



**Client:** United States Capitol Police

**Project:** Operational Improvement and Manpower Allocation

## The Challenge

Following the events of September 11th, the United States Capitol Police had transformed from an agency with primarily law enforcement and security functions into a complex anti-terrorism focused organization requiring additional capabilities in Force Protection and Security, Intelligence, Surveillance, Counter-Surveillance and Emergency Incident Response. USCP rapidly acquired new technology, equipment and manpower without ever having defined the requirements and effective use of those resources or aligned those new operations with their core mission. As a result, the Department could not identify the appropriate sworn and operational civilian manpower levels required to optimize security and was struggling to improve its operational efficiency and effectiveness. USCP found themselves operating with:

- Siloed organizations of Bureaus and Divisions that were operating independently
- Lack of consistency and clarity of roles and responsibilities resulting in decreased accountability
- No consistent decision structures to determine how manpower was deployed
- No mechanism to quantitatively measure and communicate the effectiveness of their operations

The Department leadership recognized that in order to become a premier law enforcement agency, it would have to get a firm hold on its operations and transform the management of the Department from reactive to proactive.

## The Results

By establishing cross-functional project teams comprised of sworn and civilian resources within the Department to help develop the overall solution, we are able to:

- Redesign all sworn operations to allow for **standardization of processes & procedures** across like posts, to ensure consistency in execution and to ensure operations were **aligned with the core mission**
- Develop a **manpower plan** linking **critical staffing & resource requirements** to risk mitigation and vulnerability reduction that incorporated:
  - Capability to respond to changing needs & threats
  - Considerations for locations, shifts, holidays, etc.
  - Utilization of alternative work schedules
  - Alternatives to address shortages in FTE
- Develop criteria, information, activities and infrastructure necessary to **optimize staffing** across the Department
- Design **risk mitigation plans** through improved manpower configurations, enhanced use of technology and increased intelligence and surveillance operations
- Align **best practice** operational processes & manpower deployment with other Federal Agencies with similar missions
- Establish a **department-wide competency model** for both sworn & civilian personnel creating a common performance standard linked to organizational goals and individual development plans
- Develop **performance measurements** and **internal controls** for all operational processes
- Deliver a **savings** of **\$5.2M** as a result of improving operational processes and effectively utilizing manpower

Through this Department's dynamic understanding of defining, measuring and improving processes aligned with the changing risk and vulnerabilities, USCP is better able to define resource requirements based on strategic decisions and needs as well as adjust processes and operations in a proactive vs. reactive manner.

For more information or to discuss how to get started, contact:

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