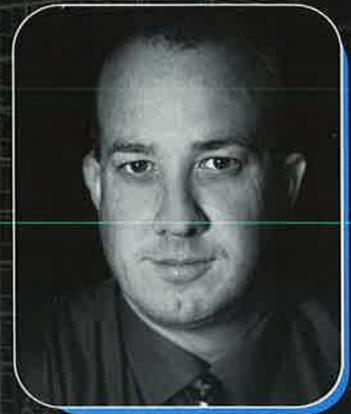


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PROFILE

Name: John Smith
D.O.B: 07.18.67
YEARS EMPLOYED: 7



US Capitol
Security

Our Nation's Capitol - A Safe Place for All?

US Capitol Police turn to the Volpe Center to improve security



The July 24, 1998, fatal shooting of the two Capitol police officers stunned and shocked the nation.

On July 24, 1998, Russel Eugene Weston Jr. walked through the Document Room entrance of the US Capitol Building in Washington, DC, pulled a loaded pistol from his pocket and shot Capitol Police Officer Jacob Chestnut, killing him on the spot. In the confused rush that followed, Weston forced his way farther into the building, exchanging fire with another officer before pushing through a door to the offices of House Majority Whip Tom DeLay. Confronted there by Capitol Police Special Agent John Gibson, Weston fired again, fatally wounding Gibson, but not before Gibson was able to hit the assailant with shots from his own pistol. Within seconds, additional officers rushing into the office subdued the gunman and ended one of history's deadliest attacks on the Capitol. In the days and weeks that followed the attack, Congressional leaders and security experts called for a complete review of security procedures at the Capitol. While emphasizing that there had been no mistakes made by the Capitol Police Officers involved, observers asked how it could be that Weston was able to force his way through a metal detector, killing two officers in the process before being stopped.

In April 1999, the Capitol Police contacted the Volpe Center's Infrastructure Protection and Operations Division for assistance in implementing an integrated security plan that would protect Congressional members, staff, and visitors to the US Capitol from acts of violence while maintaining the open-to-the-public atmosphere of the Capitol building.

History

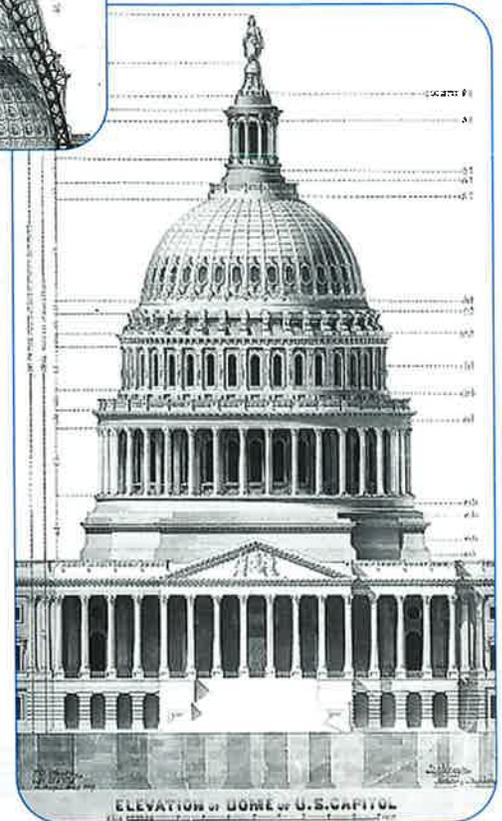
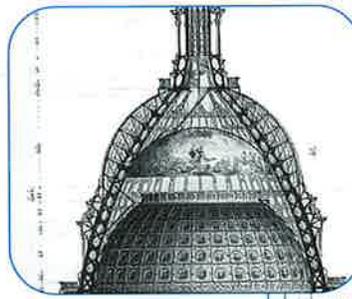
Gazing east from the Potomac River in 1790, Pierre Charles L'Enfant looked across the low, marshy expanse that is now the Mall to a prominence then known as Jenkin's Hill. Recognizing it as a "pedestal waiting for a monument," the French engineer declared that this should be the location of a grand Capitol building. L'Enfant, employed by the American government to design the new capital city, never provided any drawings for such a building, and was later dismissed. Needing a plan, Thomas Jefferson suggested that a contest be held to design the new Capitol building with \$500 going to the winner. Seventeen plans were submitted, and all were deemed unsatisfactory. However, one plan submitted after the deadline proved to the liking of the Commission. Dr. William Thornton's neoclassical design, commended by George Washington for its "grandeur, simplicity, and convenience," recalled the noblest Greek and Roman values so dear to the young nation's leaders.

Since the beginning of construction in 1793, the Capitol building has survived wars, fires, and a Civil War stint as a military barracks. Additions over the centuries have nearly doubled its length, and new offices were added to the East and West faces of the building. It serves today as the seat of the Legislative branch of the federal government, a museum of American art and history, and is visited by an estimated three million people each year.

Security was recognized as a concern for the Capitol building as early as 1801 when John Golding was hired as a night patrolman for the Capitol Hill area. Incidents and events such as the state visit of French dignitary Marquis de Lafayette in 1824, an 1825 fire in the building's library, and the beating of President John Quincy Adams' son in the Capitol Rotunda revealed the need for a more organized security detail. In response, the Capitol Police force was formed in 1828, and it has grown from an original group of four to more than 1,100 officers today.

As the force has grown, jurisdiction and security concerns also have expanded. Construction of six Senate and House office buildings and three Library of Congress buildings in the 19th and 20th Centuries created what is known as the Capitol Complex; today Capitol Police provide security in all of these buildings. Violence has escalated from 1820s fisticuffs to gunshots fired into the House chamber in 1951, bomb explosions in 1971 and 1983, and finally the deadly attack in 1998.

After the 1993 World Trade Center and 1995 Oklahoma City bombings, security at all federal buildings was tightened. But the Capitol building presents a unique challenge in that it stands as an architectural icon of American democracy—Congressional leaders refer to it as "the People's House"—the destination of busloads of schoolchildren on class trips and families on pilgrimages to the monuments of our nation. The fact that citizens can enter the building relatively easily is a symbol of their access to the legislative process. Restricting that access is something that the Congress has long been determined to avoid.



William Thornton's original design was augmented by Thomas U. Walter's design of the dome and rotunda, as depicted in these architectural designs from 1859, thus illustrating the evolving architectural history of the US Capitol.

Volpe Assistance

The Capitol Police contacted the Volpe Center because they were aware of the Center's capabilities in security. They knew about the Center's previous role in developing an integrated security system for the Department of Treasury's Bureau of Engraving and Printing (BEP), and the Center's work for several other agencies. Meetings were quickly arranged with Michael Dinning, Division Chief, and several of his security program staff. It was immediately apparent that the Capitol Police needed an integrated Volpe Center team, similar to the approach that was so successful at the BEP. Critical to the effort would be senior Volpe Center technical managers such as Jack Publicover. The Capitol Police knew of Publicover's work to develop access control, intrusion detection, and closed-circuit television systems for the BEP, the Department of State, Air Force One, and other agencies.

At the initial meetings, Robert Greeley, Commander of the Security Services Bureau for the Capitol Police, explained the complex requirements: a system that would ensure the safety of the 535 members of Congress, their employees, and an estimated three million visitors each year while maintaining the open atmosphere of the Capitol, and not slowing the rapid pace of business carried on by the House and Senate. In addition, while the new system was being built and brought online, older equipment had to continue operating. He also explained the tight timeline: the Capitol Police were eager to initiate on-site work before the one year anniversary of the July 1998 shootings – only months off. On June 15, with the coordination of Maria McCarthy, Budget Analyst, an Interagency Agreement was signed into place and the Volpe support begun.



Members of the Volpe Center US Capitol Complex Security Program staff on the steps of the US Capitol. Left to right: David Lecraw, Jack Publicover, William Baron, and Robert Hoaglund.

The Volpe Center quickly mobilized an interdisciplinary team to meet the needs of the Capitol Complex Security Program. The Volpe Center team included federal staff with a variety of skills: security system experts, program managers, budget analysts, and procurement specialists. It was clear from the outset that leadership by Volpe Center technical staff would be critical to the Program. Michael Dinning assigned Jack Publicover to be the overall Program Manager. In addition, the Center tapped the skills of other technology experts on the federal staff, and expanded the Volpe Center's technical staff by recruiting from the federal government and the private sector.

As the project goals were described to him, Jack Publicover realized that this would be a complex technical undertaking and that the many contracts and extremely tight timeline

would require innovative thinking and extraordinary management. At that point, Publicover joined forces with Larrine Watson, William Baron, and Patricia Ryan, Project Managers in the Infrastructure Protection and Operations Division with whom he had worked closely on the Department of Treasury project. Together, they agreed that the proposal was challenging, but that it was possible.

In addition to the Volpe Center federal team, Jack Publicover needed a number of contractors to actually build and install the specified components. Within a week, the Infrastructure Protection and Operations Division staff was around a table with staff from the Volpe Center's Acquisition Division and Program Development and Resource Management Division discussing how to attack the rapid contracting schedule. Jeanne Fuller, Chief of Program Development and Resource Management, put a timeline on the wall, and it became clear that in order to meet the mid-July target date the team would need to work without pause starting that day. Vacations were postponed, and cell phones were ordered for everybody on the team.

Thanks to Volpe's Multiple Contractor Resource Base (a contracting vehicle known as OMNI III) program, the Volpe Center Team was able to compete the tasks among a group of pre-qualified previously approved companies. Calling on this short list to prepare proposals reduced bidding time from months to weeks. Requests for Proposals were developed and competition among the five OMNI III participants ensued. David Scali, Chief of the Acquisition Division, and Carol Ferrante, Contracting Officer, established the fast-track competitive process for award selection. Coordinated under the guidance of Robert Robinson, OMNI Program Analyst, the evaluation team, which included Andrew Smith, Deputy Director of the Capitol's Security Services Bureau, reviewed and scored the highly responsive proposals. After the evaluation of the written responses, an oral presentation from each participant was required. Vendor interviews were scheduled one right after another, and, with Robinson keeping a close eye on the schedule, presentations were made and contractors chosen by mid-July. After an arduous process, two companies were selected to support this nationally significant security effort. Larrine Watson says that the team approach was central to completing the process in so little time. Within one month, the Volpe Center had procured services worth more than \$25 million. The Capitol Police force was extremely impressed and pleased with the diligence and energy demonstrated by Volpe employees, and the project had just begun. Subsequently, the group was awarded a Volpe Center Team Award for their dedicated work.

The security enhancement plan began to take shape as Volpe staff worked with the results from the recommendations of a task force that reviewed Capitol security after the 1998 shootings, and input from the Capitol Police Board; The Honorable Wilson Livingood, House Sergeant at Arms; The Honorable James W. Ziglar, Senate Sergeant at Arms; and The Honorable Alan M. Hantman, the Architect of the Capitol. The plan has three major components: an Integrated Security System Design, or ISSD; an expanded closed-circuit television system with new digital video; and an enhanced garage access and control system.

The goal of the ISSD task, headed by the Volpe Center's Security Systems Manager Robert Hoaglund, a Certified Protection Professional and Major in the Special Forces (Army Reserve), is to create and implement a network of security enhancement components designed from the outset to work as one finely tuned package. Hoaglund was hired specifically for the Capitol project because of his recognized experience with large-scale industrial and Department of Defense security systems and his security systems operational experience with law enforcement and governmental security agencies. In his work on the ISSD, he has oversight responsibilities for the design and integration of multiple system components including: upgraded access control and intrusion detection; security enhancement at Capitol Police posts and at doorways; and installation of a fiber-optic communication system throughout the Capitol Complex over which all systems are linked, and development of a new Command and Control Center from which all systems are monitored.



Finally, a network of fiber-optic cables is being retrofitted throughout the entire Capitol Complex allowing all of the ISSD components to share information and allowing the entire system to be monitored from the highly secure Command and Control (C&C) Center. The C&C Center consists of video monitors, computers, and communications equipment allowing Capitol Police to not only view the areas of the Capitol Complex, but also to access information from other security agencies. Where there are multi-agency concerns, such as this year's Y2K transition and the occasion of the State-of-the-Union address that featured a gathering of all three branches of government, Jack Publicover and Robert Hoaglund were on site to ensure that the C&C Center could handle the needs of each agency's security detail and carry out its primary duty.



The highly secure Command and Control Center will allow Capitol Police to view the areas of the Capitol Complex and to access information from other security agencies. This artist rendering depicts the new layout and shows sophisticated video monitors, computers, and communications equipment.

The Closed-Circuit Television and Digital Video systems, and Garage Access Control and Screening are two of the largest sub-systems of the ISSD. These systems are complex enough that they require oversight by separate Project Managers, David Lecraw and William Baron of the Volpe Center.

David Lecraw, Project Manager in the Infrastructure Protection and Operations Division, is the Security Systems Manager responsible for implementing the closed-circuit television and digital video systems in a fully integrated and seamless Command and Control Area. Lecraw came to Volpe specifically for this project after working with the Department of Defense on security systems at weapons and aircraft facilities, and brings specialized knowledge of computer networks and database connectivity.

Digital video, multiple monitoring locations, and a searchable database of digital images are the central concepts of the new closed-circuit television system. Most systems in use today make use of analog tape to record video from up to 16 cameras through a multiplexor at one frame per second. Digital video, and the low cost of digital storage devices, allows an unlimited number of cameras to send images in real time to a central location via both Local Area and Wide Area Networks (LAN/WAN). Whereas searching analog tapes for a specific event could take hours or days of reviewing tapes, digital video files can be searched rapidly and linked to other database files for additional information, and digital images can be enhanced more effectively than analog video. Video monitoring, storage, and review are coordinated at the Command and Control Center through consoles according to the design specified in the ISSD. Jack Publicover states that David Lecraw is pushing the envelope with this technology in dealing with the convergence of both video and data over a computer network infrastructure and has identified many unique applications for this methodology.

William Baron, Security Systems Manager in the Infrastructure Protection and Operations Division, is in charge of the screening of automobiles and people entering the Capitol parking garages. Baron has extensive experience implementing innovative technologies during his 13-year Volpe Center career, and recently completed the design and implementation of an automated immigration inspection system along the US/Canadian border. One of the Volpe Center's computer specialists, Scott Ardisson, has worked with Baron to develop a graphical user interface for the garage screening system. The main goals of the garage security system are rapid recognition and screening of the incoming vehicle and the driver.



Larrine Watson, who manages the project's administrative tasks, states that with so many different components of the overall project—33 in all—and a reimbursement system unique to contracts with the Congress, keeping track of the budget has required new techniques. Patricia Ryan of the Infrastructure Protection and Operations Division is the Financial Manager in charge of tracking all aspects of the budget. On most projects, the client pays one lump sum to cover all expenses, but Capitol security is being paid for with Congressional appropriations, each of which must be earmarked for a very specific task. For example, within the closed-circuit television project component, there are separate appropriations for design of the system and for acquisition of equipment. Complicating the need for careful planning of all spending is the "GO Team," a rapid response group that works with Capitol Police on special time-sensitive issues such as the need for video security at outdoor ceremonies.

In the aftermath of the 1998 shootings, Congress revisited the concept of constructing a Visitor Center under the East Front of the Capitol. This facility would serve as an interpretive center where visitors could learn about the building before moving on to the upper floors. From a security-enhancement perspective, the Visitor Center will effectively create a single public entrance, and provide a buffer between the entrance and Congressional offices. As a result of the Volpe-designed open architecture computer network, the entire Capitol security system can be adapted to handle such a change in visitor access. Likewise, as new threats present themselves and new technologies become available, additions to the system can be made without compromising the basic operation.

The Volpe Center, through the cutting-edge technical and management expertise of the Infrastructure Protection and Operations Division, has become a leader in the physical and information security arena. Michael Dinning believes that the Capitol Security program has not only given the Volpe Center an opportunity to make a significant contribution, but also has enabled Center federal staff to hone their skills in critical technologies. Technology evaluated in the Capitol Security Program could be used by the Federal Aviation Administration to enhance security at air traffic control facilities and domestic airports and, with help from the Volpe Center, the Federal Railroad Administration is testing and evaluating digital video systems to monitor railroad grade crossings.

The technology and approaches proven by the Volpe Team's past successes, continue at the US Capitol. The work of Jack Publicover and his team of security experts is driving innovation and creating a safe haven in the People's House.