



USCP

Strategic Plan

FY 2015-2019



Introducing USCP's Strategy

The United States Capitol Police (USCP) Strategic Plan for Fiscal Years 2015–2019 defines where the USCP is headed as a nationally recognized 21st Century law enforcement agency. While our mission has not changed, the scope of the threats we face is changing—and the ways in which we continue to adapt to those threats must be dynamic and sophisticated.

The Chief of Police, in conjunction with executive and senior management officials and other members from across the Department, worked to bring more clarity to the USCP's overall strategy, thereby making the Department's plan easy to understand. This serves to ensure that all employees know how they contribute to achieving the USCP's mission and vision.

This Strategic Plan is specifically designed for all Department personnel to be actively engaged and assist in the achievement of our new strategic goals, objectives and five building block areas for improvement. It also establishes a data-driven approach towards the planning and management of safety and security activities, while at the same time responding to an ever-changing environment and maintaining fiscal responsibility.

The USCP represents the best in law enforcement and the FY 2015-2019 Strategic Plan will help to further this posture with a focus on efficiency, readiness and results. Detailed information is contained within this plan further outlining management and employee deliverables for continued success during fiscal year 2015 and beyond.



I PLEDGE ALLEGIANCE TO THE FLAG OF THE UNITED STATES OF AMERICA,
AND TO THE REPUBLIC FOR WHICH IT STANDS,
ONE NATION UNDER GOD, INDIVISIBLE WITH LIBERTY AND JUSTICE FOR ALL.





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The USCP Strategic Plan

Components of a Strategic Plan

Mission Statement

A concise summary of what an organization is, what it does, and what it hopes to achieve, based on formal and informal mandates.

Mission Stances and Lines of Business

The USCP Mission Stances define the specific categories of activity under which the USCP will achieve its mission. The mission stances are composed of an array of capabilities, programs and activities that are arranged into core lines of business.

Vision Statement

A description of an organization's aspirations—what it hopes to be or do—in the mid-or long-term future.

Core Values

Overarching principles that help to define an organization's beliefs and boundaries, articulating a code of behavior to which an organization adheres or aspires.

Strategic Goals and Objectives

Strategic goals and objectives logically relate to the mission, vision, and core values and explain what outcomes are expected from an organization's major functions.

Transformational Priorities

Five specific areas that the Department will focus on in order to lay the best foundation for success.

The USCP Strategic Plan ensures that the USCP continues to achieve its mission with distinction in response to an ever-changing threat environment; and within the fiscal realities of budget. It establishes a data-driven approach towards planning and management of safety and security activities that represent the best in law enforcement with a constant focus on efficiency, readiness and results.

Background and Timeline

Since October 2012, a Planning Working Group (PWG) made up of employees from across the Department worked with the Executive Management Team (EMT) to evaluate conditions in the Department. In 2013, the Chief of Police convened leadership meetings that produced a new set of strategic goals and objectives, based on the PWG's analysis. With the challenges of sequestration and the government shutdown, the new goals and objectives were reevaluated and ultimately revalidated. Five working groups comprised of EMT and PWG members worked from December 2013 through March 2014 to develop initiative proposals addressing five key building block focus areas for improvement: improving management and planning, improving communications, enhancing leadership capacity, establishing a performance-based culture, and improving organizational learning. The EMT and Executive Team utilized the Force Development Business Process to develop operational initiatives, based on a review of potential Department gaps. Coupled with the plans for the five building block areas, these operational plans will support the implementation of the USCP Strategic Plan and budget planning.

The USCP Strategic Framework

The Department's planning is based on a strategic framework which includes a clear definition of mission, lines of business and a vision for the future. The purpose of USCP activities is based on the Department's established mission. Capability to achieve the mission is assured through activities within four mission stances. These mission stances are composed of an array of capabilities, programs and projects that are arranged into core lines of business. While the activities associated with the lines of business are important, they cannot be accomplished without qualified employees

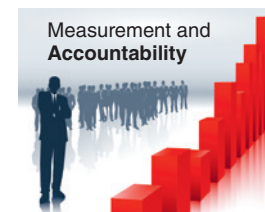
who share a common set of Core Values that guide them in the way they deliver on these activities.

Mission accountability is based on three factors:

- 1) demonstrated quality, efficiency, readiness and effectiveness within the lines of business;
- 2) achievement of the Strategic Vision to build a model Federal Law Enforcement Agency; and,
- 3) exhibition of the core values in all actions and conduct across the Department.



Our Strategic Framework United States Capitol Police



Mission Stances: Assess, Prevent, Respond and Support

We will...
Achieve our Mission.

Lines of Business: Distinct Focus Areas shared; USCP applies Resources and Action to Achieve the Mission

Demonstrating...
Effectiveness through Quality, Efficiency, Readiness and Results.

Transformational Priorities	Strategic Focus	Strategic Goals
Improve Management and Planning Improve Internal/ External Communication Enhance Leadership Capacity Establish a Performance-Based Culture to Set Clear Expectations Evolve to an Organization that Learns and Shares Knowledge	Employ Smart Policing Deliver Safety and Security Achieve Organizational Excellence	Employ results-oriented data-driven approaches that effectively meet current and future threats and challenges. Provide safety and security by deploying the most effective law enforcement services through collaboration, adaptability and innovation. Maximize efficiency and effectiveness through best practices and promote accountability through employee engagement and a positive work environment.

Vision:
The USCP will be a Nationally recognized leader in law enforcement operations.

Taking Pride in...
Being the best we can be today, while always aspiring to achieve a Greater Vision for tomorrow.

CORE VALUES
Professionalism Pride Effectiveness

While Exhibiting...
The Principles of Conduct, Character and Intent that Define Who We Are.

Periodically, the USCP assesses the conditions of the Department and its capability to adapt to an ever-changing environment of internal and external challenges. The Strategic Plan is a living document

that identifies transformational priorities, Strategic Goals and Objectives that move the USCP towards an aspirational vision to be a nationally recognized model Federal law enforcement agency.



The USCP Mission

Our Mission Statement summarizes the purpose of the USCP, what we do, and what we will achieve—based on the expectations and mandates of the authority bestowed upon us and the expectations we have set for ourselves.

The Mission of the USCP is to protect the Congress—its Members, employees, visitors and facilities—so it can fulfill its constitutional and legislative responsibilities in a safe, secure and open environment.

Our mission requires that we provide a high level of security and safety to Congress, while also ensuring that the American people have appropriate access to the processes that ensure our constitutional government. This mission presents complex challenges to the Department; requiring that we maintain a range of comprehensive functions and capabilities to provide modern policing, homeland security, dignitary protection, intelligence and physical security.



The USCP Mission Stances

The USCP mission stances define the specific categories of activity under which the USCP will achieve its mission. The mission stances are broad-based and will remain relatively unchanged in future years. The Department uses these mission stances as a means for determining whether potential programs and activities are consistent with the USCP mission. The mission stances and their purposes are described below.

Assess the Threat

Provide a comprehensive internal assessment capability to identify and validate threats to Members of Congress, the legislative process, and the buildings, staff, and visitors that make up the Capitol Community.

Prevent

Prevent criminal or terrorist activity from disrupting the legislative process and normal business operations.

Respond

Respond promptly and with the right resources to threats, disruptions, or other unlawful activities in order to quickly and safely return Congress to normal operations.

Support the Mission

Improve the efficiency and effectiveness of internal business processes and procedures in support of delivering mission responsibilities at the highest possible level.





The USCP Lines of Business

The mission stances are composed of an array of capabilities, programs and activities that are arranged into core lines of business. While the mission stances remain relatively static, lines of business may be reorganized and evolve over time; as the Department evolves in response to new threats and challenges that emerge.

Assess the Threat

The identification and assessment of threat drives USCP prevention and response efforts. USCP must identify, understand, and anticipate the potential risks to Members of Congress, the US Capitol building and grounds, and the individuals who visit and work in those locations. To do this, the Department conducts many different types of threat assessments, including analysis of threats to Members of Congress. Based on these various threat assessments, the USCP develops risk mitigation strategies and appropriate response plans for incident management.

Lines of Business:

- A.1. **Inter-Agency Collaboration:** To collaborate with other federal agencies and local law enforcement to increase the collection and sharing of intelligence information.
- A.2. **Intelligence Collection & Analysis:** To maximize the collection and use of intelligence and counter-surveillance information for identifying

threats. This includes process improvement internally and externally; both for counter-surveillance, and the dissemination of threat warnings.

Prevent

By implementing preventative methods and techniques, the USCP can limit the number of actual incidents requiring a response. Programs that “harden the target” allow USCP to protect individuals and facilities from terrorist and criminal activity, and enable normal business operations.

Lines of Business:

- P.3. **Congressional Community Protection:** To prevent criminal, terrorist and other disruptive activities from reaching the Capitol building and grounds and protect the people, legislative processes, and the facilities from criminal and other disruptive activities within the Capitol Complex.
- P.4. **Event Management:** To enable individuals to safely participate in major events and demonstrations while not disrupting legislative operations.
- P.5. **Dignitary Protection:** To protect Members of Congress and visiting officials against criminal and terrorist activities.

Respond

The USCP maintains the capability to respond to threats, disruptions, or other unlawful activities whenever they occur. The USCP is committed to developing and maintaining the best response capability to ensure that the right resources are deployed to meet threats or contingencies in a prompt, effective and tactically sound manner.

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Lines of Business:

- R.6. **Law Enforcement:** To patrol areas of statutory responsibility and diligently investigate and prosecute persons who commit criminal acts.
- R.7. **Command, Control and Communication:** To coordinate decisively and efficiently all activities and communications in response to a critical incident.
- R.8. **Specialized Response Capabilities:** To enhance our specialized response capabilities to ensure readiness to all types of incidents.
- R.9. **Continuity of Operations:** To ensure Continuity of Operations (COOP) for USCP while supporting the Congressional Community in the execution of their COOP plans and, when necessary, assist in the implementation of Legislative Branch Continuity of Government (COG) plans.

Support the Mission

The USCP maintains an internal mission support infrastructure to ensure the USCP is able to achieve its three outward-focused goals. The primary areas of USCP's mission support are focused on supporting mission needs as they relate to people, technology, facilities, financial management, logistics management and continuous improvement.

Lines of Business:

- S.10. **Human Capital and Development:** To create and sustain a vigorous and motivated workforce that is highly trained and armed with the necessary knowledge, skills and abilities to achieve the mission.
- S.11. **Technology:** To provide responsive, high quality, cost-effective information technology services and solutions in a timely manner.
- S.12. **Facilities Management:** To provide USCP employees with high quality facilities to meet its mission, workload, and personnel requirements.
- S.13. **Financial Management:** To provide timely, reliable, and responsive financial management services, and ensure accountability for assets and resources.
- S.14. **Transportation and Logistics Management:** To make transportation assets available to those who need them, when they need them. To manage the ordering, procurement, distribution, and tracking of USCP resources.
- S.15. **Legal Counsel:** To ensure legal counsel for overall organizational legal compliance.
- S.16. **Continuous Improvement:** To create a best practices organization that, through an environment of continuous incremental improvement, encourages innovation and creativity while balancing practical considerations.





A Model Law Enforcement Agency

We consider ourselves to be a model law enforcement agency; a unique distinction marked by the weight of our mission, the **professionalism** and **pride** of our people, and the **effectiveness** of our actions.

- We represent the best in American policing. We act on the world stage every day of the year, as a model in public safety, urban crime prevention, dignitary protection, specialty response capabilities, and homeland security. We are often the first face that visitors and employees encounter, and we leave a lasting impression that is reflective of the Legislative Branch.
- We protect the legislative process, the symbol of our democracy, the people who carry out the process, and the millions of visitors who travel here to see democracy in action.



- Every American who visits the Capitol, as well as those visitors from around the world, is a member of our protected community and sees first-hand how we are the best of America's spirit and diversity.

- As an agency, we are a microcosm of America, representational of many races, colors, religions, political affiliations, sexual orientations, and ages. We embrace and celebrate a diverse workforce, with employees from almost all 50 states and territories — as well as other countries. Inclusion and respect for each individual as a person and as a professional makes our workplace stronger.

Our core values summarize our overarching principles. They define our common beliefs and boundaries, and underlie the code of behavior to which we aspire.

Solid Core Values

Every employee is expected to demonstrate our core values of

Professionalism — Pride — Effectiveness

Professionalism describes the way USCP employees conduct themselves. As a prominent presence within the Legislative Branch, USCP employees always demonstrate actions that are Unflinching, Sincere, Courteous, and Principled. Both civilian and sworn employees perform the vital duties of their roles in ways that reflect well on the reputation of the Department and its stakeholders.

Pride describes the feeling that every employee has for the service they give, the weight of the mission and the community they serve. This is demonstrated in respect for the institutions of the USCP and the legislative process, as well as the

way in which employees conduct themselves and present themselves as employees of the USCP.

Effectiveness describes every employee's commitment to performing to the highest standards possible, utilizing the best approaches. This is demonstrated by each employee's commitment to achieving the highest personal standards, as well as contributing to the success of the Department. This is accomplished through a commitment to self-evaluation, continuous improvement and an approach among leadership, supervisors and colleagues to constructively motivate, coach and support each other—to be the best that we can be.

The USCP Vision

For the USCP to remain a model Federal law enforcement agency, we must focus on priorities that advance our organization and ensure we remain on the cutting edge in delivering the best safety and security services.

Since 1828, the essence of our mission has not changed. What has changed is the scope

of threats that we face and the ways in which we continue to adapt to those threats. We will continue to meet our mission by adapting our lines of business to the threats and challenges we face while remaining true to our core values. In adopting this Strategic Plan, the USCP will achieve the following vision.

The United States Capitol Police will be nationally recognized as a results-oriented law enforcement agency that demonstrates the highest standards for professionalism, security, safety, and management.

This vision requires the USCP to continuously set the bar for performance higher, as the

new challenges are presented, and as new law enforcement best practices are developed.





The USCP Transformational Priorities

In order to support the values and achieve the vision of the Strategic Plan, the USCP has focused efforts on strengthening five transformational priorities for the organization, in order to lay the best foundation for success. For each of the priorities described below, the Department has developed initiatives that can be found supporting the strategic goals and objectives in the Strategic Plan.

Management and Planning

- Develop a Unifying Organizational Vision
- Establish realistic and measurable goals and objectives
- Create a performance-oriented management culture
- Develop and integrate an enhanced operational planning capability



Management & Planning

Communication

- Communicate the Organization's Vision
- Share Information consistently up and down the chain
- Establish two-way internal communications / access to decision-makers
- Implement better internal and external communications



Communication

Leadership

- Ensure that USCP has qualified and trained leaders
- Create a more effective management structure and transparent processes
- Increase employee involvement in decision-making



Leadership

Performance-Based Culture

- Expectations and accountability are based on requirements of employee roles
- Ensure all employees, including managers, responsibilities and scope are clearly defined
- Establish an effective employee performance system
- Accomplish unity of purpose and joint-accountability for Department success
- Improve awards and recognition for performance



Performance Culture

Learning Organization

- Increase data-based decision making
- Train people appropriately to ensure they retain and are up-to-date on their skills
- Actively utilize lessons learned from successes and shortfalls to continuously improve
- Establish formal knowledge transfer and succession planning



Learn & Share Knowledge

The USCP Strategic Goals and Objectives

Because the Strategic Plan lays out a vision that challenges the Department to achieve national recognition as a model law enforcement agency — the USCP has developed strategic goals and objectives to define the priorities necessary to attain model status in the future. The achievement of these goals will fill the gap between current capabilities and those needed to meet this vision.

Goal 1: Employ Smart Policing: Employ a results-oriented, data-driven approach that effectively meets current and future threats and challenges.

Objective 1.1: Collect, analyze, and share information and data that informs management decisions, including resource allocation.

Objective 1.2: Use reliable analysis in support of evidence-based strategies and tactics.

Objective 1.3: Identify and monitor relevant organizational metrics to evaluate and improve Department performance.

Goal 2: Deliver Safety and Security: Provide safety and security by deploying effective law enforcement services through collaboration, adaptability and innovation.

Objective 2.1: Deploy innovative and effective prevention and response capabilities.

Objective 2.2: Ensure that personnel have the necessary information, preparedness, training, and equipment in order to respond to known and emerging threats.

Objective 2.3: Establish partnerships to strengthen and increase the scope of the Department's capability.

Objective 2.4: Acquire, maintain and utilize law enforcement technology to maximize the Department's capability to meet its mission.

Goal 3: Achieve Organizational Excellence: Maximize efficiency and effectiveness through best practices and promote accountability through employee engagement and a positive work environment.

Objective 3.1: Enhance communication within the Department and to external stakeholders.

Objective 3.2: Build on the Department's capacity to learn from experience and retain knowledge.

Objective 3.3: Become an employer of choice, with a highly-motivated and committed workforce.

Objective 3.4: Improve management and planning to create a culture of accountability and continuous improvement.



Strategic Outcomes

A Strategic Plan is not effective if it is left on a shelf. The USCP developed this Plan to define an ambitious vision and develop strategies to achieve that vision. Department leaders have also developed long term and annual implementation plans that are used to develop our annual budget and program plans across the agency. In addition, this Plan lays out a foundation for improved management, planning and accountability.

Smart Policing

Across the law enforcement community and the rest of the Federal government, agency leaders are developing data driven approaches to making decisions and managing their programs. For almost 200 years, the USCP has successfully managed a variety of programs and functions to achieve our mission. Now, as we implement this plan, we will be developing a more refined capability to monitor our activities, identify trends and constantly look for ways to improve our mission effectiveness. Department leadership expects that this smart policing practice will be so interwoven into our culture and operations that our next Strategic Plan can be developed organically — rather than through an intensive process of self-evaluation.

Continuous Improvement and Adaptation

By employing the smart policing practice of routine analysis of operations, outputs and outcomes, the Department will be able to continuously adapt and

evolve to the needs of the mission. The USCP has a proven record of utilizing its Force Development business process to identify threats, risks, gaps and needs. Smart policing will be added to the Force Development analysis to provide real-time and long-term analysis — making the Department even more capable of pivoting towards required needs.

Improved Management and Performance

In developing this Strategic Plan, Department leadership recognized the need to also improve the way we define the purpose and scope of our programs. Therefore, the Plan contains a strategic objective (3.4) to

“Improve management and planning to create a culture of accountability and continuous improvement.”

This objective steers the USCP towards development of comprehensive Concepts of Operations and Administration that will be the foundation for developing the right policies, procedures and mission expectations.

A Strategic Plan should also be accompanied by performance measures that help leadership and stakeholders determine whether the initiatives and

programs are leading towards the right capabilities, readiness levels and outcomes. Defining meaningful and measurable outcomes for an organization with such a complex mission requirement is not a simple task. Therefore, this Strategic Plan actually contains a strategic objective (1.3) to “Identify and monitor relevant organizational metrics to evaluate and improve Department performance.” Department leadership will develop informative performance measures by defining clear expectations for each mission set and major lines of business.





