent Incr/ Decr
General Operations & Maintenance:				
Salaries	\$8,077	\$9,001	\$924	11.4
Expenses	\$3,985	\$5,978	\$1,993	50.0
Total General Operations & Maintenance	\$12,062	\$14,979	\$2,917	24.2
Mandated Allowances & Allotments				
Capital Investment	\$475	\$530	\$55	11.6
Nondiscretionary Items				100.0
TOTAL	\$12,537	\$15,509	\$2,972	23.7
Staffing	96	100	4	4.2

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 \$9,001,000, an increase of \$924,000 or 11.4 percent. The salary budget increase is due to the addition of four FTEs, a COLA, and merit funding. Process Management and Innovation requires two FTEs to oversee the Active Directory Messaging Architecture. Human Resources and Employee Assistance Program each requests an additional FTE to accommodate increased staff and demand.

The general operations and maintenance expenses budget request is \$5,978,000, an increase of \$1,993,000 or 50.0 percent. The bulk of this increase is due to funding for Process Management and Innovation's professional services and consultants in support of information technology prototypes and innovation research and development.

The capital investment budget request is \$530,000, an increase of \$55,000 or 11.6 percent, for continuing project support.

STAFFING INCREASES

Senator ALLARD. Well, thank you. I have a few questions that I feel that we need to ask to fully understand what kind of plan you are putting together. As we have mentioned, you have requested 34 additional staff. Half of those are for the CVC—they are new jobs. The other half is for duties and responsibilities outside the Capitol Visitor Center, and I would like to have an explanation of why you need those and what functions are driving that additional staff requirement outside the Capitol Visitor Center.

Mr. PICKLE. Okay. Mr. Chairman, if I may, let me give you a broad answer for those 17 outside the Capitol and then give you a written response that breaks down each position. I think this will give you a much more thorough answer.

Senator ALLARD. That would be helpful.

MAIL SAFETY

Mr. PICKLE. Okay. Essentially, the 17 positions outside the CVC are positions that, for the most part, support or enhance security. For instance, 4 of those 17 are positions that will go to our new mail and package facility. As you know, we currently process our own mail at the Senate Post Office. It will be a state-of-the-art facility that this subcommittee has funded. By all accounts, it's one of the best in the Nation. A vendor currently processes packages,

and we are taking over the package screening and delivery process ourselves. We will use four Federal employees to do it. We believe the cost savings will be about \$200,000 per year. We base this on what we are currently paying to the vendor, and we also base it on what we see being done on the House side. I like to brag a little bit about our staff and what this subcommittee has supported in that regard. We currently process about 90 percent of the mail volume that the House does. A lot of people think it should be much more on the House side, but it's not. Our volume is 90 percent of the House's volume. Yet, we process that mail at almost a \$7 million savings per year because we use Senate employees. We think similar savings—not as great—will result from using Senate employees for the packaging process. In addition to those four staff members, there are other FTEs sprinkled throughout the SAA to support network applications, technology, as well as security and preparedness. One of the positions which I do want to highlight for just a moment is in our Employee Assistance Program. I don't think people realized how important that program is until we began to professionalize it here several years ago. Our Employee Assistance Program is under a lot of demand from the Senate community. As you know, every time we have an incident or a crisis here, we are overwhelmed with the particular needs of the staff who work here. This program also helps and benefits each office a great deal. It helps managers. It helps staff directors. It teaches staff to deal with employees that may have some problems and issues. It is a single position, but it's a very important position. And so what I would like to do with all the others, if I may, is give you a much more detailed breakdown, sir.

[The information follows:]

SERGEANT AT ARMS POSITION JUSTIFICATION—FISCAL YEAR 2007

Department: Office of Security & Emergency Preparedness

Branch/Section: Continuity Programs

Position Title: Continuity Of Operations Planning (COOP) Planning Specialist

No. of Positions Requested: 1

Pay Band Pay Band & Salary Range: Salary Range: PB10, \$67,675–\$101,508

Essential Duties of Position: The new staff will operationally support the continuity program's existing relocation facilities and those that are coming online or being planned for fiscal year 2006. The new staff will work from classified or sensitive sites to ensure the Senate's operational viability, and will support the State Office COOP planning efforts that were initiated in fiscal year 2006.

Are these duties being performed now? If yes, state by whom and why a new position is requested. Some of these duties are being performed now. Current staff is assigned to support primary contingency facilities within the National Capitol Region and to support Member Offices' COOP planning efforts, but this leaves other facilities unattended with questionable operational status in the event of an emergency. The COOP planning support for Members' DC and State office locations is currently not being adequately supported and this work will overwhelm our current planning and preparedness capabilities.

If this request is not approved, what will be the service or cost impact on the Senate: If the request is not approved, the level of planning, preparedness, and response to ensure an effective transition to a continuity of operations situation for Member Offices, Committees, Senate Offices, and the Senate as a whole will not be adequate. Not approving this position would limit our ability to support Member and Committee Offices' continuity planning efforts as well as our ability to ensure facility readiness for the Senate as a whole.

Department: Facilities

Branch/Section: Environmental Services

Position Title: Facilities Worker

No. of Positions Requested: 14

Pay Band Pay Band & Salary Range: Salary Range: PB3, \$33,824–\$50,733

Essential Duties of Position: The new facilities day staff will clean corridors, perform stairway maintenance, set up water for special events, and clean up waste. Throughout the day, the staff will ensure that the area is clean, decontaminated, and free of all fluid, debris, spots, stains and odor. The staff will assist in moving furniture, delivering non-furniture items, cleaning public restrooms, setting up for special events, and removing trash.

The new facilities night staff will clean elevators and stairwells, conduct early morning room set-ups and break downs, and clean corridors and restrooms. The staff will also undertake nightly office cleaning and floor care, and will spot clean fabric wall panels.

Are these duties being performed now? If yes, state by whom and why a new position is requested. These duties are not currently being performed. They will be required upon the opening of the Senate Expansion Space of the CVC.

If this request is not approved, what will be the service or cost impact on the Senate: If this request is not approved, we believe that the cost of contracting these services at the service level the Senate expects would be prohibitive. Capitol Facilities provides a significantly higher level of service than does the AOC's contractor. Capitol Facilities consistently delivers the high level of service required by the Senate, including an environment that is consistently dust-, debris-, and smudge-free; restrooms that are stocked, cleaned and sanitized; and floors that are free of dust, debris, soil and stains.

Department: Facilities

Branch/Section: Environmental Services

Position Title: Lead Facilities Worker

No. of Positions Requested: 2

Pay Band Pay Band & Salary Range: Salary Range: PB4, \$37,581–\$56,368

Essential Duties of Position: New staff will dedicate 75 percent of their time to performing the same duties as the Facilities Workers that make up their teams. The remaining time will be dedicated to inspecting the team's work.

Are these duties being performed now? If yes, state by whom and why a new position is requested. These duties are not currently being performed. They will be required upon the opening of the Senate Expansion Space of the CVC.

If this request is not approved, what will be the service or cost impact on the Senate: If this request is not approved, we believe that the cost of contracting these services at the service level the Senate expects would be prohibitive. Capitol Facilities provides a significantly higher level of service than does the AOC's contractor. Capitol Facilities consistently delivers the high level of service required by the Senate, including an environment that is consistently dust-, debris-, and smudge-free; restrooms that are stocked, cleaned and sanitized; and floors that are free of dust, debris, soil and stains.

Department: Facilities

Branch/Section: Facilities Management

Position Title: Facilities Services Supervisor

No. of Positions Requested: 1

Pay Band Pay Band & Salary Range: Salary Range: PB6, \$46,395–\$69,593

Essential Duties of Position: New staff will assign work, provide performance accountability, and provide leadership to the team leaders and facilities workers. In addition this staff member will plan work, ensure adherence to safety procedures and measures, and ensure that staff members comply with Capitol Facilities policies and procedures.

Are these duties being performed now? If yes, state by whom and why a new position is requested. These duties are not currently being performed. They will be required upon the opening of the Senate Expansion Space of the CVC.

If this request is not approved, what will be the service or cost impact on the Senate: If this request is not approved, facilities workers and team leaders will not have the guidance necessary to meet the cleaning and service needs of the Senate Expansion Space. Customer service and customer service will be affected adversely.

Department: Post Office

Branch/Section: Package Delivery Services

Position Title: Mail Specialist

No. of Positions Requested: 3

Pay Band Pay Band & Salary Range: Salary Range: PB3, \$33,824–\$50,733

Essential Duties of Position: New staff will screen all incoming commercial carrier package deliveries (e.g., deliveries from UPS, FedEx, DHL, etc.). In addition, these

three specialists will process items that are too large for the Congressional Acceptance Site.

Are these duties being performed now? If yes, state by whom and why a new position is requested. These duties are currently being performed by a contractor. The current service levels provided by the contractor are inadequate and result in late deliveries, incorrect routings, and damaged, lost, and unprocessed items.

The new positions are requested to enable the Senate Post Office to bring the processing of packages in house. We expect that this will result in significantly better service. The cost to the Senate is approximately \$170,000 per year, but will result in savings in excess of \$200,000 annually.

If this request is not approved, what will be the service or cost impact on the Senate: If this request is not approved, the Senate will continue to experience inadequate service levels, and it will not realize the \$200,000 savings that we anticipate. The Senate will have to continue contractor support at approximately \$470,000 per year. Costs and savings represent total amounts for the Package Delivery service.

Department: Post Office

Branch/Section: Package Delivery Services

Position Title: Lead Mail Specialist

No. of Positions Requested: 1

Pay Band Pay Band & Salary Range: Salary Range: PB4, \$37,581–\$56,368

Essential Duties of Position: New staff will monitor employees processing commercial carrier packages (e.g. FedEx, UPS, DHL, etc.) and ensure that proper screening procedures are followed at all times.

Are these duties being performed now? If yes, state by whom and why a new position is requested. These duties are currently being performed by a contractor. The current service levels provided by the contractor are inadequate and result in late deliveries, incorrect routings, and damaged, lost, and unprocessed items.

The new position is requested to enable the Senate Post Office to bring the processing of packages in house. We expect that this will result in significantly better service. The projected salary cost for one Lead Mail Specialist is \$36,000 in fiscal year 2007. Cost to the Senate is approximately \$50,000 per year, but will result in savings in excess of \$200,000 annually.

If this request is not approved, what will be the service or cost impact on the Senate: If this request is not approved, the Senate will continue to experience inadequate service levels, and it will not realize the \$200,000 savings that we anticipate. The Senate will have to continue contractor support at approximately \$470,000 per year. Costs and savings represent total amounts for the Package Delivery service.

Department: Technology Development

Branch/Section: Systems Development—Enterprise Database Support

Position Title: Senior Information Technology Specialist

No. of Positions Requested: 1

Pay Band Pay Band & Salary Range: Salary Range: Pay Band 10, \$67,675–\$101,508

Essential Duties of Position: New staff will administer Windows System and SQL Server Databases.

Are these duties being performed now? If yes, state by whom and why a new position is requested. Duties are currently being performed by one individual in the Enterprise Database Support group. Significant growth in demand for services and advanced technology implementations of this software have created a critical need for additional resources. The same person who performs these duties also ensures continuous systems availability and performs disaster recovery duties. Having only one person with the expertise and daily involvement with the underlying architecture that supports critical Senate services, such as Senate.gov and the ADMA Blackberry backend database, puts the Senate in a precarious position.

If this request is not approved, what will be the service or cost impact on the Senate: If this request is not approved, services will continue to be supported, but not as rapidly as the demand warrants. In addition, Senate services may be severely affected by lack of support if our single existing resource is unavailable.

Department: Technology Development

Branch/Section: Enterprise IT Operations—Enterprise Ops

Position Title: Information Technology Operations Specialist

No. of Positions Requested: 3

Pay Band Pay Band & Salary Range: Salary Range: PB6, \$46,395–\$69,593

Essential Duties of Position: New staff will manage current production systems that are running at the ACF, such as the enterprise SILO tape backup system, systems failed over to the ACF, and various facility related tasks. Duties also include

providing first response to problems during emergencies, backing up the primary facility support duties for the 24 X 7 Blackberry server, and monitoring and administering the Senate's email system and payroll applications.

Are these duties being performed now? If yes, state by whom and why a new position is requested. These duties are being performed by one thinly staffed shift at the ACF five days per week. Some of the duties are being conducted remotely and some by rotating Primary Computing Facility staff from Postal Square. However, significant gaps exist.

With the continued evolution of the systems running from the ACF there is a need to fully support the ACF with multiple shifts. The ACF is now running key services, such as all enterprise backups of critical applications. Transitioning into a multi-shift operation, similar to the operation of the primary computing facility, is needed to support the continued expansion of workload, and to maintain a continuously efficient operation.

If this request is not approved, what will be the service or cost impact on the Senate: If this request is not approved, we run the risk of delaying resolution of system problems that arise outside of normal business hours. We also run the risk of delaying response time in the case of an emergency, and directly affecting business continuity.

Department: Technology Development

Branch/Section: IT Security

Position Title: Senior Information Security Specialist

No. of Positions Requested: 2

Pay Band Pay Band & Salary Range: Salary Range: PB10, \$67,675–\$101,508

Essential Duties of Position: The new staff would collect and analyze data in the Security Operations Center and resolve or eliminate anomalies/security events; assist Member offices on network security issues; monitor SAA enterprise systems; improve external contact in order to stay abreast of rapidly changing computer network attack profiles; and make full use of new enterprise-wide security technologies deployed this year that allow us to perform activities that were formerly performed by contractors. Staff also will provide support and analysis associated with the new capabilities in Symantec client software (firewall, anti-spyware/adware, etc.).

Are these duties being performed now? If yes, state by whom and why a new position is requested. IT Security currently has staff that performs most of the essential duties described, but the staff will not be able to meet the additional demands it anticipates. Due to the number of new security initiatives that are the result of increasing threats, the overall workload of the staff continues to grow. Security issues and systems are increasingly complex, requiring more time and resources for satisfactory resolution and adequate backup.

Department: IT Support Services

Branch/Section: Office Equipment Services—Order Services

Position Title: Senior Procurement & Supplies Specialist

No. of Positions Requested: 1

Pay Band Pay Band & Salary Range: Salary Range: PB 5, \$41,756–\$62,635

Essential Duties of Position: New staff will handle wireless device issues including provisioning telecommunications/wireless services, providing advanced troubleshooting for major vendors and systems, using a comprehensive understanding of multiple product lines and service offerings to provide rate and service plan analysis for customers, conducting complete hot swaps, modifying accounts, and providing billing support.

Are these duties being performed now? If yes, state by whom and why a new position is requested. These duties are currently being performed by SAA staff. Senate wireless equipment needs have increased dramatically over the past two years and the trend is continuing. Although staffing levels have remained the same, Senate staff expects wireless equipment to be available immediately. Current resources make it extremely difficult to stay abreast of the ordering demands and the programming and tracking of wireless equipment.

If this request is not approved, what will be the service or cost impact on the Senate: If this request is not approved, the SAA will not be able to fully meet the Senate's service level expectations. We think that the least costly approach is through hiring an additional staff member as opposed to contracting for this support. We do not believe that reduced service levels are acceptable to the Senate.

The pay salary range will be \$41,756 to \$62,635. When a contractor was approached about the possibility of providing one person to do only some of the duties discussed above, their cost estimate was \$150,000 to \$175,000 per year.

Department: IT Support Services

Branch/Section: Desktop/LAN Support—CMS Coordination

Position Title: Principal Information Technology Specialist

No. of Positions Requested: 1

Pay Band Pay Band & Salary Range: Salary Range: PB 11 Pay Range: \$73,086–\$109,628

Essential Duties of Position: This position will evaluate and guide vendor development efforts in the areas of Web development, electronic messaging, and electronic document management; lead projects, especially those related to constituent e-mail processing; be a technical resource for other CMS Coordination staff; and perform liaison work with other SAA departments.

Are these duties being performed now? If yes, state by whom and why a new position is requested. These tasks are currently being performed by contract staff that has been engaged to provide these capabilities. The new position is being requested in order to continue to have access to this level of experience and expertise.

If this request is not approved, what will be the service or cost impact on the Senate: If this request is not approved, the CMS Coordination group will continue to incur the higher cost of contracting out for this position. The CMS Coordination group supports the existing model for correspondence management, but in order to adapt to the changes that will result from the introduction of new electronic communications capabilities in Senate offices and an anticipated increase in the number of CSS vendors, we need additional staff. The new staff must have in-depth expertise in Web form development, electronic messaging, and electronic document management. Because CSS vendors will soon operate within a different, more stringent contract structure, existing staff's time will be fully committed to ensuring contract compliance. In addition, existing staff will oversee the e-Newsletter vendor contracts. These activities will require all of the existing CMS Coordination resources. The pay range for the new position is \$73,086–\$109,628. The position is currently contracted out at \$205,577 per year.

Department: Process Management & Innovation

Branch/Section: IT Research & Deployment—Technology Assessment

Position Title: Principal Information Technology Specialist

No. of Positions Requested: 2

Pay Band Pay Band & Salary Range: Salary Range: PB11, \$73,086–\$109,628

Essential Duties of Position: The new positions will be responsible for all aspects of the Active Directory & Messaging Architect (ADMA) design. All design changes, security updates, migration processes, software updates, product upgrades, and add-in products, whether part of the core system or peripherally integrated, must go through a rigorous design, testing, pilot, and implementation process.

Are these duties being performed now? If yes, state by whom and why a new position is requested. These duties are currently being performed by on-site contractor staff at an annual cost of approximately \$600,000. Replacing these contractors with staff will create a significant dollar savings for the Senate and will allow for more flexibility in work assignments. These duties will be ongoing for many years to come and the recurring annual dollar savings will be over \$300,000.

An additional benefit is continuity of institutional knowledge. On-site contractors are subject to periodic personnel changes. When contractors leave, all of the Senate-specific technical and business institutional knowledge leaves with them and there is a significant learning curve and negative service impact associated with the replacement of staff. This situation will be avoided by using permanent Senate staff.

If this request is not approved, what will be the service or cost impact on the Senate: The current cost of on-site contractors performing these duties is approximately \$600,000 per year. The cost of these FTEs will easily be less than \$300,000 resulting in at least a \$300,000 savings.

Department: Staff Offices

Branch/Section: Human Resources

Position Title: Human Resources Technician

No. of Positions Requested: 1

Pay Band Pay Band & Salary Range: Salary Range: PB5, \$41,756–\$62,635

Essential Duties of Position: The new staff will be responsible for scanning personnel records into the personnel records management system, which will be implemented during fiscal year 2006. This staff member also will provide support to the HR Administrators in carrying out their labor relations responsibilities with respect to the unions representing Capitol Facilities and Recording Studio employees.

Are these duties being performed now? If yes, state by whom and why a new position is requested. These duties are not being performed now. A vendor has been chosen for the records management system and we are working on an implementation plan. Negotiations on Collective Bargaining Agreements are currently underway

with the two unions representing the Capitol Facilities and Recording Studio employees.

If this request is not approved, what will be the service or cost impact on the Senate: It would be impossible for the current HR Technician to assume this new workload. If this position is not approved, HR Administrators will be required to assume these lower-level responsibilities and the level of service that will be provided to clients will be adversely affected. It will take longer to classify positions, it will take longer to fill positions, training activities will be provided less frequently, availability to consult with clients will be affected, etc. In order to accomplish essential functions and to meet critical deadlines, we might be required to pay overtime to non-exempt staff and to provide compensatory time to other staff.

Department: Staff Offices

Branch/Section: Employee Assistance Program

Position Title: EAP Counselor

No. of Positions Requested: 1

Pay Band Pay Band & Salary Range: Salary Range: PB9, \$62,260–\$93,388

Essential Duties of Position: The new staff will provide comprehensive mental health assessment, referral, and follow-up services in the workplace and provide counseling and short-term therapy for staff and family members on a wide range of sensitive and complex matters. Staff will also counsel supervisors in the recognition and referral of employees with problems and promote good mental health practices through articles, training programs, publications, Web page, etc.

Are these duties being performed now? If yes, state by whom and why a new position is requested. The present EAP (staff of two) is trying to cover these duties.

If this request is not approved, what will be the service or cost impact on the Senate: With a reduction in proactive outreach to troubled employees there will be higher turnover, an impact on moral, and, in some cases, an impact on employee productivity.

STAFFING INCREASE

Senator ALLARD. I want to follow up on that with some other questions. If we are not able to provide the increases that you asked for, would we get a decrease in services?

Mr. PICKLE. I think it's a combination of the two. And the best analogy I can use—in 1997, I believe it was, or 1998, there was a conscious effort on the part of the Sergeant at Arms to reduce FTEs. There was about a 50 FTE reduction that year. By all accounts, from people who are still here and the people we deal with, after the reduction, the services that we provided did not meet expectations. September 11 exacerbated the problem. It created additional needs. It created a need for additional staff and additional technologies. We will keep plugging away and do the very best job, and that will be our goal, but I think there will be some diminishing of services.

Senator ALLARD. Well, we're looking at the chart here on your FTE budget for the Sergeant at Arms, and I see where we had a decrease in personnel from 2000 to 2001.

Mr. PICKLE. Yes.

Senator ALLARD. And then from there, we have a regular steep climb—

Mr. PICKLE. Yes.

Senator ALLARD [continuing]. In personnel. And so, I would like to get back to the 18 that you requested last year.

Mr. PICKLE. Yes.

Senator ALLARD. Can you tell us the status of those new hires?

Mr. PICKLE. Out of the 18 positions you gave us last year, 12 have been filled. The other six have been announced and posted. Two of those six had job offers made to them, but they withdrew their acceptance and did not come onboard. So, we still have six of

those which have been posted but not filled. Our dilemma is that some of these jobs are of such significance and importance to us that we don't want—especially in the technology area—to take people just to fill the slot. We are looking for the very best. So we may penalize ourselves somewhat by not hiring right away, but I think that's the best course of action.

Senator ALLARD. Okay. We want to look at that closely.

Mr. PICKLE. I understand.

Senator ALLARD. You have four there that haven't been filled for various reasons, and I assume that that request you made is in addition to the 18 that we provided for last year.

Mr. PICKLE. Yes, the 34 are in addition. Yes, sir.

CUSTODIAL WORKERS FOR THE SENATE CAPITOL VISITOR CENTER
EXPANSION SPACE

Senator ALLARD. Now, there are 17 personnel you have included that are supposed to be for cleaning and maintaining the expansion space in the Capitol Visitor Center. The Architect of the Capitol, if you have noticed his budget, has included \$1.5 million for a custodial contract for the entire Capitol Visitor Center. So, it looks from our point of view as though there has been a double accounting here. Doesn't it make sense to let AOC contract out for this requirement?

Mr. PICKLE. You know, I think in a perfect world, it makes sense that we have one organization do everything. It just makes sense. The only reason I believe we have a Capitol facilities division that does maintenance, is that the Senate was a little unhappy with some of the contract work done years ago. It was a decision made by whomever was in charge at that time that the maintenance functions be put under the Senate, and that's why we have a Capitol facilities division that does maintenance and cleaning on the Senate side of the Capitol. I don't have any strong feelings on it except to say that it's usually better when you have people who are working around the Senate and sensitive information and documents, it's better to have people who work for you, who you have some control over. You have a much more stable workforce. Now, whether this is an in-house workforce under the Architect or under us, I really don't care. I just think that we need to get the best people we can.

Senator ALLARD. It might be that we have to try a contractor. If it doesn't work out, we could always go back—

Mr. PICKLE. Sure.

Senator ALLARD [continuing]. The other route.

Mr. PICKLE. Sure.

Senator ALLARD. But it's something we'll look at, at least.

Mr. PICKLE. Mr. Chairman, you know, I think what—the way we envisioned that—and it's pretty simplistic. We currently maintain the Senate wing of the Capitol. What we are going to have in the CVC is an expansion of the Senate wing. So, we were just going to enlarge our workforce to cover that. But again, whatever makes economic sense and is more efficient, we are all for.

SECURITY AND EMERGENCY PREPAREDNESS

Senator ALLARD. The budget for the security and emergency preparedness has grown from \$4 million in 2002 to \$8.5 million in fiscal year 2006. And there's another large increase we're looking at for this year—

Mr. PICKLE. Yes.

Senator ALLARD [continuing]. A total of \$18 million. Why are we looking at an increase of this magnitude, and can we begin to expect the budget to begin to level out instead of seeing these large double-digit increases?

Mr. PICKLE. It is a large increase at first blush. But I think that much of what we have in the area of security has been funded since 2002 in part by the Emergency Response Fund (ERF) as well as reprogramming that this subcommittee has allowed us to do and provided for us. The ERF funds have decreased. We now have items that need to be funded on an annual basis, and the supplemental is no longer available. These items have a life cycle to them. There are other items which are services and outsourced services that we provide here on the Hill—and these are all new services since 2001–2002 for the most part and to over 450 State offices. So, the job has increased enormously. I would like to say there is a moderation, but in all honesty, I don't see how it's going to moderate much. I think once we have a base, we will try to live within that base, and obviously, we will live within what we are given. But we simply meet the demands of the Senate, and what we are—

Senator ALLARD. Have you looked at what funding we have picked up in ongoing programs and emergency funding and—how many years out we may be looking at before we can stabilize our base, assuming that we don't have any more emergency appropriations?

Mr. PICKLE. I have not personally, but we will get an answer for you on that.

Senator ALLARD. I think that would be helpful to the committee to understand what is happening in that area.

Mr. PICKLE. We'll do it.

TELEPHONE SYSTEM REPLACEMENT

Senator ALLARD. Can you give me an update on the status of the telephone system replacement and what's happening there?

Mr. PICKLE. Last year, this subcommittee provided about \$10.5 million for the telecommunications modernization plan. This year, we are asking for another \$10.5 million. We are near the completion of our RFP, or request for proposal, that will go out to the different vendors in the communications industry. We are hoping to start right away on making some of the changes here, modernization changes. As you know, it's a lot of money. I think you asked me the question last year, will we spend all \$10 million in the one fiscal year. My answer was probably not. And we were absolutely right; we haven't spent it all. Do we need to do it? We do. The current telephone system is 20 years old. So, and in the past 20 years, technology has changed tremendously. The industry is going toward a converged technology where you have a convergence of dig-

ital, video, and voice data. We need to do things such as replace switches, replace handsets—all the handsets—we need to make sure that our voice mail works, that all of the different wireless devices we have, whether they are Blackberry or cell phones or pagers, can be integrated. It's a big job, and it will take some time.

Senator ALLARD. Yes, and there are some changing technologies. Voice over Internet Protocol—

Mr. PICKLE. Yes.

Senator ALLARD [continuing]. Has the potential to save a lot of money, but that technology has to be worked out. There are some issues as to the domain that have to be worked out before we get those kinds of things, but it means things are getting more competitive. And hopefully, we can hold down costs.

Mr. PICKLE. Well, they certainly are, and we fully believe that the bids that we get will include Voice over Internet protocols. We know that the phone industry, the telecommunications industry, believes that's where we are going with telephony.

Senator ALLARD. Yes. Do you still expect the cost to total close to \$20 million when we're all done?

Mr. PICKLE. To my understanding, approximately \$20 million.

Senator ALLARD. Okay, and I am assuming that you are expecting an improvement in service to the end users?

Mr. PICKLE. Absolutely, yes—my CIO is going to guarantee it.

MAIL PROCESSING FACILITY

Senator ALLARD. I'm glad they're here to hear that. Okay, let's talk a little bit about the mail processing facility. What's the status of this facility, and what are your total cost projections there?

Mr. PICKLE. The mail facility—I believe our total cost is \$14.9 million, some of which has come from the supplemental. We hope to have the mail facility completed in the near future. We're going to take one of our remote mail facilities, and move it to another facility here, a little west and north of us. And at the mail facility, we are going to be able to do the mail processing and screening, as well as the package delivery and screening. So, it will be one consolidated location. And we're within budget, and we're meeting the milestones there.

VENDOR DELIVERIES

Senator ALLARD. Okay. Now, following up on this, the one part of it is the process, and the other one is the delivery here to the Capitol—

Mr. PICKLE. Yes.

Senator ALLARD [continuing]. And you're planning on implementing, on a pilot basis, a new method of transferring deliveries (other than mail) to the Capitol. Could you tell me a little bit about the status of that pilot project?

Mr. PICKLE. Yes. Currently the Capitol Police have a remote site. They had a permanent site, but they have been forced to move for various reasons, and they are at an interim site now. Essentially what takes place there is many of the goods which are destined for the Capitol are delivered there, they're examined or screened, and then they are transported here to the Capitol. I don't want to get into much more than that if you don't mind. We are revalidating

our requirements. We are working closely with the Architect and the House and also having discussions with the Library of Congress. What we are proposing to do is create a new transfer model. And in very simple terms, what it will do is it will allow us to receive goods and perishables and other items at a remote site. These items will be offloaded from vendors trucks. They will be screened and examined, and declared safe. They will be put on Government trucks and delivered here to the Capitol. There are several advantages to this. First of all, we reduce dramatically the number of trucks you see here on the campus, and that's a big security issue. We also have items delivered by trusted employees, Federal employees who have been vetted and had background checks conducted on them. And third, it should save us in damaged goods, late goods and perishables, and lost goods.

Senator ALLARD. Ultimately, that could lead to us having our own truck fleet here on the Capitol.

Mr. PICKLE. It would—yes, but at a very small level. I would compare it to something you see at other agencies such as the State Department, the White House, or the CIA, very similar. It's a very cost-effective process, I understand, from looking at these programs.

STRATEGIC PLANNING

Senator ALLARD. Now, in your opening comments, you talked about trying to meet our interests as far as setting down goals and objectives and meeting those. Is this what you refer to as your strategic plan?

Mr. PICKLE. Strategic plan, yes it is.

Senator ALLARD. When will you have that available?

Mr. PICKLE. We should have that—I'm going to look over my shoulder—in a month. I got the right answer, yes.

Senator ALLARD. Okay. Well, we'll look forward to having it in a month.

Mr. PICKLE. Okay, great. Thank you.

Senator ALLARD. Well, we do look forward to seeing what you have put together there.

Mr. PICKLE. Thank you.

Senator ALLARD. I don't believe we have any more questions. I want to thank you for your service.

Mr. PICKLE. Thank you very much.

Senator ALLARD. I believe you are going to be here for the next panel as well.

Mr. PICKLE. Yes, sir, the next couple, I think.

Senator ALLARD. So, we're not going to let you off too easy here—

Mr. PICKLE. Okay.

Senator ALLARD [continuing]. This morning.

Mr. PICKLE. Thank you, sir.

U.S. CAPITOL POLICE BOARD

STATEMENT OF HON. WILSON LIVINGOOD, CHAIRMAN, CAPITOL POLICE BOARD AND CAPITOL GUIDE SERVICE

ACCOMPANIED BY:

HON. WILLIAM H. PICKLE, SERGEANT AT ARMS AND DOORKEEPER
HON. ALAN HANTMAN, ARCHITECT OF THE CAPITOL, FAIA
CHRIS MCGAFFIN, ACTING CHIEF OF POLICE

OPENING STATEMENT OF SENATOR WAYNE ALLARD

Senator ALLARD. So now we'll move to the next panel. We have before us now the Capitol Police Board. I want to thank all of you for your service, and we're expecting testimony from Mr. Livingood and Acting Chief McGaffin. Mr. Livingood.

Mr. LIVINGOOD. Yes, sir.

Senator ALLARD. You'll go first, and then we'll call on Acting Chief McGaffin.

STATEMENT OF WILSON LIVINGOOD

Mr. LIVINGOOD. Good morning, Mr. Chairman.

I am honored to appear before you today to discuss the U.S. Capitol Police fiscal year 2007 budget request. With me today are the members of the Capitol Police Board—Bill Pickle, Alan Hantman, and also with us today is the Acting Chief of Police, Chris McGaffin.

Before I begin, Mr. Chairman, I would like to thank the subcommittee for their ongoing support of the men and women of the U.S. Capitol Police. Your commitment to their continued and diligent efforts to develop better security operations, response forces, and law enforcement capabilities has significantly contributed to providing a safe and secure environment for Members of Congress, staff, constituents, and the general public.

The Capitol Police Board appreciates the opportunity to present and discuss the issues and challenges behind the Capitol Police fiscal year 2007 budget request. The security challenge confronting the U.S. Capitol Police today remains constant and complex. However, it is a challenge the department successfully manages each day of the year.

The Capitol Police Board is acutely aware of the need for fiscal restraint. To address the absolute requirement for fiscal restraint, we work on a regular basis with the administrative and financial team of the Capitol Police in the exercise of appropriate financial management in all areas and divisions of the department. In addition, we have been judicious in the new initiatives we included in our request. The goal is methodical and consistent fiscal management.

In keeping with prior conference committee directives, good management of our core process, and maximum utilization of our work-

force, the Capitol Police has made a concerted effort to contract out activities that would benefit from outsourcing. Our fiscal year 2007 budget submission includes proposals for continuing funding for these outsourced activities as well as proposals for new outsourced activities. This will allow the U.S. Capitol Police to more fully concentrate on its core security mission.

It is that core mission for which I want to offer my thanks to the men and women of the U.S. Capitol Police. They coordinate the people, organizations, and resources necessary to respond to a variety of threats we face today. It is an extremely difficult job to manage a legislative complex completely open to the public while at the same time ensuring the safety of the Congress, staff, and visitors against increased threats. It is a job the U.S. Capitol Police perform with skill and excellence everyday.

The men and women of the Capitol Police have the Board's greatest respect. We speak to them every day, and we listen to them. Each one considers it an honor to protect, serve, and welcome our citizens and people from around the world to our Nation's Capital who come to participate in the legislative process, to witness democracy in action, and partake in the history of this unique place.

ACCOLADE TO DEPARTING CHIEF GAINER

Today is Chief Gainer's final day with the U.S. Capitol Police. I know I speak for all the members of the Capitol Police Board when I extend my deepest thanks to him for his services to the Capitol Police department and to the Congress. Chief Gainer is first and always a cop's cop. Through his leadership, the capabilities of the department have been greatly enhanced. Every person who works here or visits here is a beneficiary of his hard work, dedication, and professionalism. We wish him well and the very best as he begins the next phase in his career.

Thank you, Mr. Chairman.

[The statement follows:]

PREPARED STATEMENT OF WILSON LIVINGOOD

Mr. Chairman and Members of the Committee, I am honored to appear before you today to discuss the U.S. Capitol Police fiscal year 2007 budget request. With me today are the members of the Capitol Police Board, William Pickle, Senate Sergeant at Arms, and Alan Hantman, Architect of the Capitol. Christopher McGaffin, the Acting Chief of Police is also with us.

Before I begin Mr. Chairman, I would like to thank the committee for their ongoing support of the men and women of the U.S. Capitol Police. Your commitment to their continued and diligent efforts to develop better security operations, response forces and law enforcement capabilities, has significantly contributed to providing a safe and secure environment for Members of Congress, staff, and the general public.

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The men and women of the Capitol Police have my greatest respect. I speak to them every day, and I listen to them. Each one considers it an honor to protect, serve, and welcome our citizens and people from around the world to our Nation's Capitol—who come to participate in the legislative processes, to witness democracy in action, and partake in the history of this unique place.

Mr. Chairman, on behalf of the Capitol Police Board, I would like to thank you for this opportunity to appear before you today, and for your consideration of this budget request.

I would now like to introduce Acting Chief McGaffin who will present the Capitol Police's fiscal year 2007 Budget in more detail.

Senator ALLARD. Well, thank you for your statement. And now, we'll go to Acting Chief McGaffin.

STATEMENT OF CHRISTOPHER MC GAFFIN

Acting Chief MCGAFFIN. Mr. Chairman, I'd like to tell you also that it's an honor to appear before this subcommittee today with the Capitol Police Board and to represent the United States Capitol Police in this hearing. We are here to present our fiscal year budget for 2007, but I am also here to thank you, the Senate and this subcommittee for all the support that it's given us over the years. I'll finish 34 years of service to the United States Capitol Police and to the Congress this July, and I have watched this police department grow and professionalize over these several decades significantly because of the support of Members of Congress and the United States Senate like yourself, sir. And if I can take this moment to thank you personally for all that you have done for this police department, the men and women of this police department—those who are still here serving with me and those who have retired over the last several decades, I'd like to do that as well. I have submitted remarks and my testimony for the record, and I am very much looking forward to answering questions you may pose today.

Senator ALLARD. We'll make those remarks part of the record.
[The statement follows:]

PREPARED STATEMENT OF CHRISTOPHER MCGAFFIN

Mr. Chairman and Members of the Committee, thank you for the opportunity to appear before the Appropriations Committee today to discuss the United States Capitol Police fiscal year 2007 budget request. The United States Capitol Police maintains the honor of protecting the Congress, its legislative process, as well as staff and visitors from harm. We protect and secure Congress so it can fulfill its constitutional responsibilities in a safe and open environment. As the foremost symbol of American representative democracy, Congressional operations are a highly visible target for individuals and organizations intent on causing harm to the United States and disrupting the legislative processes of our government. It is the duty of the men and women of the Capitol Police to do all in our power to prevent these acts and, if such acts, should occur, to respond appropriately to ensure the safety and well being of our stakeholders.

The employees of the United States Capitol Police are dedicated to their work and thus we as a team have had significant accomplishments in the past year, including:

- Greeted and screened over 8.7 million staff and visitors throughout the Capitol Complex and screened over 59,500 people for three holiday events; conducted over 17,000 canine explosive detection sweeps; coordinated over 3,300 special events and dignitary visits; screened over 85,000 vehicles and 72,000 individuals at the Capitol Visitors Center as work proceeded uninterrupted; screened over 574,000 vehicles by the TIGER Team; conducted 136 physical security assessments; and performed 521 electronic countermeasures assessments as well as other protective functions.
- Gained re-accreditation by the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA). This repeated, independent, outside validation of our preparation and compliance with national standards clearly affirms our Strategic Plan, strength of policies, training, operational readiness and overall professionalism and indicates that the USCP has achieved a level of excellence and has internalized positive change.
- Implemented a new financial management system in 12 months, on time and within budget, for the first time in the history of the Department.
- Developed a strategy and identified requirements and business processes for the implementation of the Asset Management System which will bring greater accountability and control over assets within the Department, as well as, launched the first steps to align the Department's internal controls with government-wide standards.

In the ever-changing threat environment, the U.S. Capitol Police accomplishes its mission through varied, and complementary functions to provide round the clock protection to Congress. In an effort to maintain the flexibility of Department operations and maintain operational readiness, the USCP over the past several years, with the support of Congress, has made significant investments in human capital and Department infrastructure. This has been accomplished by augmenting our intelligence capabilities and coordination among the intelligence community, hardening our physical security and counter surveillance capabilities, automating antiquated security and administrative support systems, enhancing our detection and response capabilities for explosive devices as well as chemical and biological agents, and augmenting our incident command and emergency response and notification systems. Each of these and their related activities has come with high resource requirements for maintenance in order to ensure that our systems are operational 24/7. The majority of these infrastructure investments were funded with emergency, supplemental or reprogrammed prior year funding and now require annual, ongoing operational maintenance and life cycle replacement.

Our fiscal year 2007 budget request of \$295.1 million represents an increase of \$48.1 million or 19.5 percent over the enacted amount for fiscal year 2006, adjusted for rescissions. This includes an increase of \$31.4 million for personnel costs and \$16.7 million for non-personnel costs. However, when the \$10 million from the no-year reprogramming of funds, approved by your Committee, was used to support fiscal year 2006 operational requirements, is taken into consideration the requested increase is \$38.1 million or 14.8 percent.

The Congress has made the commitment through resources and policy support to create a formidable Police Department with diverse capabilities designed to deter or respond to any threat to the Capitol Complex. Over the last 5 years, the Department has grown in human capital, security infrastructure, command and control and, security and law enforcement capability. The Department has a tremendous base of capabilities, which requires substantial resources to maintain. The intent of this budget request is to address targeted manpower needs and the annual sustainment of the Department's capabilities, which have been sourced through a variety of means. From a manpower perspective, the Department is continually reviewing its operational concept to determine the most effective manner in which to conduct operations. The intent of this effort is to be as effective and efficient as possible.

New initiatives in our fiscal year 2007 budget request include additional personnel resources for both sworn and civilian; outsourcing background and polygraph functions in Human Resources, Information Systems maintenance and replacement systems, operating costs for the Office of Inspector General as well as the new Office of Professional Responsibility; new costs for activities acquired from other agencies such as maintenance of the radio communications systems transferred from the Senate and certain security equipment maintenance from the Department of Defense.

The following represents a more detailed look at the USCP fiscal year 2007 request.

Personnel.—The fiscal year request for salaries of \$246,700,000 supports the current authorized FTE levels, as well as, an additional request of 91 new officer FTEs for critical operational requirements, 10 additional FTEs for Library of Congress (LOC) attrition and seven new civilian support positions. With the new officers, the sworn FTE level is 1,759. The revised civilian FTE level is 421 for a total Department FTE count of 2,180. Included in the personnel budget is a request for overtime. Staffing levels are driven by security needs and augmented by overtime to meet operational requirements. The 494,700 hours requested consist of 449,300 hours for sworn and 45,400 hours for civilians. The \$28.1 million request is based on estimated overtime posting and coverage requirements and approximate costs for sworn manpower shortage, late sessions of Congress, Special events, security alerts, arrests and court time and a small amount of civilian overtime requirements.

Non-Personnel.—The fiscal year request for non-personnel items is \$48,383,000. The following highlights the majority of the non-personnel request for the USCP.

—\$16,900,000 is for *Physical Security.*—This includes contractual support for physical security maintenance and support projects such as comprehensive preventive maintenance to support the maintenance, repair and preventive maintenance of the security systems on the Capitol Complex on a 24/7 basis. Included are security installation support, security network, and specialized security equipment; the camera system, vehicle barriers, and the annunciators; maintenance of security equipment such as current CCTV equipment, Digital Video Recorder, metal detectors and X-ray packages; Life Cycle Replacement of equipment such as Duress Alarms for Members and Committees; Card Access and Intrusion Alarms.

—\$11,232,000 is for *Information and Communication.*—This includes maintenance, repair, licensing and support of new and existing systems such as engineering professional services and radio systems contract support, annual contracts supporting Blackberry and Nextel devices and fit out of the radio van. Information Systems modernization Phase III includes systems such as the Asset Management System, Case Management system and Web portal system; Lifecycle replacement for such items as Personal Computers due to be replaced, radio support, Nextels, Verizon phones, purchase and refreshment of Police Radios.

—\$4,318,000 is for *Protective Services.*—This will provide appropriate travel related funding for the Dignitary Protection Division (DPD) to ensure the safety and security of the Congressional Leadership and other Congressional Protectees. The funding for the last 3 years has required reprogramming each year to meet costs. Travel increases are related to fuel costs, rental cars and hotel costs. External training is requested for protective operations.

—\$2,916,000 is for *Human Resource Management.*—This provides for contractual services for Human Resources Management such as the National Finance Center for payroll administration; AVUE, which is the HR Management system; Time and Attendance System Programming and employee training (Workbrain system) and the outsourcing of 6 sworn staff for the Background check and polygraph function. This will free up the 6 sworn officers to be put back in to the field and will offset the number of new positions required for the CVC. This request also includes \$400,000 for tuition reimbursement for USCP employees.

—\$2,731,000 is for *Financial Management and Accountability.*—This includes contractual support for the Office of Financial Management including Audit and Review Services, Outsourcing contract support and a cross servicing agreement for the financial management system. This line item also includes funding for agency wide projects such as copier maintenance, vehicle fuel and tort claims.

—\$2,664,000 is for *Logistic Support.*—This includes funding for refreshment of uniforms, purchase of new uniforms for new recruits and other officers such as K-9 and CERT officers. Funding is also requested for maintenance and repair of the Police vehicle fleet.

—\$786,000 *Hazardous Incident Response.*—This represents replacement of a bomb suit for hazardous devices. Also includes maintenance for such items as radiological and biological detectors and hazardous material equipment, life cycle replacement and purchase of required equipment and supplies for the hazardous material response team to comply with OSHA and other safety standards.

In keeping with prior Conference Committee directives, good management of our core processes and maximum utilization of our workforce, the USCP has made concerted efforts to contract out activities that are conducive to outsourcing. Our fiscal year 2007 budget submission includes our proposals for continuing funding for these outsourced activities as well as proposals for new outsourced activities, allowing the USCP to concentrate on its expertise. The 2007 request includes outsourcing services in the amount of \$20.4 million, which includes information technology, physical

security systems and maintenance, administration, background and polygraph services, veterinarian services, security control operators, financial asset management system, accounts payable, and installation of equipment.

The U.S. Capitol is still faced with numerous threats, including a vehicle-borne explosive attack, terrorist-controlled aircraft attack, armed attacks on the Capitol Complex, suicide bombers or positioned explosive attacks, chemical, biological and/or radiological attacks and attacks on Members and staff as well as ordinary crime. To accomplish this mission, the Department will continue to work diligently to enhance its intelligence capabilities and provide a professional 21st Century workforce capable of performing a myriad of security and law enforcement duties, supported by state of the art technology to prevent and detect potential threats and effectively respond to and control incidents. With the help of Congress and the Capitol Police Board, the Department will continue developing professional administrative capabilities based on sound business and best practices, while raising the caliber and capability of its sworn and civilian personnel.

The United States Capitol Police must maintain the ability to be prepared for any situation and the attainment of that goal depends, in part, on having the right people, the right strength and the right numbers, organized into an effective and flexible blend of capabilities and skills. The Department continues to prepare and train officers by holding Department-wide intelligence briefings when significant or critical information is gathered; disseminating intelligence and tactical information in daily roll-calls and conducting field and table-top exercises in efforts to enable our officers to have the tools necessary to do their jobs. Additionally, the Department's officials routinely participate in a wide-range of tabletop exercises with top experts in federal, state and local law enforcement.

As Acting 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. In addition, 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.

ACCOLADE FOR U.S. CAPITOL POLICE DEPARTMENT

Senator ALLARD. Did you give your full statement, Mr. Livingood?

Mr. LIVINGOOD. It's been submitted for the record, sir.

Senator ALLARD. I would just like to say like so many Members, I visit the Capitol at all hours. It might be in the middle of the night or 6:30 in the morning. But I have always felt like security was working well and always felt like I was treated in a courteous and helpful manner, and we appreciate that. I think on behalf of all of the Members, I would just like to thank you.

Acting Chief MCGAFFIN Thank you, sir.

EXPLANATION OF FISCAL YEAR 2007 INCREASES

Senator ALLARD. Now, the Capitol Police Board is requesting close to an increase of 20 percent over the current year. If you look at the reprogramming of funds last year, it's closer to 15 percent. Could you explain why the board believes we need to have an increase of this magnitude?

Acting Chief MCGAFFIN. Thank you, sir. As you noted, approximately \$10 million of our request that's being expended in this fiscal year in fact came from no year or supplemental funding. So, it does reduce, in one measurement, the overall request, as you pointed out, and I thank you for recognizing that. I would say that there are two major drivers for the increase. Under the FTE increase, as you noted earlier, we're asking for 101 more FTEs in our sworn ranks, and we're asking for 7 additional FTEs in our civilian administrative ranks. These FTE increases on the sworn side are

principally required in terms of supporting the Capitol Visitor Center, and that's what we see as a mission expansion for us in this coming fiscal year. The subcommittee has provided funding in fiscal year 2006 for 45 positions to help us provide the adequate security for the CVC. We are also moving a number of security posts from Capitol division assignments into the CVC, which are no longer going to be necessary once the CVC is open. But we still have a shortfall of approximately 63 FTEs, which we're asking for in the fiscal year 2007 budget. In addition to that, we are asking for an increase of approximately 11 FTEs for our dignitary protection division, and these are the men and women who are assigned to protect the congressional leaders in the Senate and in the House. In the past year, they have been operating at a staffing level of about 82 percent, and that division alone has the highest per capita cost for overtime than any element within the police department. We have not dropped protection for these leaders at all, but it is being incurred at the expense of additional duty. So, we are asking for an increase there.

LIBRARY OF CONGRESS ATTRITION AND OTHER NEW POSITION REQUESTS

The Library of Congress attrition numbers that we have asked for over the last several years include an FTE increase of 10. And then finally, we are asking for an increase of approximately 17 FTEs to augment our counterterrorism initiatives as they repel and thwart any operational or planning initiatives which may be brought to this complex via the number one threat that we see vehicle-born improvised explosive devices. That group, which is referred to as a Tiger Team, is being managed exclusively out of overtime funds as well. Moving from the salary account, or staying within the salary account, sir, additional duty, the overtime requests have increased as well. And as I pointed out, the number of personnel that we have to apply to all the duties and responsibilities we have in this fiscal year we have to augment with additional duty. And as we schedule ahead, as we look ahead to requirements that are expanding, as well as holding steady into 2007, we see a need to increase our request for additional duty.

NONPERSONNEL INCREASES

Systems maintenance and communication systems are the other area that are driving this budget up. And such areas that insist on this maintenance, such as our financial systems, our information technology systems, and our security systems are requiring some additional funding as well. Now having said that, we are working diligently with your staff to reduce this request for markup, and we have applied, with the help of the Government Accountability Office (GAO) and others, some strategies that we think will successfully reduce this request for fiscal year 2007. And I hope to come back to you, and expect to come back to you through your staff very soon with a lower request in several of the areas that we just identified.

TIGER TEAM AND DIGNITARY PROTECTION DIVISION NEW POSITIONS
DISCUSSED

Senator ALLARD. I'd like to now follow up on the 28 new officers you have requested. As I understand it 11 of those FTE are for the dignitary protection detail, and the remaining would be the 17—for your Tiger Team. What is driving the increases in those two areas?

Acting Chief MCGAFFIN. Yes, sir. The dignitary protection division where we have asked for an increase of 11 is being driven principally by the amount of overtime that we have had to work to maintain security for 10 leaders of Congress.

Senator ALLARD. Very good.

Acting Chief MCGAFFIN. Yes, sir, and the 17 that are assigned to the Tiger Team are the counterterrorist group that I have described that are positioned around the Capitol grounds at intersections who conduct random checks of vehicles traversing the grounds. This group is one that we are taking another look at because we have been funding that out of additional duty. And with cooperation with your staff, we are going to see if there is a cost benefit that can be achieved by reducing that 17 on the FTE side of the ledger and bringing some efficiencies where we can find additional duty to offset that as we have been doing up to this point.

REDUCTION IN POLICE OVERTIME EXPLAINED

Senator ALLARD. Thank you. How have you managed your reduction in overtime? I remember in last year's budget we had set some caps on how much overtime you could pay. Are you confident we are not incurring any additional risks as a result of the reduction in overtime funds?

Acting Chief MCGAFFIN. Well, first, we are very grateful for the funding for additional duty and overtime the subcommittee has supported us with, and I can tell you that we are going to stay within our budget this fiscal year. One of the methods that we are employing right now to ensure that we stay within budget now and ideally confined a manner in which to lower our request for additional duty and overtime in the fiscal year 2007 budget request is the result of some great collaboration that we have entered into with the Government Accountability Office. Staff and support from that agency has assisted us in developing what we call a threat matrix. And just to quickly describe that, what we have been able to do with the help of the GAO is to apply criticality factors to every single post that we have, every single job that we perform up here. And those criticality factors are allowing us to identify where our critical needs are versus where our ideally positioned needs are.

So, in other words, in assessing everything that we are doing, we're understanding what are the most important posts that have to be manned each day. Now, one of the byproducts of this review was that we have discovered some efficiencies that we have been able to achieve already where we found there were some posts that were being performed by two elements within the police department, which we were able to fold into one. And that kind of analysis is allowing us to stay within our budget this year, and it's the

same analysis that's going to allow us to—I'm optimistic—successfully reduce our additional duty requests for next year.

Senator ALLARD. Well, I want to compliment you on working with the GAO and helping to set some priorities there. I think that helps the Members to understand where they want to be as far as risk and what level of security they want to have.

Acting Chief MCGAFFIN. Thank you, sir.

DISCUSSION ON COMP TIME BALANCE REDUCTION

Senator ALLARD. On the comp time, what is the status of reducing comp time balances within the department such that no more than 240 hours will be carried over from one year to the next?

Acting Chief MCGAFFIN. We have conducted an audit of all exempt employees of the police department to determine how many have comp time balances in excess of 240 hours. Approximately 62 of the 200 plus exempt employees of the department find themselves in that category. What we have done is to develop and administer an internal control system in which without interrupting any of the management oversight, without interrupting any of the supervisory responsibilities that these 62 members would bring to the day-to-day job. All comp time balances will be reduced to the 240 mark by the end of this year, and there is absolutely no expectation on the part of any of us that we would carry more than 240 hours into the next leave calendar year.

Senator ALLARD. Now, the carryover from one year to the next, is that manageable?

Acting Chief MCGAFFIN. I guarantee we are going to manage this down, yes, sir. And we have found ourselves in this situation for several different reasons, but the most pressing one is all the work that all of us have been performing over these last several years. And as we find opportunities to take time off and to enjoy some of the comp time, we are doing it. But the fact of the matter is that many managers, including myself, will never be able to use all the comp time that we have on the books, and that just goes with the job.

Senator ALLARD. Goes with being a manager.

Acting Chief MCGAFFIN. Yes, sir.

Senator ALLARD. I'm not a clock watcher either, and I understand. But we are going to get this issue resolved by what date do you anticipate, or what time line?

Acting Chief MCGAFFIN. It will be resolved within this leave calendar year. And if I am not mistaken, I believe by January 6, 2007, at the end of the last pay period in this leave calendar year, everyone's balance will be where it needs to be.

LIBRARY OF CONGRESS MERGE PROGRESS

Senator ALLARD. Very good. Now, what is the status in detailing officers from the Capitol Police to the Library of Congress, and has progress been made in the last year in improving the police operation at the library?

Acting Chief MCGAFFIN. Mr. Chairman, we currently have 31 Capitol Police officers assigned to the Library of Congress. That includes an inspector and most recently, two sergeants who have been assigned as part of that complement. As you know, within our

budget request, we request authorization to fill vacancies that occur due to attrition in the Library of Congress, and that's what we are doing again this year. The role that our officers are providing to the Library is to augment their security, and I must say they have. The inspector, Tom Reynolds, has just done a magnificent job making the Library of Congress feel part of the Capitol Police and the Capitol Police feeling part of the Library of Congress. In the area of operations, we have run evacuation drills, we have run training programs for their managers, for their supervisors, such things as motorcycle training and patrol techniques. We have included the Library of Congress police department in our own department's award ceremony, and we are all working together. There are some bumps in the road, not to avoid those or not to think about those, but we are doing well.

SCREENING VEHICLES AT LIBRARY OF CONGRESS

Senator ALLARD. Well, one area that has been called to my attention is the screening of the vehicles going to the Library of Congress, and the information I'm getting is that this is not sufficiently thorough. Have you looked at this, and do you believe this is something that we ought to address?

Acting Chief MCGAFFIN. Yes, sir, we have looked at this, and we are right now examining the feasibility of bringing the Library of Congress delivery system—delivery requirements within our own offsite delivery center. Right now, we process somewhere in the area of about—on average, 80 trucks a day that come through the interim offsite delivery center, and the Library has requested to utilize that center for deliveries to its building complex as well. And we are making some recommendations to the Capitol Police Board, which will be reviewed and considered by that group to work toward ensuring that the security of the Library of Congress is just as great as this office building here.

Senator ALLARD. Do you think you can get something to us in about 30 days or so on the cost estimate of the revised plan?

Acting Chief MCGAFFIN. Yes, sir.

Senator ALLARD. We'd need that for our budget purposes. And so, if we can have the Board act and get back to us within that time period, we would appreciate it.

Acting Chief MCGAFFIN. Yes, sir.

CAPITOL POLICE GENERAL COUNSEL DISCUSSION

Senator ALLARD. In regard to the Capitol Police general counsel: Why do we need additional counsel, and why is the current general counsel on the payroll of the House of Representatives?

Acting Chief MCGAFFIN. There has been a remarkable increase in the work that counsel has had to perform. In the several years that I have been in an executive position, I have seen this work increase dramatically. I personally bring a lot of work to that office. We have assigned counsel to our Office of Professional Responsibility to assist us in the areas of discipline. We have assigned work to our Office of Employment Counsel regarding performance and performance evaluations of our own personnel. The workload simply has increased. Now, we are undertaking a review with the Capitol Police Board to determine where those positions need to be.

Senator ALLARD. Now, is there any other position in the Capitol Police force that's not on the Capitol Police force, but on that of either the House or Senate?

Acting Chief MCGAFFIN. Not that I'm aware of, sir.

Senator ALLARD. The answer's no?

Acting Chief MCGAFFIN. I don't believe there are any other positions, sir.

Senator ALLARD. Okay. I see that Mr. Pickle is indicating that he doesn't believe there is any. So, this is an exception to what we ordinarily have before us.

CHIEF ADMINISTRATIVE OFFICER RESPONSIBILITIES

In 2000, legislation was enacted that created the Chief Administrative Officer for the Capitol Police in order to address long-standing administrative problems in the department. Then in 2002, the CAO issued a plan, as required by law, to carry out the Chief Administrative Officer's responsibilities. Now, while improvements have been made, the U.S. Capitol Police still does not have auditable financial statements or a comprehensive foundation for financial management according to the Government Accountability Office. And now, Mr. Stamilio, what are the most significant areas still to be addressed from the CAO Act, and the biggest challenges you face in meeting those requirements?

[The information follows:]

Since becoming an independent agency in fiscal year 2003, the Capitol Police has made significant strides in creating a solid foundation for financial management and becoming a fully functioning, best practices financial management operation. We have, this fiscal year, implemented, on time and within budget, a full scale, predominately paperless, JFMIP compliant financial management system, report all financial transactions to the U.S. Treasury, have identified core competencies for all financial management staff and tied those competencies to individual development plans for all financial management staff. We have also finalized a total of 95 financial management policies and procedures as well as instituted a risk management plan and assessment tool for evaluating internal controls within financial management operations. Additionally, we have received reports on our internal controls from our external auditors, a practice that is highly encouraged but not required.

We also manage travel, purchase and fleet card programs and maintain robust monitoring programs for the travel and purchase card programs to ensure proper use of the cards. In addition, we have implemented a paperless, on-line, just in time process for the ordering of office supplies to reduce costs by eliminating central storage and reducing inventory. We pay travel claims in an average of 4 days and have established and maintain standard contract formats, terms, conditions and clauses and as a practice. We prepare a semi annual statement of disbursements that reports all payment activity for all funds and recently redesigned our budget execution process to, for the first time, manage the budget in the manner in which it was formulated and ties the budget to the strategic planning process. This provides greater transparency to the operations of the Department as well as provides managers with more robust tools with which to manage operations and make decisions.

We anticipate that with the implementation of the asset management system, the completion of a full set of audited financial statements, and the ongoing review of internal controls through implementation of our risk management plan, and the ongoing review and generation of policies and procedures, we will be nearly complete with our transition. While we currently do not produce a full set of federal financial statements, we do produce one of the statements, a Statement of Budgetary Resources, which is audited by an external audit firm and has received an unqualified opinion for all audits completed. We thank the Committee for your support of our initiatives to this point and look forward to reporting that we have reached our goal in the new future.

Acting Chief MCGAFFIN. I'll ask Tony to come forward. Mr. Chairman, I would like to point out, because he may be a little too

modest to do this himself, some of the success that his office has achieved—you're absolutely right. In 2002, the Chief Administrative Officer plan called for a follow-up in 21 areas of responsibility. This included 71 discreet actions that he was responsible for following up on. And of that, only seven remain open as we sit here today. And of those seven, we expect only three to remain open by the end of this fiscal year. I would suspect that Mr. Stamilio would talk to your subcommittee and your staff about some of the success he has had in implementing a financial management system or a new budget system, IT systems. And there's a performance system that we have in our police department now for executives and employees that is long overdue, and he and his staff have put together one of the most dynamic communications and evaluations systems that any law enforcement agency that I'm familiar with has. And these are all part of the plan that originated in 2002, and that has been rolled up into his own business plan and part of our strategic plan. So, there's great news in the work that he has brought to this endeavor.

CHIEF ADMINISTRATIVE OFFICER ACTION PLAN

Senator ALLARD. Well, I am particularly interested in the action plan.

Acting Chief MCGAFFIN. Yes, sir.

Senator ALLARD. Tony.

Mr. STAMILIO. Thank you, Mr. Chairman. I appreciate the opportunity to respond. As Chief McGaffin pointed out, as did you, the legislation that provided for a Chief Administrative Officer and a plan—resulted actually in a plan that was built in 2001 and again revised in 2002. As we reviewed the specific actions required of that plan that was obviously initiated by the department, there are only seven major actions that are left, three of which I don't expect to be accomplished by the end of this fiscal year. Those three include the documenting of our policies and procedures. Now, this is a significant undertaking. If I could just put that piece in context for you because I think it's a significant challenge.

First off, it's not that the department has not documented its policies and procedures because it certainly has and continues to do so. We have more work to do in this area. When we have built procedures to put in place the types of controls that we need to have and now we're in the business of documenting those and incorporating those into our general orders process. I anticipate that that will probably take somewhere between 3 and 6 months beyond the end of the fiscal year to a point that I could come back to you and say I feel like our body of documentation of our policies and procedures is sufficient and supports an operation. So, that's one area that remains and quite frankly, will continue as policy and procedure must continually be updated. But it's one that clearly has our focus. And with the support of GAO, we have got some increased focus in terms of the level of specificity required there. The second two areas that will not be accomplished by the end of this fiscal year include implementing the cost accounting system and complete financial statements.

IMPLEMENTATION OF NEW FINANCIAL MANAGEMENT SYSTEM

In both of those two initiatives, we made a conscious decision to delay work on those and instead pull forward, with obviously significant financial support from the Congress, the implementation of our financial management system. That's a very significant achievement because included in that system are many of the internal controls and the processes that we have been doing manually that are now part of the automated system. I'm proud to say that our Office of Financial Management and Office of Information Systems has put that in place inside a year under budget and that is our system of record and has been through the entire fiscal year. A companion to that system is something that is a work in progress, and that is the asset management system. Again, with the support of Congress, the finances are available. It was impossible from a management perspective to field both of those systems at the same time.

And so, we offset the implementation of one with the other. The requirements of the asset management system are built. The policy and procedures have been drafted, and we are in the implementation stage of the asset management system at this point in time and anticipate that that will be operating probably by the end of this fiscal year at the latest, or at least phase one of that will be operating. With a solid financial management system and a solid asset management system, we will be in a much better posture to be prepared to do clean financial statements. And in fact, that is our goal. And so, the decision to delay was to posture us to be in a position to be able to do that.

SUMMARY OF REMAINING CHIEF ADMINISTRATIVE OFFICER INITIATIVES

Senator ALLARD. So, let me just summarize this. We have 11 left.

Mr. STAMILIO. No sir, we have seven left.

Senator ALLARD. Oh, seven left. And then, you're going to have four of those seven completed, you think, by the end of this fiscal year.

Mr. STAMILIO. Yes, sir. That's correct.

Senator ALLARD. And then, the three remaining that you will have after this year will be documentation, then the cost accounting system, and then the asset management system.

Mr. STAMILIO. Right.

Senator ALLARD. Now, those are really important aspects, probably the meat of the whole thing in those last three.

Mr. STAMILIO. The third being the financial statements, yes, sir.

Senator ALLARD. I see.

Mr. STAMILIO. Now——

Senator ALLARD. The asset management is in the cost accounting area?

Mr. STAMILIO. No, the asset management provides us the capability to value our fixed assets and——

Senator ALLARD. Sure, that's in inventory.

Mr. STAMILIO [continuing]. Prepare a balance sheet that would withstand the scrutiny of an external audit. And so, that is a component that will put us in a position where we can have clean financial statements.

Senator ALLARD. And when do you think you'll have all this in place for there not to be a problem with an external audit?

Mr. STAMILIO. Our target is to have clean financial statements at the end of fiscal year 2008.

Senator ALLARD. Okay. So 2 years down the road is what you're looking at?

Mr. STAMILIO. Yes, sir. At this point.

Senator ALLARD. Yes.

Mr. STAMILIO. And depending on our ability to fully implement and have confidence in the asset management system, we may be able to push that up, but I'm very confident that by the end of fiscal year 2008, we will have clean financial statements.

Senator ALLARD. Well, obviously there needs to be functional systems and they need to be accurate. They are very important systems, particularly from an oversight standpoint.

Mr. STAMILIO. Yes, sir.

[The information follows:]

USCP advances in the Administrative Arena start in the area of Human Capital. First, the Performance Evaluation and Communication System (PECS) was implemented and training for it was completed. This is a competency-based personnel performance management system and is linked to Departmental goals and objectives in the Strategic Plan.

Second, USCP's personnel information system modernization is well underway. Accomplishments include: AVUE Implementation; Phase I accomplished for the Data Accuracy/Integrity Project (Workbrain Organizational alignment and Reporting), enhanced WorkBrain Reporting for Overtime; employee Self-Service implemented and a Customer Resource Center established.

A third advance toward this Human Capital goal is in the area of training. We shifted focus of Entry-Level and In-Service Training from traditional enforcement to Security Operations and Intelligence Training. Specifically, scenario-based training has been implemented, a security screening certification program has been approved, and recruit officer curriculum review was completed.

We have also gained ground on our Strategic Objective entitled "Leveraging technology to improve productivity." The point of this objective is to provide responsive, high quality, cost-effective information technology services and solutions in a timely manner. Strategic Initiatives that support this objective include developing and maintaining an Enterprise Architecture to align business requirements and information technology investments across USCP, and modernize business systems, including transitioning to a target architecture comprised of interoperable systems and applications, provide browser-enabled access to all USCP applications, utilize Commercial Off-The-Shelf (COTS) technology to implement renovated applications and provide a phased approach to implementing target architecture.

With regard to leveraging technology, the first step is to maintain and keep operational the installed Base of Information Technology (IT) Systems. This initiative encompasses the operation, maintenance and continued development of major systems critical to USCP operations: Computer Aided Dispatch, Time and Attendance, Records/Document Management Network Infrastructure, MAXIMO, Livescan Fingerprinting, Senate PERS, Radio Support Infrastructure, Microsoft Outlook (email), MS Windows 2000 Suite.

We can report that all projects are on track and milestones are being achieved to support this initiative.

A second step (in leveraging technology) is to complete the modernization of Administrative and Law Enforcement Programs." On this front, progress has been particularly strong for supporting Computer Aided Dispatch, Reports Processing and the Momentum Financial Management System (FMS).

USCP has made progress to gain accreditation and certification of major systems in compliance with the Federal Information Security Management Act (FISMA). USCP annually assesses risk, certifies and accredits major systems, once every three years, using a third party vendor, and is audited annually as part of the financial audit—as well as 6 month reviews by the Government Accountability Office (GAO). USCP is in compliance with the Federal Information Security Management Act (FISMA). OIS identifies personnel with significant information system security roles and responsibilities, documents those roles and responsibilities, and provides

appropriate information system security training before authorizing access to the system. During fiscal year 2005, various tools and techniques were used to monitor events on the information systems to detect attacks, and provide identification of unauthorized use of the system. Using a third party, USCP used appropriate vulnerability scanning tools and techniques to scan for vulnerabilities.

A great deal of progress was made regarding Enterprise Architecture (EA). 95 percent of our systems are compliant with EA and this supports our strategic objective: "To provide responsive, high quality, cost-effective information technology services and solutions in a timely manner." We completed (and submitted for GAO review) our EA plan (version 3). In addition, we drafted an EA version 4 with case management and asset management systems included. Finally, the Department aligned the IT Strategic Plan to the USCP Strategic Plan using the ProVision modeling tool.

The Department developed and maintained an electronic document and records management system that is secure and quickly accessible (Hummingbird document management system). In addition, we developed and implemented a training plan for 625 personnel on the ways of Hummingbird, record management policy, and records disposition.

There have been several accomplishments as regards our strategic objective for Financial Management—to provide timely, reliable, and responsible financial management services, and ensure accountability for assets and resources.

First, we have been able to formulate, submit and execute a USCP Budget, consistent with our strategic plan and congressional direction. As far as improving our budget execution, progress included: meeting with Bureaus/Offices throughout fiscal year 2005 to review spending plans; developing list of fiscal year 2005 unfunded items and identified savings sufficient to fund many of these items; and developing and submitting fiscal year 2006 spending plan to committees.

USCP has responsibly managed the Department-wide acquisition processes and procedures in accordance with applicable principles of law and authorities. Specifically we have completed implementation of the purchase card program and initiated a fleet card pilot program.

We have performed all planning and preparatory work necessary for the new financial management system, Momentum, to become operational on October 5, 2005. The Department also trained 95 percent of Momentum users and hired two new systems accountants.

As regards Asset Management—accomplishments included the following: completed requirements definition of asset management project; completed on-site assessment of "as-is" asset management flows; identified definitive set of 629 user requirements; analyzing and evaluating asset management best practices to steer development of USCP's policies and procedures; analyzing business process re-engineering for USCP's Property Management Program; analyzing "to-be" asset management flows; analyzing feasibility of a phased-in implementation approach; and updated Enterprise Architecture to reflect Asset Management.

We have made significant progress on implementing programs to assure compliance with environmental, safety/OSHA regulations. For example, we have established Mishap Reporting Procedures and new data collection software for tracking and trending on-the-job injuries. Also we have developed a program to identify, document and correct workplace hazards. Of the more than 500 identified safety deficiencies by the Office of Compliance during the 108th Congress in USCP occupied spaces, 100 percent of USCP action items were abated. Successfully abated over 350 safety deficiencies in USCP occupied spaces. We also successfully established a Safety Awareness Program.

In other logistics areas we have improved warehouse inventory management, updated and revised internal standard operating procedures and improved our preventative maintenance system.

DISCUSSION ON NEW POLICE CHIEF SELECTION STATUS

Senator ALLARD. I would encourage you to keep on it and keep up the work. Now, Mr. Livingood, where are we in finding a new chief for the department, and what time frame do you think we are looking at for a hire there?

Mr. LIVINGOOD. Mr. Chairman, the Capitol Police Board has requested the department to develop a concept for the search for a new Chief of Police. This concept is being developed as we speak to include use of a search firm, the selection criteria, and items

such as that. Upon approval of the concept, a statement of work and deliverables, the process is estimated to be accomplished in approximately 3 to 4 months.

INSPECTOR GENERAL SELECTION STATUS

Senator ALLARD. Very good. Now, what about the inspector general? That's another area where we have a search process in place.

Mr. LIVINGOOD. Yes, sir. The search has been completed by the search firm, and the first interviews by the three inspector generals selected I understand has been completed or is in the process of being completed, and we, the Board, will start interviews, we think, within the next 2 weeks—2 to 3 weeks.

MASTER TRAINING PLAN—CAPITOL POLICE

Senator ALLARD. Now, I'd like to move to training. You talked somewhat in your comments, Chief McGaffin, about training. Do we have a master training plan for our Capitol Police?

Acting Chief MCGAFFIN. We have—the training services bureau, that's the group that is responsible for providing all the training for the police department, has developed a 2-year business plan that includes within it steps toward improving master training plans, schedules, initiatives associated with all the training within the police department.

Senator ALLARD. So, it also includes organizational training policies as well as—

Acting Chief MCGAFFIN. Sir—

Senator ALLARD [continuing]. On-the-street training, so to speak.

Acting Chief MCGAFFIN. It certainly does. It cuts all the way across—sworn civilian, recruit, in-service, and it is undergoing a review now with great emphasis and great energy being placed on improving it and ensuring that it meets every core competency that is being identified within all the positions and jobs we have in the department.

Senator ALLARD. So, what do you see as the greatest challenge in updating this document?

Acting Chief MCGAFFIN. It is a challenge, and we are working toward meeting it.

Senator ALLARD. What part of it is the greatest challenge?

Acting Chief MCGAFFIN. Oh, the greatest challenge? I'm sorry, Mr. Chairman. We have several. One is staffing. You know, to identify core competencies and the training requirements and the different positions we have is a challenge, but a greater one is to ensure that you have the right instructor staff and competencies within that instructor staff to deliver the training. And so, it's a balance. Within limited FTE staffing levels, we have got to pull men and women out of the line to put them into the training services bureau. So, we are looking at some strategies that would achieve efficiencies in those areas as well to include adjunct instructors who would be considered practitioners who would come off the line.

For example, in our driver training program or our firearms program, when we would be running those courses, we would be bringing officers who are, in fact, drivers and who have been certified as instructors in that area to come in and conduct those classes.

We also use our legal staff to come in and to conduct legal updates and constitutional law reviews for us. So, we are looking for efficiencies there as well, but that is a big challenge.

CLOSING REMARKS

Senator ALLARD. I'd like to thank you, Chief McGaffin. This is sort of a last-minute responsibility you have had to incur. It's difficult to show up before this subcommittee, but we just want to thank you for stepping forward, and you have done a great job. Thank you for that. I also want to thank the whole Police Board for your effort.

CAPITOL GUIDE BOARD

STATEMENT OF HON. WILSON LIVINGOOD, CHAIRMAN, CAPITOL POLICE BOARD AND CAPITOL GUIDE SERVICE

ACCOMPANIED BY:

HON. WILLIAM H. PICKLE, SERGEANT AT ARMS

HON. ALAN HANTMAN, ARCHITECT OF THE CAPITOL, FAIA

TOM STEVENS, DIRECTOR OF VISITOR SERVICES

Senator ALLARD. We'll now move on to the Capitol Guide Board. Mr. Livingood, you're the chairman, so you'll be our next panel. We're ready when you are.

Mr. LIVINGOOD. Mr. Chairman, thank you for the opportunity for the Capitol Guide Board to appear before this subcommittee. I am pleased to come before you today to report on the operations of the Capitol Guide Service and the Congressional Special Services Office. With me today are Mr. William Pickle, the Senate Sergeant at Arms, and Mr. Alan Hantman, the Architect of the Capitol, who are members of the Capitol Guide Board, and Mr. Tom Stevens, Director of Visitor Services.

PRIMARY FUNCTION

The primary function of the Capitol Guide Service is to provide an educational, accessible, and enjoyable visit to the United States Capitol for over 1 million visitors each year. The employees of the Capitol Guide Service and the Congressional Special Services Office provide a wide range of tour-related services to Member offices and public. We have had, as I said, over 1 million visitors this year, and that's on public tours, large group of Member's tours, congressional staff-led tours, and adaptive tours for visitors with disabilities.

At the current level, we this year may well reach over 1.5 million visitors to the Capitol before October 2006.

As a quick background and I have submitted my full testimony for the record, but just as a quick background, the Capitol Guide Service has been in existence since 1876, and they initially employed three guides.

And since then, as you know, the Guide Service and the role of the Guide Service has expanded—not only in terms of managing visitors to the Capitol, but in terms of added responsibilities. Following the events of September 11, the Capitol Guide Board 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. The Guide Service staff assists the Capitol Police in evacuation of all those tourists on public tours when needed.

In addition to its daily responsibilities, the Guide Service and the CSSO help facilitate visitors through the Capitol during special events, such as the 2005 Presidential Inauguration, the lying in State for President Ronald Reagan and the lying in honor for Rosa Parks.

BUDGET REQUEST

The fiscal year 2007 budget request for the Capitol Guide Service and the Congressional Services Office is \$8,489,000. This request includes \$4,450,000 for existing operations, which is an increase of \$352,000 or 8.6 percent over the fiscal year 2006 budget. Of that amount, 93 percent of this increase includes the COLA and increases in personnel benefits.

The single largest increase in the fiscal year 2007 request includes an additional \$4,039,000 to fund 71 additional FTEs and related equipment for operations in the new Capitol Visitor Center. The Guide Service and Congressional Special Services Office are currently funded for 72 employees, so this is in addition to that. The Architect of the Capitol has conducted a thorough study of the number and type of new positions necessary for tour operations in the new Capitol Visitor Center. The Guide Board's request for fiscal year 2007 funding reflects this need. In addition, the funding request includes the tour-related equipment necessary for beginning the transition to operations in the Capitol Visitor Center as soon as possible.

As we begin to transition to the new Capitol Visitor Center, we welcome the opportunity to increase the duties and responsibilities of the Capitol Guide Service to meet the needs of the congressional community and the visiting public.

In closing, the dedicated employees of the Capitol Guide Service and the Congressional Special Services Office do a tremendous, dedicated job in providing the maximum in visitor service to all who come here to the Capitol. Yet, none of this would be possible without the support of this subcommittee. Thank you for your ongoing support, and we'll be happy to answer any questions at this time.

[The statement follows:]

PREPARED STATEMENT OF WILSON LIVINGOOD

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 its Congressional Special Services Office. With me today are Mr. William H. Pickle, the Senate Sergeant at Arms and Mr. Alan Hantman, the Architect of the Capitol, who join me as Members of the Capitol Guide Board. Also with me today is Mr. Tom Stevens, Director of Visitor Service, who has the pleasure of overseeing the day to day operations of the Capitol Guide Service.

The primary function of the Capitol Guide Service is to provide an enjoyable and accessible visit to the United States Capitol for over one million visitors annually. In fiscal year 2005 the Guide Service accommodated approximately 353,000 visitors on Public tours alone. Also, the Guide Service led approximately 96,000 visitors on Member Reserved Group tours, 19,000 on Congressional member tours (early-morning tours) and 7,000 on Dome tours. The Guide Service also trained over 3,000 Congressional staff to give tours and regulated the flow of approximately 680,000 visitors on staff-led tours. Additionally, the Guide Service through its Congressional Special Services Office, provided over 850 hours of sign language interpreting services for Congressional business, accommodated more than 1,300 visitors on adaptive tours for visitors with disabilities and provided elevator escorts for more than 9,000

visitors. If current levels are an indicator, we may reach 1.5 million visitors to the Capitol before this October.

The Capitol Guide Service has been in existence since 1876, employing three 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 not only provide educational tours of the Capitol but also 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.

Since then, the role of the Guide Service has expanded to include additional responsibilities. 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 are budgeted for 72 Guide Service employees 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 2007, the Guide Service is requesting a total budget of \$8,489,000. This request includes \$4,450,000 for existing operations which is an increase of \$352,000 or 8.6 percent over the fiscal year 2006 budget. Of that amount, \$328,000 (93 percent) of this increase over fiscal year 2006 includes the estimated fiscal year 2007 COLA and increases in personnel benefits. This part of the requested increase would 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. Secondly, this request includes \$4,039,000 to fund 71 additional FTEs and related equipment to operate in the new Capitol Visitor Center.

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.

CAPITOL VISITOR CENTER OPENING

Senator ALLARD. Well, thank you. I have four questions here I’d just like to cover with you this morning. The Guide Service and you are planning for the opening of the Capitol Visitor Center. Is this going to be a seamless operation as we move forward with the CVC operations?

Mr. LIVINGOOD. Alan, do you want—

Senator ALLARD. Mr. Hantman.

Mr. HANTMAN. Mr. Chairman, good morning.

Senator ALLARD. Good morning.

Mr. HANTMAN. Tom Stevens has been meeting with our transition team, with our operations team regularly for the last couple of years; talking about the role of the Capitol Guide Service with respect to the operations of the visitor center itself. We fully expect that once we get the executive director on board and working together with this team, which needs to be enlarged, both on the executive director side as well as on the Guide Board side, that we will have a seamless operation. Clearly, the plan is for hiring,

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.

starting in 2007, for the Capitol Guide team, the additional 71 people that Zell has identified. And obviously, the new functions that the Guide Service will be accommodating; such as boarding buses, talking to people before they actually get off the buses, to come into the visitor center, greeting people once they come through the screening area, working in the orientation theater areas, bringing people into those theaters, out of the theaters to be broken up into smaller groups to tour the Capitol building itself. Inside the exhibition areas—all of these functions and the new information desks inside the visitor center as well, will be staffed by the new people identified for the Guide Service. It's a tremendous increase in the responsibility and scope. And with the ability now to welcome and educate people as they come to visit their Nation's Capitol, as we have not been able to do in the past, will be a wonderful new role, an expanded role for the Guide Service.

FULL-TIME EQUIVALENTS

Senator ALLARD. Now, you've got 71 FTEs, and 24 of those are going to be full time, and you're planning on 37 that will be half time, or part time.

Mr. HANTMAN. Tom.

Mr. STEVENS. It's 37 FTEs that actually split for 6-month positions, so it's actually 74 bodies, if you will, during the peak season.

Senator ALLARD. Okay, and do you anticipate any difficulties in hiring these half-time employees?

Mr. STEVENS. Well, we don't at this point. Zell has volunteered their services to assist us in recruiting and advertising and actually hiring those folks.

Senator ALLARD. Where are you anticipating the half-time employees would come from?

Mr. STEVENS. Well, what we see now are a number of college students, retirees, folks that go south for the winter, but are up here during the summer that enjoy the environment and come to work for us. And this is in addition to our volunteer staffing that we'll actually be beefing up.

Senator ALLARD. Okay. Now, are you confident that the numbers of Guide Service employees requested for the CVC are sufficient?

Mr. STEVENS. I certainly believe for year one we will have sufficient staffing. Hopefully we will not have any kind of legislation that limits our maximum staffing levels. That is, we are budgeted for 143 FTEs, including the current staff. Some of those might be 9-month employees, some 6 month, and some 3 month. It's obviously unrealistic to try to hire all those people and get them trained in a 1-month period. So, it'll be a ramping up just as the season ramps up for us and then slowly ramping down in the fall, as does the visitor season.

HIRING FOR THE CAPITOL VISITOR CENTER

Senator ALLARD. Based on the oversight that we have been having on a monthly basis with the Capitol Visitor Center, testimony is indicating that May is when the CVC would open. When do you begin hiring for the CVC positions with a May opening date?

Mr. STEVENS. I think we have to anticipate somewhere very close to the first of the year, aggressively advertising and recruiting.

Part of the challenge in training is finding adequate space. We do some training now, but our facilities are very limited. Maybe we can borrow some space to do some larger training classes of 50 or 60 at a time, but that's probably going to be the biggest challenge because much of what we do is very unique to our office. They aren't skills that people typically bring with them from previous employment. So, it does take several weeks to even give people a rudimentary knowledge of the building to where we are comfortable with them actually interacting with the visitors.

CERTIFICATE OF OCCUPANCY

Senator ALLARD. Do we have to deal with a certificate of occupancy on the new Capitol Visitor Center where people are not allowed in until you get your final inspection? My point is we may have part of the Capitol Visitor Center available if we could get into it before final inspection for employee training.

Mr. HANTMAN. We would expect, Mr. Chairman, that for training functions, some of the functions that Tom and the team will need to go through, that we'd be able to do that a period of weeks before a certificate of occupancy is issued for the central area. The training that would have to go on that would, say, use outside sample groups, if you will, to move through the center would probably be done more likely after a certificate of occupancy was obtained for general people to come in as opposed to employees.

Senator ALLARD. Okay. That's all the questions I have. Again, I want to thank the panel for showing up this morning and testifying before this subcommittee.

SUBCOMMITTEE RECESS

The subcommittee stands in recess until Wednesday, April 26, at 10:30 a.m. when we will take testimony from the Government Accountability Office on its fiscal year 2007 budget request, as well as receive an update from the Architect of the Capitol and the GAO on the progress of the Capitol Visitor Center. Look forward to seeing you then. Thank you.

[Whereupon, at 11:56 a.m., Wednesday, April 5, the subcommittee was recessed, to reconvene at 10:30 a.m., Wednesday, April 26.]