



UNITED STATES CAPITOL POLICE

STRATEGIC PLAN

2026 - 2030



TABLE OF CONTENTS

MESSAGE FROM THE CHIEF	1
MISSION, VISION, AND VALUES	2
OVERVIEW	3
GOALS & OBJECTIVES	4
PROTECT THE CONGRESS AND THE CAPITOL COMPLEX	4
ENHANCE OPERATIONAL READINESS AND RESPONSE CAPABILITIES	5
BUILD AND SUSTAIN A MISSION-READY WORKFORCE	6
FOSTER A CULTURE OF CONTINUOUS IMPROVEMENT	7
IMPLEMENTATION APPROACH	8





MESSAGE FROM THE CHIEF

The United States Capitol Police is an agency like no other. Our mission to serve and protect Congress and the Capitol is one that is both unique and significant. Since joining the Department in June 2025, I have witnessed the strength, resiliency, and integrity of the organization and its workforce. The daily demands of our mission are met with professionalism and innovation, a culture I look forward to reinforcing during my tenure as Chief of Police.

The Department has experienced tremendous and rapid change over the past five years. As we look ahead, it is imperative that we leverage this experience to strengthen our long-term plans – plans which will transition the Department from a reactionary model to one that is proactive, comprehensive, and sustainable. This work can only be accomplished through our collective efforts toward a common set of goals. The publication of the Department’s 2026 – 2030 Strategic Plan represents the next step in our efforts to transform.

The Department’s five-year strategic plan reflects a shared vision, rooted in mission, people, and culture. The goals and objectives contained within this plan serve as a framework from which we will prioritize initiatives and investments that will advance the Department’s mission.

The Department will soon reach an important milestone in its history. On May 2, 2028, we will be celebrating 200 years since the founding of the United States Capitol Police. Though we must remain agile and continue to evolve to meet emerging threats and challenges, our core mission remains the same, and I am confident that, through the work that is accomplished under this strategic plan, the Department will be positioned for success well into the future.

MISSION, VISION, AND VALUES

MISSION

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.

VISION

The United States Capitol Police is an elite police and protective agency providing services rooted in courage, driven by mission, and advanced by innovation and excellence.

VALUES

The USCP's core values define our common beliefs and behaviors as well as how we conduct ourselves in our work and interactions:

Service: We are committed to protecting the Legislative Branch with first class service.

Courage: We carry out our mission 24/7 to mitigate threats.

Professionalism: We serve with the highest standards of competence, conduct, and training.

Integrity: We maintain public trust, ensuring honesty and accountability.





OVERVIEW

The United States Capitol Police Strategic Plan (2026 – 2030) details the Department’s vision for the next five years. This plan reflects operational and organizational priorities based on feedback from Department stakeholders and input from various studies, audits, and evaluations, including the Congressional mandated 2024 Concept of Operations (CONOPS) report. The Department’s Strategic Plan details 13 objectives under the following four strategic goals:

1. Protect the Congress and the Capitol Complex
2. Enhance Operational Readiness and Response Capabilities
3. Build and Sustain a Mission-Ready Workforce
4. Foster a Culture of Continuous Improvement

Further explanation of the Department’s implementation strategy follows.

GOALS & OBJECTIVES

GOAL 1: PROTECT THE CONGRESS AND THE CAPITOL COMPLEX

The Department remains committed to protecting the United States Congress and safeguarding the legislative process. The Department must be prepared and resourced to address an evolving threat environment that includes increased criminal activity, demonstrations, terrorism, and targeted threats against Members. To meet these challenges, the Department integrates protective operations, intelligence, investigations, and modern security capabilities to deter, detect, and respond to threats directed at Congress and the Capitol Complex. This includes coordinating with federal, state, and local law enforcement partners, managing large-scale demonstrations and events, protecting visiting dignitaries and major congressional proceedings, and supporting security operations beyond the National Capital Region. To support this important work, the Department implements programs that enhance our protective posture. Our number one goal is to ensure Members and their families, Congressional employees, and the public remain safe in a free and open environment.

▶▶ ENHANCE MEMBER PROTECTION

The Department will increase staffing for protective operations to balance workload across core mission requirements and deploy resources in response to emerging threats. We will fully implement the Protective Intelligence Operations Center (PIOC) to consolidate existing member protection functions and provide continuous support to the Congressional community, USCP personnel, and other law enforcement partners. The Department will increase partnerships with local law enforcement organizations to expand the USCP protective network beyond the National Capital Region.

▶▶ EXPAND INTELLIGENCE AND INFORMATION SHARING

The Department will increase operational initiatives based on intelligence. We will implement measures to protect people and prevent criminal, terrorist, hostile intelligence, and other activities from disrupting the legislative processes. We will continue to enhance our intelligence capabilities and supporting infrastructure to effectively track, organize, and analyze intelligence data while maintaining Member privacy and public safety. We will increase our collaboration with the intelligence community and federal, state, and local law enforcement partners to expand information sharing across all threat domains in support of the USCP mission.

▶▶ MODERNIZE USCP SECURITY CAPABILITIES

The Department will invest in state-of-the-art equipment, integrating appropriate Artificial Intelligence and emerging technologies to enhance situational awareness and secure Department assets. We will increase our ability to provide timely responses to physical and technical security threats and events. We will assess and invest in policing, intelligence, data analysis, and threat identification and protection tools to keep pace with evolving threats and crimes. We will leverage industry standards that reduce our cybersecurity vulnerabilities and support system and data security. We will prioritize measures that identify and mitigate cybersecurity risks and enable operational continuity. We will pursue policies and practices that institutionalize an operational security mindset across the organization.

GOAL 2: ENHANCE OPERATIONAL READINESS AND RESPONSE CAPABILITIES

The Department's core policing practices must continue to evolve and modernize to support our readiness posture. By implementing innovative policing practices, investigation techniques, and intelligence analysis, the Department will advance its operational and response capabilities. We will proactively address crime, engage in terrorism prevention, and deliver optimal policing services to maintain national security and the safety of the Capitol Complex. The Department will enhance communication and collaboration with stakeholders to improve responsiveness and transparency. Concurrently, the Department will implement Continuity of Operations (COOP) priorities while supporting the mission requirements of the Congressional Community and Legislative Branch Continuity of Government (COG).

▶▶ ENHANCE OPERATIONAL READINESS

The Department will enhance specialized response capabilities to reinforce its readiness posture. We will regularly monitor and evaluate policing activities - including criminal investigations, traffic management, demonstration control, and special event management - to ensure a coordinated, comprehensive response to all incidents. The Department will expand our scenario-based and full-scale exercises and mature internal risk assessment, incident action planning, and after-action reviews. Collectively, these efforts will drive operational improvements with new strategies that strengthen security measures.

▶▶ INNOVATE POLICING PRACTICES

The Department continuously reviews policing operations and law enforcement best practices to identify needed enhancements that address our unique policing requirements. We will deploy effective and innovative law enforcement services while increasing coordination with stakeholders to ensure the safety and security of the Congress and the community at large. Incident management practices and modern communications will adapt and improve as we implement measures to enhance internal controls.

▶▶ ENHANCE EMERGENCY PREPAREDNESS AND SUPPORT CONTINUITY OF OPERATIONS

The Department will mature its emergency planning measures to ensure the workforce is prepared for scenarios that require immediate emergency response and/or evacuation. Department organizational elements will work collaboratively and with external partners to coordinate and execute COOP/COG operational plans that safeguard the Capitol Complex and the operations of the Congress.

GOAL 3:

BUILD AND SUSTAIN A MISSION-READY WORKFORCE

The Department can only be successful with the dedicated commitment and professionalism of our highly qualified workforce. We will implement staffing strategies to ensure the Department is prepared to achieve our mission today and in the future. We are committed to right-sizing the Department's workforce to address current and emerging mission requirements. Fulfilling our commitment to advanced training, professional development, and wellness, we will deliver integrated programs and provide access to resources that foster growth and resilience. Our approach emphasizes holistic support, combining skill development with wellness strategies to promote a thriving, adaptable workforce prepared to meet mission objectives.

▶▶ ENHANCE AND OPTIMIZE STRATEGIC WORKFORCE PLANNING

The Department will implement strategic workforce planning to inform staffing requirements that balance workload across organizational priorities. We will increase and fill positions based on resource allocation models. We will implement enhanced human capital strategies through evaluation methods that support continuous improvement. We will leverage technology, standardize processes, and establish repeatable, data-driven models that improve internal workforce planning and increase transparency.

▶▶ TRANSFORM RETENTION AND INCENTIVE PRACTICES TO ATTRACT AND RETAIN TOP TALENT

The Department's commitment to right-size the organization will be supported by integrated recruitment and retention programs. The Department will elevate career planning strategies that are built on fair and transparent processes to establish opportunities for all employees. We will implement succession planning, continuity models, and retention programs that ensure critical command coverage, support organizational priorities, and enhance the employee experience. Processes will be standardized to reduce variability across functions, and the implementation of new systems will enable more reliable and actionable metrics to inform strategic talent management decision-making.

▶▶ DELIVER COMPREHENSIVE LEARNING AND DEVELOPMENT PROGRAMS IN EXPANDED, STATE-OF-THE-ART TRAINING FACILITIES

The Department will continue to innovate and strengthen its training capabilities to ensure the workforce is prepared to meet mission priorities. We will establish effective training programs that prioritize the learning and development needs of the entire workforce. The Department will expand advanced senior leadership training for civil disturbance management, crowd psychology, and strategic level decision-making during major events. Through increased internal collaboration, the Department will design training programs that align competency gaps and development opportunities with staffing availability and logistical considerations.

▶▶ ADVANCE WELLNESS AND RESILIENCY INITIATIVES

The risks and pressures associated with carrying out the Department's mission are ever-present. We will prioritize employee access to wellness and support strategies to foster a healthy, resilient workforce. The Department will continue to promote and invest in the Howard C. Liebengood Center for Wellness programs in support of the Department's workforce.

GOAL 4:

FOSTER A CULTURE OF CONTINUOUS IMPROVEMENT

The Department will transform and streamline internal business processes to improve the efficiency and effectiveness of mission support functions. By embracing a culture of continuous improvement, we will drive innovation and implement systems designed to sustain the Department's transformation efforts. Technology modernization will remain a priority, supported by data-driven tools that ensure efficiency, consistency, interoperability, and security. The Department will ensure the workforce has the skills to leverage enterprise systems and tools to maximize investments and increase overall efficiency. Through these efforts, we will strengthen collaboration and build a more integrated, cohesive organization.

▶▶ MATURE ORGANIZATIONAL PLANNING AND INTEGRATION

The Department's continued growth and evolution require holistic planning, repeatable business models, and an environment of continuous improvement. The Department will promote operational excellence through the design and implementation of streamlined business and investment planning initiatives. Taking this approach enables the Department to anticipate challenges, address gaps, and make forward-thinking decisions that mitigate risk and drive mission outcomes.

▶▶ PRIORITIZE TECHNOLOGY MODERNIZATION

The Department will harness technology to transform mission delivery across all organizational entities, prioritizing interconnectivity and interoperability. Legacy systems will be replaced with modern tools and systems to improve performance. Through an enterprise architecture approach, we will align strategies, processes, data, and technology.

▶▶ STRENGTHEN DATA MANAGEMENT AND REPORTING

With rising demands and increasing data complexity, the Department must strengthen data governance and analytics to ensure all levels of the organization are fully informed and prepared to act decisively. We will establish a data management operating model, implement rigorous data management standards, prioritize investments that enhance data quality and accessibility, and equip our workforce with the skills to leverage data effectively. These actions will deliver accurate, real-time insights that support transparency, accelerate decision making, and improve operational outcomes across the organization.

IMPLEMENTATION APPROACH

The Department's strategic plan provides a long-term vision from which implementation strategies will be derived and continuously evaluated. This approach includes the development of annual business plans and performance measures that provide intermediate milestones to advance strategic goals and emphasize accountability across all levels of the organization. As the Department continues to evolve, implementation plans will be revised and adapted. Through this incremental and consistent change, the Department will shift its enterprise-level planning from a reactive posture to a model that is more strategic, intelligence-led, integrated, and sustainable, while maintaining transparency with our stakeholders.

