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FROM - GUATEMALA

SUBJECT - NONCAPITAL PROJECT PAPER

REFERENCE -

Country: GUATEMALA

Project No. 520-11-710-077

Submission Date: July 15, 1970

Original: X

Project Title: Public Safety

U.S. Obligation Span: FY 57 through FY 75

Physical Implementation Span: FY 57 through FY 75

Gross Life-of-Project Financial Requirements:

U.S. Dollars	\$ 5,697,000
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Cooperating Country Cash Contribution	47,300,000 1/
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TOTAL	\$ 52,997,000
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OTHER AGENCY

DOD  
CIA  
NSC  
State  
Sub  
Treg

1/ Projected police budgets for FY 71 - 75, including Rural Police Development Loan.

DRAFTED BY:

HOB: JEM:med:na

OFFICE

P. Safety

PHONE NO.

K-92

DATE

7-15-70

APPROVED BY:

DIR: RECulbertson:

AID AND OTHER CLEARANCES

ERIC: DPhillips

CONT: RLHale

ADIR: SMBell

520-11-710-077 - PUBLIC SAFETYI. SUMMARY DESCRIPTION

Because of the persistent efforts of dissident elements to defy law and order and to agitate for the overthrow of the government, an efficient internal security force is of paramount importance to the economic and social development of Guatemala. A Public Safety program is considered essential to providing the police forces of the Republic of Guatemala with the necessary training, equipment and advice to counter these threats to public order.

Since the inception of an internal security force in 1841 the various police agencies have been civilian in nature but usually have been dominated by the Military which traditionally has dealt directly with urban terrorism and political violence without liaison or coordination with the civil police. The civil police are represented in Guatemala by three distinct agencies: the National Police, charged with the protection of life and property, preservation of peace, and the enforcement of laws and regulations, with a strength of 4,941; the Judicial Police, a plain clothes investigative body with emphasis on political and security matters rather than criminal affairs with a strength of 441; and the Treasury Police, which is responsible for the enforcement of customs regulations on the borders as well as throughout the interior of the country with a force of 1,052. These three agencies, which total less than 6,500 men, were placed under the Ministry of Government in 1967 in order to provide coordinated control.

A program has been developed to modernize and professionalize these police agencies through improved recruitment and selection processes, a greatly expanded training program, the introduction of patrol reforms, development of professional investigative techniques, the building of an efficient civil disturbance control force, the adoption of more efficient organization and administration, and the improvement of mobility and communications capabilities. By these means the capability of these forces to maintain law and order and to effectively counter the internal security threats posed by communist and criminal elements will be improved.

A. Direct AID inputs are programmed for the following areas:

- 1) Administration, which includes a planning and budget office, Public Relations, Urban Patrol, Investigations, Civil Disturbance Control, Records and Identification, and police firepower activities.

- 2) Mobility and Communications, which provides support for motor vehicle maintenance and procurement and for communications activities including procurement, maintenance and establishment of new nets and an Operations Center.
- 3) Training activities are an integral part of practically all the projects, but for coordination and control major training functions will be included under this one heading. These will include participants, in-service training, roll-call training and the Academy project.
- 4) Rural sub-project includes expansion of patrol activities in the larger cities other than Guatemala City, and in the rural areas, and related training activities. The proposed expansion of the Treasury Police and their gradual assumption of rural policing responsibilities, if accepted, will be covered under this sub-project.

It is to these areas that this PROP is directed. The plan is divided into three stages: (1) immediate projects to be supported from present AID in-country-GOG resources; (2) crash-type projects to be implemented within the shortest possible time, using expanded AID-GOG input; and (3) long-term projects for continued development of the three police agencies.

Continued U.S. contribution and participation is contingent upon the following GOG contributions:

The GOG will be expected to: furnish necessary manpower to carry out the plans for expansion; provide new or refurbished physical facilities where required; maintain all vehicular and communications equipment in good operating condition; replace unserviceable equipment where the need for this type equipment continues; maintain a basic stock of spare parts for the maintenance of all AID furnished equipment; and continue to furnish adequate administrative and logistical support to the AID/PSD Technicians and give full consideration to all recommendations made by PSD Advisors.

The general plan of action is to continue to provide technical assistance to the Ministry of Government and to the operating security agencies. Efforts will be continued toward greater administrative and organizational improvement including further delineation of the lines of authority and responsibility of each. Technical assistance, participant training and limited commodity support will be required to develop the capabilities of these police agencies to a level where they cannot only cope effectively with the present emergency, but can also maintain a higher standard of law and order on a long-term basis.

### B. GOG and AID Inputs

The project goals and targets detailed al through a combination of technical advice training.

will be sought mainly commodities and participant

- 1) Technical advice and leadership will be of one Chief Advisor, one Investigations Advisors, one Maintenance and Logistics t tions Advisor, and one Rural Advisor. vided through a staff isor, two Training on, one Communica-

All advisors will operate in-country on a full-time basis. Additionally, the services of Public Safety Advisors in the specialties of Urban Patrol, Riot Control, Investigations, Records and Identification, and Firearms will be utilized as required on a TDY basis.

- 2) Commodity support will involve mainly modern police equipment to support training in humane control of civil disturbances, equipment to expand and improve the existing police communications system, vehicles to improve mobility in urban and rural areas, technical laboratory equipment for crime investigations; tools and equipment for the maintenance of vehicular, communications and general support equipment; and training aids, publications and equipment to improve the effectiveness of the Instruction at the Police Academy.
- 3) Participant training will consist mainly of attendance at the International Police Academy in Washington, D.C. to qualify officers for general police duties. In coordination with the International Police Academy, other specialized training in the United States and Third Countries will be offered as appropriate.
- 4) The GOG will contribute to the project by providing office space and transportation, as required, to the Public Safety staff; budgetary support to the Police Academy and budgetary support for the utilization and maintenance of commodities; paying the international travel of all participants abiding by the terms of the various project agreements which will be negotiated from time to time to implement the details of the project.

## II. SETTING

As we stated in Section I, there are three major law enforcement agencies in Guatemala, but there are also other smaller elements such as immigration police and mobile military police, which have some internal security functions. Liaison in varying degrees must

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be maintained between these elements for the efficient passing of information from one to the other. (And should improve now that the three major units have been placed under the Ministry of Government).

An analysis of the financial support of the National Police, Judicial Police and the Treasury Police during previous years, indicates that all three forces have been working under a severe handicap. Insufficient funds were budgeted for support, especially in the maintenance and replacement of transportation and communications equipment. Operational support of the current training programs is tight, but recruit training, driver training and firearms training are being carried out with limited commodity support provided by USAID.

#### A. Threat

Guatemalan internal security is threatened in varying degrees by the following:

- 1) An apparently well organized Communist movement
- 2) Active clandestine, organized militants of both extremes - right and left
- 3) An influx of unskilled peasants into urban areas contributing to the growth of crime
- 4) Increased juvenile delinquency and growing crime rates, and
- 5) Inadequate size, training, and equipment of the police forces to effectively preserve order and security

#### B. Geographic Factors

Guatemala has long stretches of sparsely populated and unprotected shores in both its Pacific and Caribbean coasts. Its borders with Mexico and Belize are largely uninhabited and inadequately protected thereby permitting international cooperation between subversives and criminals. The borders with Honduras and El Salvador are also wide open for this two-way traffic. Dense jungles and mountainous regions without roads impede effective supervision of movement of goods and personnel.

#### C. Security Factors

Policing of the rural areas is mostly limited to fixed posts manned by military units, Treasury Police detachments and some (very few) National Police detachments. Communications between these posts

and their parent organizations and between sister agencies is extremely poor. Recent history has shown evidence that many members of the leftist groups have travelled to Cuba, the USSR and other Communist bloc nations for indoctrination and training.

### III. STRATEGY

The strategy for improvement of the civil police of Guatemala must take into account the historical experience, the role and influence of the military, current budgetary limitations, and the strengths and weaknesses of the civil police agencies involved. The present organization of the three civil police agencies under the Ministry of Government, which has been in effect for only two years, should improve administration and utilization of the civil police and facilitate coordination with the military.

Efforts will be continued toward greater administrative and organizational improvement and consolidation of the three agencies, including further delineation of the lines of authority and responsibility of each agency. Every effort will be made to obtain maximum utilization of physical facilities for administration, operations, and training. Maximum standardization of vehicles, weapons, communications, laboratory and other equipment with specific requirements will be sought.

Training for all police will be more formally planned and implemented. Records and files will be standardized and the adopted "Henry" fingerprint system will be extended throughout the country. Police laboratory personnel will be adequately trained.

The ultimate aim is to create a well coordinated civil police capability which can effectively perform the civil police function, including counter-insurgency, in the urban and rural areas with minimum dependence upon the military.

This will be a slow process due to traditional patterns of operations, budgetary limitations, lack of trained personnel and the necessity for a major shift from military representation in the rural areas to basically civil police representation with adequate military assistance when and as required.

A start has already been made through the combining of the three civil police forces, under one Ministry; the establishment of the model precinct approach has been extended to police the center of Guatemala City and initiation of the pilot model department; and a rural mobile patrol in the Department of Escuintla, which considering funding, manpower and other limitations will gradually be extended to the entire country.

This phase of the program will be carried out primarily through Guatemalan institutions with AID's role limited to providing technical assistance, participant training and limited commodity support.

#### IV/V. PLANNED TARGETS/COURSES OF ACTION

The planned targets and related courses of action in the development of the police agencies are outlined below: (Also see Attachment 1)

##### A. Administration and Organization

###### Target:

- 1) Obtain maximum coordination, standardization, and unification of the three police agencies in terms of organization, delineation of functions, utilization of equipment and facilities, administrative, operational and training procedures, etc., consistent with rational economy and the specific functions of each agency.

###### Course of Action:

During the balance of CY 1970 the problems to be encountered in this activity will be studied and the recommendations submitted for GCG review. The government review and approval of these recommendations will occupy at least four months, and the balance of CY 1971 will be required for passage of the necessary legislation.

###### Target:

- 2) Maximum standardization of administrative, personnel, file and record procedures.

###### Course of Action:

Internal administrative reforms will be studied and recommendations submitted during the balance of this year. Approval and implementation of these suggestions will require at least six months, therefore July 1971 should see this activity in operation.

###### Target:

- 3) Establishment of a preliminary countrywide system of complaint and arrest records and gradually supplement these with the ultimate goal of establishing a central records depository.

Course of Action:

The development of forms, instructions and implementation of this plan should be finished by December 1970, but the countrywide utilization will develop slowly, therefore the earliest date for 100% utilization of the system is July 1974.

Target:

- 4) Transition from "Vucetich" to "Henry" fingerprint system countrywide.

Course of Action

The National Police now use only the "Henry" system of fingerprint classification and have converted 75% of their records to this system. All the records will have been reclassified by the end of June 1971. The Treasury Police are now establishing their identification system and are starting with the "Henry" system, therefore we can say that they are 100% converted. On the other hand, the Judicial Police have approximately 10,000 fingerprint cards classified in the "Vucetich" system and are only now embarking on the conversion, so it is anticipated that it will require four years for them to reclassify all their records.

Target:

- 5) Establish a central laboratory to serve all police agencies, supervised and staffed with trained personnel including a six-man crime scene search team equipped to investigate and analyze all types of evidence.

Course of Action:

There is only one effective criminalistics laboratory now in operation and that is in the National Police, It needs updating and improvement. The other two agencies have a limited photographic capability. A criminalistics technician is programmed to spend 6 months with this activity, therefore by March 1971 this laboratory should be supporting all three agencies.

Target:

- 6) Establish crime detection, where an arrest is not immediately made, as the primary responsibility of the Judicial Police.

Implement courses to train members of the Judicial Police in basic investigation matters. Conducted studies to determine the best method of improving investigative techniques.

Course of Action:

A TDY technician specializing in Investigations will work with the Investigative Section of the National Police and will make a study of the Judicial Police investigative capabilities and shortcomings. Based upon his recommendations, roll-call training and participant training in investigative techniques will be carried out. The study should be completed by January 1971.

B. Mobility and Communications

Target:

- 1) The Motor Vehicle Maintenance capability of the three police agencies must be upgraded in order to provide sufficient mobility to the forces to carry out their functions. Pending the construction of a joint vehicle maintenance facility improvements will be instituted in the maintenance shops of the respective agencies.

Course of Action:

The current capabilities limit the number of vehicles operational on a daily basis to approximately 25%. During the period of construction of the joint facility the percentage will be increased to 50% by March 1972, and during the following 18 months should reach a maximum of 75% operational.

Target:

- 2) As the fleet is expanded and the number of vehicles in use in the rural areas increases the need for satellite shops will be apparent. At least three will be required in strategically located cities.

Course of Action:

A shop has been planned for Escuintla which should be

operational by June 1971. By December 1972, a shop should be operational in Quezaltenango and the third, in Zacapa, is scheduled for completion by June 1974.

Target:

- 3) Coordinate the development of a unified shop to be constructed under the Police Academy and Joint Maintenance Facilities project.

Course of Action:

The funds for construction have been approved as part of a special grant. Plans have been developed. Contracts will be negotiated during the next 9 months and construction should be started during March 1971. The facilities should be finished by January 1972.

Target:

- 4) Coordinate and expand the civil police communications system, including hookup with military and fire organizations during emergencies.

Course of Action:

The communications nets are in a constant state of expansion. The inclusion of military and fire organizations will require prolonged negotiations because of the antipathy the military feel for the police. Perhaps by July 1972 the resistance will have been diminished to the point where the military will cooperate. The fire department has already agreed to the inclusion of a radio on their frequency in the system.

Target:

- 5) Extend departmental radio nets to include the principal communities which have significant crime rates. Approximately 50 installations are contemplated.

Course of Action:

All but one departmental capital are now included in the net. During the next two years another ten installations

will be made. By July 1972 it is anticipated that a development loan will be in effect so thereafter the expansion of the nets will depend on the GCG. By June 1975 the fifty communities should be hooked into the net.

Target:

- 6) Develop a communications operations center to provide direction and coordination for mobile patrol, city and departmental radio operations as well as respond to citizen request for police assistance.

Course of Action:

The design for the construction is now in progress. Ministry of Public Works architects are developing specifications and cost estimates. This phase should be completed by September 1970, approval should be quick in coming so construction could begin in October and be finished by April 1971. A joint operations center which will be activated during times of emergency where civil and military security agencies will cooperate and control their resources to resolve the problems confronting them, i.e.: riots, civil disturbances, natural disasters, etc.

Target:

- 7) Develop and improve communications maintenance capabilities within the three police agencies. Coordinate the unification of these shops in the maintenance facility to be constructed under the Police Academy and Joint Maintenance Facilities project.

Course of Action:

The maintenance capability of the communications maintenance shops now keep 80% of the equipment operational. On-the-job training and participant training will gradually increase this capability until by June 1975 the optimum of 95% should be reached.

C. Rural

Target:

- 1) Extension of model police department system now in operation

in the Department of Escuintla to the rest of the country on a schedule to be established by the GOC, and the establishment of rural patrols.

Course of Action:

Although there has been established a schedule for the expansion of the rural patrol and implementation of the departmental system being demonstrated in Escuintla, it is possible to recommend expansion which will keep pace with the increase in strength of the Treasury Police. With 21 departments to be eventually covered, it is reasonable to predict 70% of them will be in operation by mid 1975.

Target:

- 2) The expansion of the Departmental radio net to cover principal problem communities is covered in 2C above.

Target:

- 3) Develop an expanded rural patrol program by designating the Treasury Police as the action agency with an amplified roll and augmented personnel strength.

Course of Action:

Role will require study and negotiations which should be finished by December 1970. The development loan negotiations could be finished and the loan granted by May 1971. The gradual expansion of the force and gradual increase in the national budget should run parallel and reach their recommended level by January 1975.

D. Training

Target:

- 1) Construction of Police Academy with facilities and capacity to serve all three agencies and develop a workable police recruit selection and assignment plan.

Note: The development and construction of the Police Academy and Joint Maintenance Facilities are a separate project financed under a Capital Development Grant.

Course of Action:

The Grant Agreement has been signed, the plans are almost completed and the contract negotiations phase has been reached. By March 1971 the various contracts will have been let and construction begun. It is anticipated that the Academy will be ready for operation by April 1972. The Academy will have a classroom capacity of 225 students at one time. 640 students will attend the 12-week basic course each year. Other courses will run from one week to possibly two years with from 6 - 10 students following some specialized courses to 40 cadets in the two-year course. The special short courses will average probably 500 students a year, so approximately 1200 students a year should receive training in the Academy.

Target:

- 2) Develop academic curriculum for the Police Academy covering supervisory, administrative, recruit, and specialized technical training requirements for all agencies.

Course of Action:

The development of the curriculum will be carried out during the last quarter of this year with the end of December 1970 as the target date. (Disbursements under the Grant Agreement will not be permitted in 1971 if these conditions precedent is not met). The development of lesson plans for the above courses as well as for specialized training programs covering counter-guerrilla techniques, subversion control, riot control, contraband control, and other specialized police tactics and techniques will be initiated upon completion and approval of the Programs of Instruction. Work will proceed at such a pace that the material will be ready at the time the Academy begins operation in April 1972.

Target:

- 3) Roll-call training throughout the subordinate elements of the three police agencies will continue during and after the construction of the Academy.

Course of Action:

To professionalize the police services a program of

constant training is essential. Within each precinct at least 40 men attend an hour a day of instruction. The current emphasis is on firearms and riot control. Within sections at department headquarters roll-call and on-the-job training in the specialties of the section goes on on a continuing basis. 37 instructors have received refreshed training courses in teaching methods in 1970. These men will become the training officers in the precincts and in the rural areas. By January 1971, 50% of the policemen will be attending a minimum of one hour a week of instruction. By January 1971, this figure should reach 85% which will probably be the maximum possible.

VI. FUNDING REQUIREMENTS, FY 1971 - FY 1973

FY 71

Total -- AG - 330 SA - 96

A. <u>Personnel Services</u>	(AG--219 - SA--56)	
Chief Public Safety Advisor (12 mos.)		AG 32,000
Investigations Advisor (12 mos.)		AG 28,000
Logistics and Maintenance Advisor (12 mos.)		AG 28,000
Communications Advisor (12 mos.)		AG 28,000
Rural Advisor (12 mos.)		AG 28,000
2 Training Advisors (12 mos.)		AG 56,000
4 Local Personnel (12 mos.)		AG 21,000
4 TDY Technicians ( 6 mos.)		SA 28,000
B. <u>Participants</u>	(AG--87)	
36 International Police Academy G.C.		AG 72,000

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3 Vehicle Maintenance - US Army, Panama AG 5,000

6 Small Arms Maintenance - US Army, Panama AG 10,000

C. Commodities (AG--15 - SA--40)

Office equipment, tools, visual aids,  
investigative equipment and technical  
supplies

D. Other Costs (AG--9)

Local Travel - 5 technicians  
Invitational Travel - 4 architects

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TOTAL AG--330 - SA--96

FY 72

Total -- AG - 335 SA - 42

A. Personnel Services (AG--221)

Chief Public Safety Advisor AG 32,000  
(12 mos.)

Investigations Advisor AG 28,000  
(12 mos.)

Logistics and Maintenance Advisor AG 28,000  
(12 mos.)

Communications Advisor AG 28,000  
(12 mos.)

Rural Advisor AG 28,000  
(12 mos.)

2 Training Advisors AG 58,000  
(12 mos.)

4 Local Personnel AG 21,000  
(12 mos.)

B. Participants

(AG--89)

36 International Police Academy S.C. AG 72,000  
 4 Vehicle Maintenance - US Army, Panama AG 11,000  
 2 Small Arms Maintenance - US Army, Panama AG 6,000

C. Commodities

(AG--18 - SA--42)

Office equipment, visual aids, tools,  
 and maintenance equipment, technical  
 supplies and classroom furnishings

D. Other Costs

(AG--7)

Local travel and per diem for 5 technicians and Invitational travel for 2 police officials

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TOTAL AG--335 - SA--42

FY 73

Total -- AG = 369 SA = 28

A. Personnel Services

(AG--248 - SA--28)

Chief Public Safety Advisor AG 32,000  
 (12 mos.)  
 Investigations Advisor AG 28,000  
 (12 mos.)  
 Logistics and Maintenance Advisor AG 28,000  
 (12 mos.)  
 Communications Advisor AG 28,000  
 (12 mos.)  
 2 Rural Advisors AG 55,000  
 (12 mos.)  
 2 Training Advisors AG 56,000  
 (12 mos.)  
 4 Local Personnel AG 21,000  
 (12 mos.)

4 TDY Technicians (2 mos.)	SA	28,000
<b>B. <u>Participants</u> (AG--98)</b>		
36 International Police Academy G.C.	AG	72,000
2 International Police Academy Sr. Officer Course	AG	5,000
6 Vehicle Maintenance - US Army, Panama	AG	12,000
2 Communications Maintenance - US Army Panama	AG	3,000
4 General Maintenance Officer - US Army Panama	AG	6,000
<b>C. <u>Commodities</u> (AG--15)</b>		
Training and demonstration materials, technical equipment and supplies, of- fice equipment		
<b>D. <u>Other Costs</u> (AG--8)</b>		
Local travel - 6 technicians		
Invitational travel - 2 police officials		

TOTAL

AG--369 - SA--28

NONCAPITAL PROJECT FUNDING OBLIGATIONS IN \$000

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COUNTRY: GUATEMALA

Project Title: Public Safety

PROP DATE: July 13, 1970

Original: \*

Project No.: 077

FY	Ap	L/G	Total	Cont	Personnel	Partici-	Commo-		Other Costs	
					Services	pants	dities	Other Costs	Dir & CONT	U.S.
					AID	U.S. Ags.	Dir U.S.	Ag	U.S.	Ag.
Cumal.	AG	G	2849							
Thru	SA	G	751							
FY 70	CF	G	378							
FY 71	SA	G	96	*	56	-	*	40	-	-
	AG	G	330	*	219	87	*	15	-	9
FY 72	SA	G	42	*	*	*	*	42	-	-
	AG	G	335	*	221	89	*	18	-	7
FY 73	SA	G	28	*	28	*	*	*	-	-
	AG	G	369	*	248	98	*	15	-	8
		L	2000	*	*	*	*	*	-	-
FY 74	SA	G	*	*	*	*	*	*	-	-
	AG	G	290	*	193	79	*	12	-	6
FY 75	SA	G	*	*	*	*	*	*	-	-
	AG	G	229	*	144	70	*	10	-	3

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FY	AID-Controlled Local Currency		Other Cash <sup>1/</sup> Contribution Cooperating Country	Other Donor Funds (\$ Equiv.)	Food for Freedom Commodities		
	U.S.- owned	Country- owned			Metric Tons (000)	CCC Value & Freight (\$000)	World Market Price (\$000)
FY 71			7,820,000				
FY 72			8,620,000				
FY 73			9,120,000				
FY 74			9,620,000				
FY 75			10,120,000				

<sup>1/</sup> The progressively increased budgets are to provide the added support necessary for the operation of the Police Academy and Joint Maintenance Facilities and the proposed expansion of the Treasury Police to 4,000 men.

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PLANNED TARGETS, RESULTS, and OUTPUTS (By Fiscal Quarter)\*

	Qtr.	FY-71				FY-72				FY-73				FY-74				FY-75			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
<b>1. Administration and Organization</b>																					
<b>a. Reorganization</b>																					
1) Study Problems		—																			
2) Make Recommendations						—															
3) GOG Review										—											
4) Approval														—							
5) Legislation																		—			
<b>b. Standardize Administrative Procedures</b>																					
1) Study		—																			
2) Make Recommendations						—															
3) Review and Approval										—											
4) Implementation														—							
<b>c. Implementation of Uniform Reporting Procedures Nationwide</b>																					
Percentage Utilizing System																					
1) 25%																					
2) 50%																					
3) 75%																					
4) 100%																					
<b>d. Conversion to "Henry" System Nationwide</b>																					

	FY-71				FY-72				FY-73				FY-74				FY-75					
	Qtr.	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
1) National Police																						
a) 75%																						
b) 100%																						
2) Treasury Police																						
a) 100%																						
3) Judicial Police																						
a) 0%																						
b) 25%																						
c) 50%																						
d) 75%																						
e) 100%																						
e. Centralize Crime Laboratory Operations																						
f. Judicial Police Study																						
2. <u>Mobility and Communications</u>																						
a. Upgrade Motor Vehicle Maintenance Percentage of Fleet Operational																						
1) 25%																						
2) 50%																						
3) 75%																						
b. Establish satellite shops																						
1) Escuintla																						
2) Quezaltenango																						
3) Zacapa																						

	FY-71				FY-72				FY-73				FY-74				FY-75					
	Qtr.	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
c. Coordinate Joint Maintenance Facility Construction																						
d. Coordinate expansion of Commo nets including Military & Fire																						
e. Extend Departmental nets to principal urban centers (Approximately 50 Installations)																						
1) 20 Installations																						
2) 30 Installations																						
3) 40 Installations																						
4) 50 Installations																						
f. Develop Communications Operations Center																						
1) Design																						
2) Approval																						
3) Construction																						
g. Improve Communications Maintenance Capability Percentage radios operational																						
1) 80%																						
2) 85%																						
3) 90%																						
4) 95%																						
3. <u>Training</u>																						
a. Academy Construction																						
b. Curriculum Development																						
c. Development of Lesson Plans																						

Qtr.	FY-71				FY-72				FY-73				FY-74				FY-75			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4

d. In-service Training Development

Percentage of force attending one hour a week

- 1) 25%
- 2) 55%
- 3) 85%

4. Rural

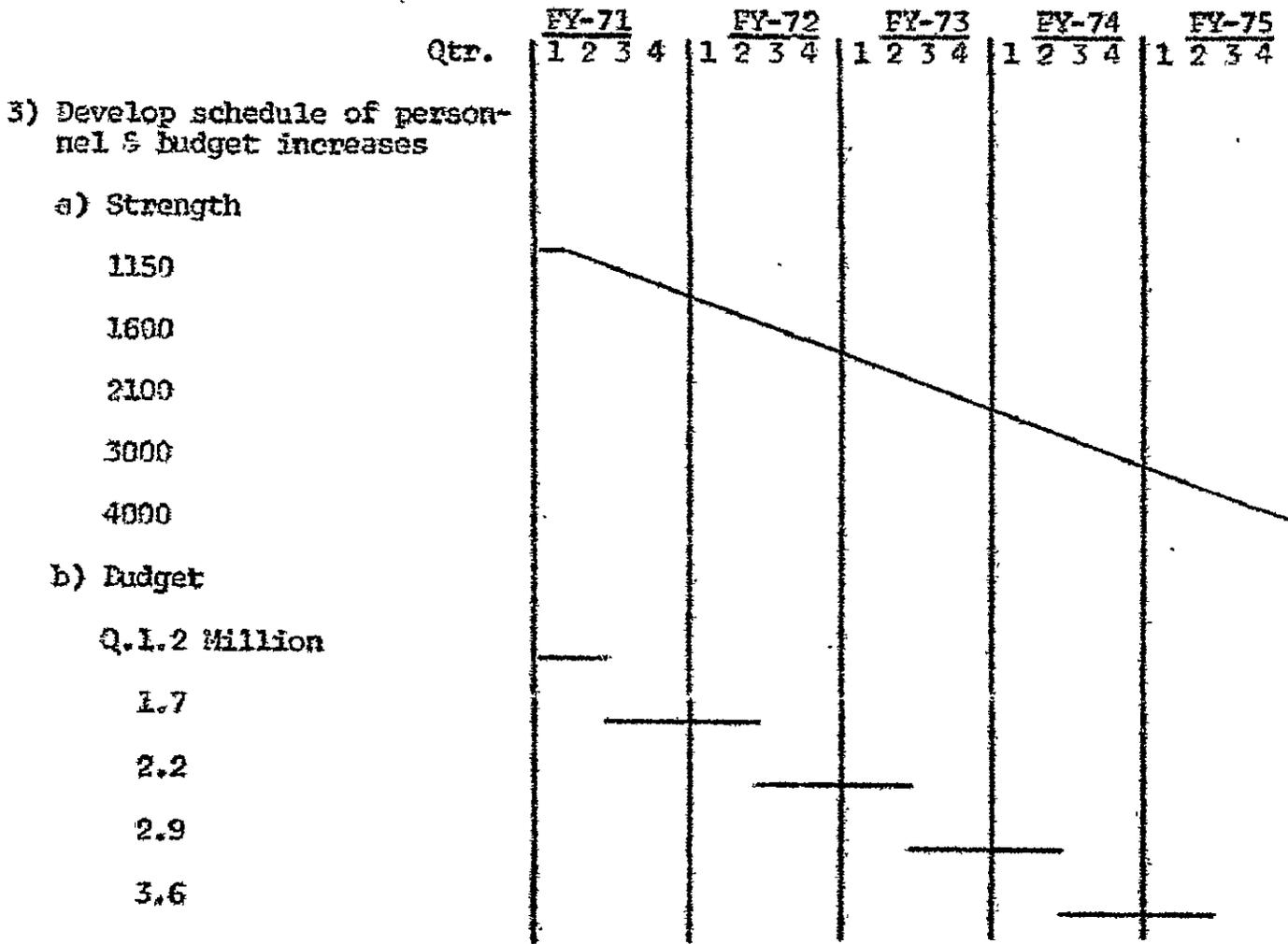
a. Expand Departmental System nationwide (21 Depts.)

Percentage completed

- 1) 10%
- 2) 20%
- 3) 30%
- 4) 40%
- 5) 50%
- 6) 60%
- 7) 70%
- 8) 80%
- 9) 90%
- 10) 100%

b. Expand Treasury Police to assume rural patrol role

- 1) Conduct study and negotiations
- 2) Secure Development Loan



\* The Quantitative/Time factor targets are predicated on data currently available and a static situation.