



## UNITED STATES CAPITOL POLICE OFFICE OF INSPECTOR GENERAL

### Review of United States Capitol Police Communications Section's Dispatch and Call Taking Process

Report Number OIG-2022-06

June 2022

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## **OFFICE OF INSPECTOR GENERAL**

### **PREFACE**

The Office of Inspector General (OIG) prepared this report pursuant to the Inspector General Act of 1978, as amended. It is one of a series of audits, reviews, and investigative and special reports OIG prepares periodically as part of its oversight responsibility with respect to the United States Capitol Police (USCP) to identify and prevent fraud, waste, abuse, and mismanagement.

This report is the result of an assessment of the strengths and weaknesses of the office or function under review. Our work was based on interviews with employees and officials of relevant agencies and institutions, direct observation, and a review of applicable documents.

We developed our recommendations based on the best knowledge available to OIG and discussed in draft with those responsible for implementation. It is my hope that the recommendations will result in more effective, efficient, and/or economical operations.

I express my appreciation to those contributing to the preparation of this report.

A handwritten signature in black ink that reads "Ronald Gregory". The signature is written in a cursive, flowing style.

Ronald Gregory  
Acting Inspector General

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## Abbreviations and Acronyms

Command and Coordination Bureau	CCB
Computer Aided Dispatch	CAD
Mission Assurance Bureau	MAB
Office of Inspector General	OIG
Standard Operating Procedure	SOP
Security Control Operators	SCO
United States Capitol Police	USCP or the Department

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## EXECUTIVE SUMMARY

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In accordance with our *Annual Performance Plan Fiscal Year 2022*, dated November 2021, the Office of Inspector General (OIG) conducted a review of the United States Capitol Police (USCP or the Department) Communications Section's Dispatch and Call Taking Process. The scope of the review included existing policies and procedures related to the Communications Section for Fiscal Year 2021 through December 31, 2021.

OIG objectives were to determine if the Department (1) established adequate internal controls and processes for ensuring compliance with select Department policies and (2) complied with select policies and procedures, laws, regulations, and best practices.

The USCP Command and Coordination Bureau (CCB) reports to the Assistant Chief of Police for Uniformed Operations and is comprised of the Command Division and Coordination Division. The Communications Section falls under the Command Division and is responsible for dispatching police/emergency services, use of the Computer Aided Dispatch Radio System, answering 911 emergency calls, [REDACTED]

[REDACTED] radio traffic of local agencies, and advising field units as necessary. Security Control Operators (SCOs) and Radio Dispatchers are the positions that fall under the Communications Section and are staffed by both sworn and civilian employees.

The Department generally complied with all policies and procedures we tested however, the Department did not have adequate internal controls in place for ensuring that the Standard Operating Procedures (SOPs) for CCB were reviewed and updated in a timely manner. For example, 61 Department SOPs refer to CCB as the Mission Assurance Bureau (MAB). CCB was referred to as MAB until 2018 when the Department reorganized and changed the name of the bureau from MAB to CCB. The presence of outdated policies and procedures could have increased process inefficiencies, resulting in the ineffective operation of Department communications. As well, employees starting with the Department after 2018 may have been unaware that CCB was once MAB and that MAB SOPs should apply to CCB. See Appendix C for a complete list of outdated CCB SOPs.

Additionally, opportunities existed for the Department to civilianize the Dispatcher position staffed by sworn law enforcement officers. For example, of the [REDACTED] Dispatchers working in the Communications Section [REDACTED] were sworn law enforcement officers. The duties that Dispatchers performed did not include responsibilities requiring police powers, and opportunities, therefore, existed for the Department to civilianize all of the remaining Dispatcher positions. Best practices from the Department of Justice and the International

Association of Chiefs of Police outline several benefits for civilianizing positions such as Dispatchers.

OIG made two recommendations as shown in Appendix A. On May 12, 2022, OIG provided a draft report to the Department for comments. We incorporated the Department's comments and attached its response in its entirety in Appendix B.

## **BACKGROUND**

The USCP Command and Coordination Bureau (CCB) is one of three operational bureaus reporting to the Assistant Chief of Police for Uniformed Operations. According to PoliceNet,<sup>1</sup> CCB provides capabilities to acquire, coordinate, and execute mission critical objectives, including the following:

- Continuity and contingency planning
- Preparing for and managing emergencies
- Planning special events
- Guiding response to incidents and emergencies
- Documenting and processing reports
- Ensuring successful prosecutorial outcomes
- Managing multi-agency responses to evolving emergency and crisis situations

CCB has a Command Division and a Coordination Division. The Command Division includes the Command Center, Communications Section, Court Liaison Section, and Reports Processing Section. According to PoliceNet, the Communications Section is responsible for dispatching police/emergency services, use of the Computer Aided Dispatch (CAD) Radio System, answering 911 emergency calls, [REDACTED]

[REDACTED] Services provided by the Communications Section also include monitoring and sending responders to alarms, making landline notifications for field units, assigning radio channels, monitoring the radio traffic of local agencies, advising field units as necessary, fielding complaints from citizens and congressional staff, coordinating requests for police services, and accepting and relaying emergency notifications.

Both sworn and civilian employees staff the Communications Section. Those employees fill the roles of Security Control Operators (SCOs) and Radio Dispatchers. [REDACTED]

[REDACTED] Emergency Call Box telephones. Radio Dispatchers have control over radio traffic to and from units in the field, including personal and mobile radios. [REDACTED]

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<sup>1</sup> PoliceNet is the Department's intranet webpage.


USCP utilizes [REDACTED] as communications centers. [REDACTED]

## OBJECTIVES, SCOPE, AND METHODOLOGY

Our objectives of this review were to determine if the Department (1) established adequate internal controls and processes for ensuring compliance with select Department policies and (2) complied with select policies and procedures, laws, regulations, and best practices. Our scope included existing policies and procedures related to the Communications Section for Fiscal Year 2021 through December 31, 2021.

To accomplish our objectives, we reviewed the following Standard Operating Procedures (SOPs), laws, and policies and procedures:

- SOP No. AC-000-11, *Unanswered Radio Calls*, dated October 18, 2019
- SOP No. CCB-600-38, *Alarm Response Procedure* [REDACTED] dated August 23, 2019
- SOP No. CCB-300-05, *Duties and Responsibilities of the Command Center*, dated July 26, 2019
- SOP No. CCB-600-02, *Computer Aided Dispatch (CAD) System Operating Procedures*, dated September 18, 2018
- SOP No. CCB-600-24, *Emergency Notification by Department Employees*, dated September 19, 2018
- SOP No. CCB-600-20, *Response to Emergency Calls from Congressional Offices Regarding Unwanted Visitors*, dated May 8, 2018
- SOP No. CCB-600-18, *Communications – General Duties and Responsibilities*, dated May 8, 2018
- SOP No. MAB-610-05, *Receiving Calls for Medical Assistance*, dated January 30, 2013
- SOP No. MAB-600-45, *Communications Response to Critical Incidents*, dated February 15, 2011
- [REDACTED]
- SOP No. MAB-600-04, *Radio Dispatcher*, dated June 30, 2010

- 
- SOP No. MAB-600-51, *Alarm Response Procedure* [REDACTED] dated April 23, 2010
  - SOP No. OPOHS-600-26, *Radio Communications*, dated August 1, 2008
  - Public Law 79-570, *An act to define the area of the United States Capitol Grounds to regulate the use thereof, and for other purposes*, dated July 31, 1946
  - Title 2, United States Code Subchapter II, *Powers And Duties*
  - The Government Accountability Office's *Standards for Internal Control in the Federal Government*, dated September 2014

The Office of Inspector General (OIG) reviewed the Department's alarm and call box activations, radio traffic, and supporting CAD data from February 2021 through December 2021. OIG selected samples from the the listings of duress alarm activations, calls for emergency medical assistance, and 911 Call Box activations to determine compliance with policies and procedures.

OIG conducted this assessment in Washington, D.C., from March 2022 through May 2022. We did not conduct an audit, the objective of which would be the expression of an opinion on Department programs. Accordingly, we did not express such an opinion. OIG did not conduct this assessment in accordance with generally accepted government auditing standards. Had we conducted an audit and followed such standards, other matters might have come to our attention.

On May 12, 2022, we provided a draft copy of this report to Department officials for comment. We incorporated Department comments as applicable and attached the response to the report in its entirety as Appendix B.

## RESULTS

The Department generally complied with all policies and procedures we tested however, the Department did not have adequate internal controls in place for ensuring that CCB SOPs were reviewed and updated in a timely manner. Additionally, opportunities existed for the Department to civilianize the Dispatcher position, which was staffed by sworn law enforcement officers.



## **Outdated CCB Policies and Procedures**

USCP policies and procedures referred to outdated Department organizational units. The Government Accountability Office's *Standards for Internal Control in the Federal Government*, dated September 2014, state,

Management periodically reviews policies, procedures, and related control activities for continued relevance and effectiveness in achieving the entity's objectives or addressing related risks. If there is a significant change in an entity's process, management reviews this process in a timely manner after the change to determine that the control activities are designed and implemented appropriately.

The Department had policies that still referred to the Mission Assurance Bureau (MAB), which the Department renamed to the Command and Coordination Bureau (CCB) in 2018. The Department also had 61 SOPs referring to MAB rather than CCB. Of CCB's 116 SOPs, 61 went into effect before 2017, or 5 years ago. Of the SOPs that went into effect more than 5 years ago, 30 SOPs went into effect more than 10 years ago with the oldest SOPs containing effective dates in 2007.

The Department did not have adequate controls in place for ensuring that SOPs for CCB were reviewed and updated. Outdated policies and procedures can increase process inefficiencies, often resulting in the ineffective operation of Department communications. Additionally, employees who started with the Department after 2018 may be unaware that the CCB used to be referred to as the MAB and may be unaware that MAB SOPs should apply to the CCB. See Appendix C for a complete list of outdated CCB SOPs.

## **Civilianization of Dispatcher Position**

Opportunities existed for the Department to civilianize sworn law enforcement officers working as Dispatchers. As of April 2022, the Department had [REDACTED] dispatchers [REDACTED] of whom were sworn law enforcement officers. SOP MAB-600-04, *Radio Dispatcher*, dated June 30, 2010, defines a Radio Dispatcher as a "Sworn employee assigned to operate the Department radio system. When assigned, the dispatcher exercises complete control of all radio traffic to and from units in the field, including personal and mobile radios. The dispatcher also establishes and facilitates communication between the Department and other agencies." Radio Dispatcher responsibilities include designating the proper channels to be utilized during routine business and special events, advising all units of activities regarding special events, motorcades, closing of roads, hazards, severe weather advisories and updates, crimes in progress elsewhere, and any other incidents or events that may affect Department personnel, assigning units as appropriate for each situation, and ensuring all pertinent information is entered into CAD.

The duties Radio Dispatchers performed did not include responsibilities requiring police powers, and opportunities, therefore, existed for the Department to civilianize the remaining positions. The civilianization of the Dispatcher positions would help alleviate

staffing issues USCP faces. According to a publication from the U.S. Department of Justice titled *Integrating Civilian Staff into Police Agencies*, “civilians can help agencies multiply their force by allowing more officers to be on the street or in field services. In addition, civilian employees can free sworn officers from dispatch duties and administrative tasks and make officers available to return to patrol or other assignments that directly affect communities.” Filling Dispatcher positions with civilian employees could also help decrease Department salary expenses. According to a best practices publication from the International Association of Chiefs of Police, civilianization enables departments to reduce the cost of service delivery through lower salaries. At the same time, highly trained sworn personnel can be redirected to enforcement positions.

The Department did not use sworn law enforcement officers in the most efficient and effective manner. At a time when the Department faced unprecedented staffing shortages, transitioning Dispatcher positions from sworn to civilian roles could have helped to alleviate sworn staffing challenges.

## **Conclusions**

The Department did not have adequate internal controls in place for ensuring that CCB SOPs were reviewed and updated in a timely manner. Additionally, opportunities existed for the Department to civilianize Dispatcher positions staffed by sworn law enforcement officers.

**Recommendation 1:** We recommend that the United States Capitol Police review all Command and Coordination Bureau Standard Operating Procedures and update any Standard Operating Procedures containing outdated information and/or those that have not been updated on a regular basis.

**Recommendation 2:** We recommend that the Department staff all Dispatcher positions with civilian employees.

# APPENDICES

## ***List of Recommendations***

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**Recommendation 1:** We recommend that the United States Capitol Police review all Command and Coordination Bureau Standard Operating Procedures and update any Standard Operating Procedures containing outdated information and/or those that have not been updated on a regular basis.

**Recommendation 2:** We recommend that the Department staff all Dispatcher positions with civilian employees.

## DEPARTMENT COMMENTS



UNITED STATES CAPITOL POLICE  
OFFICE OF THE CHIEF  
110 O STREET, NE  
WASHINGTON, DC 20518-1218

May 24, 2022

COP 220432

### MEMORANDUM

**TO:** Ronald Gregory  
Acting Inspector General

**FROM:** J. Thomas Manger  
Chief of Police

**SUBJECT:** Response to Office of Inspector General draft report *Review of the United States Capitol Police Communications Section's Dispatch and Call Taking Process* (Report No. OIG-2022-06)

The purpose of this memorandum is to provide the United States Capitol Police response to the recommendations contained within the Office of Inspector General's (OIG) draft report *Review of the United States Capitol Police Communications Section's Dispatch and Call Taking Process* (Report No. 2022-06).

The Department generally agrees with all of the recommendations and appreciates the opportunity to work with the OIG to further improve upon the policies and procedures in place for our Communications section. The Department will assign Action Plans to appropriate personnel regarding each recommendation in effect in order to achieve long term resolution of these matters.

Thank you for the opportunity to respond to the OIG's draft report. Your continued support of the women and men of the United States Capitol Police is appreciated.

Respectfully,

  
J. Thomas Manger  
Chief of Police

cc: Assistant Chief Yogananda D. Pittman, Protective and Intelligence Operations  
Acting Assistant Chief Sean P. Gallagher, Uniformed Operations  
Richard L. Braddock, Chief Administrative Officer  
Carol A. Absher, USCP Audit Liaison

**Outdated CCB SOPs**

**SOP MAB-600-17, *Emergency Evacuation and/or Relocation of the Communications Radio/Security Systems*, dated January 20, 2009**

**SOP MAB-600-27, *Documenting Incidents When CAD Is Not Operational*, dated January 20, 2009**

**SOP MAB-200-08, *Command Vehicle Deployment*, dated September 28, 2009**

**SOP MAB-600-35, *Alarm Response Procedure* [REDACTED] dated April 23, 2010**

**SOP MAB-600-37, *Alarm Response Procedure* [REDACTED] dated April 23, 2010**

**SOP MAB-600-41, *Providing Police Services for the Government Printing Office*, dated April 23, 2010**

**SOP MAB-600-42, *Security Control Equipment Work Order*, dated April 23, 2010**

**SOP MAB-600-50, *Activation of District of Columbia AMBER Plan*, dated April 23, 2010**

**SOP MAB-600-51, *Alarm Response Procedure* [REDACTED] dated April 23, 2010**

**SOP MAB-600-48, *LoJack Stolen Vehicle Recovery System*, dated June 22, 2010**

**SOP MAB-600-21, *Streetlight Pole Repair*, dated June 23, 2010**

**SOP MAB-600-03, *Complaint Processor*, dated June 30, 2010**

**SOP MAB-600-04, *Radio Dispatcher*, dated June 30, 2010**

**SOP MAB-600-22, *Monitoring and Responding to Private or Commercial Security Alarms*, dated June 30, 2010**

**SOP MAB-600-15, *Transportation and Weather Advisories During Non-Emergency Disrupting Conditions*, dated August 23, 2010**

**Outdated CCB SOPs**

SOP MAB-600-33, [REDACTED]  
dated August 23, 2010

[REDACTED]

[REDACTED]

SOP MAB-400-02, *Processing Notices to Appear*, dated September 30, 2010

[REDACTED]

[REDACTED]

SOP MAB-600-45, *Communications Response to Critical Incidents*, dated February 15, 2011

[REDACTED]

[REDACTED]

[REDACTED]

SOP MAB-610-05, *Receiving Calls for Medical Assistance*, dated January 30, 2013

SOP MAB-600-28, *Towed Vehicle Log*, dated February 21, 2013

SOP MAB-610-03, *Reporting an Incident Involving Hazardous Materials, Chemical Spills, Suspicious Odors or Substances*, dated February 21, 2013

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

**Outdated CCB SOPs**

SOP MAB-610-12, *Fire Alarm, Reports of Smoke or Explosion*, dated June 17, 2013

SOP MAB-610-04, *Notification of a Water Leak in the Library of Congress Buildings*, dated August 12, 2013

SOP MAB-610-07, *Library of Congress Telephone Typing (TTY) System for the Deaf/Hard of Hearing*, dated August 12, 2013

[REDACTED]

SOP MAB-600-12, *WALES/NCIC Hits and Hit Reports*, dated March 3, 2015

[REDACTED]

SOP MAB-500-07, *Procedures for Processing Unacceptable Police Reports*, dated July 8, 2015

SOP MAB-500-06, *Police Report Specialist*, dated August 21, 2015

SOP MAB-500-08, *Reports Processing Assistant*, dated August 21, 2015

SOP MAB-100-01, *Notification of Official Visits to the Office of the Attending Physician*, dated November 10, 2015

SOP MAB-100-02, *VIP Notification Checklist*, dated November 10, 2015

SOP MAB-100-05, *Assembly and Distribution of Special Event Pass Binders*, dated November 10, 2015

SOP MAB-100-06, *Special Event Pass*, dated November 10, 2015

[REDACTED]

SOP MAB-400-04, *Court Liaison Section – Duties and Responsibilities*, dated October 28, 2016



**Outdated CCB SOPs**

SOP MAB-400-01, *United States Attorney's Office (USAO) Late Hour Warrant Information*, dated November 22, 2016

SOP MAB-200-09, *Incident Command Communication and Support Procedures*, dated December 7, 2016

SOP MAB-400-09, *USCP Court Day Report*, dated December 7, 2016



SOP MAB-400-05, *Court Liaison Section Database*, dated August 28, 2017

SOP MAB-400-06, *Processing Notices of Infractions (NOIs)*, dated March 28, 2017

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