

POLICE EXECUTIVE RESEARCH FORUM
Final Project Report
USAID Cooperative Agreement No. 532-A-00-05-00130-00

I. Summary

From October 3, 2005 to March 31, 2006, the Police Executive Research Forum implemented activities in support of its cooperative agreement with the US Agency for International Development-Jamaica/Caribbean (USAID/J-CAR), "Sustainability and Bridging Activity for the Pilot Community Policing Initiative in Grants Pen." This final report provides an overview of activities for the entire project period and covers major activities in the final project month of March 1-31.

II. Background

In October 2002, USAID/J-Car engaged the services of the Police Executive Research Forum (PERF) under a Cooperative Agreement for improving police and community relationships and reducing violence in Jamaica. This project was implemented as a pilot in the troubled inner-city community of Grants Pen in Kingston. Through PERF, USAID supported activities which promoted the practice of community policing. These activities included the training of police and citizens; community relations building and community outreach; public education; mentorship; and the establishment of a Model Community Services Facility. The original agreement ended on September 30, 2005. At that time, these activities have either been completed successfully or are nearing completion.

On October 3, 2005, USAID awarded PERF an additional USD \$399,989.93 for the purpose of continued improvement of police and community relations in Grants Pen. Through this new agreement, USAID/PERF is continuing to support the consolidation of community policing efforts already underway in Grants Pen by:

1. developing and refining the operational procedures for the Community Services Facility that has been established;
2. providing technical assistance and training to JCF officers serving the Grants Pen area to facilitate the provision of community policing services; and,
3. facilitating continued interventions that jointly engage the community and police and specifically provides outreach to youth.

The original agreement ran through 2/28/06. PERF received an extension from USAID to continue program activities part-time through 3/31/06.

III. Program Activities

The following narrative sets forth both the progress made against a range of intermediate objectives (IOs) as well as any barriers encountered during the project period.

A. Deliverable Category 1: Continued development of the Operational Procedures for the Community Services Facility

USAID/PERF completed all activities in its work plan for this particular category. Critical IOs for this bridge period included:

1. *Policies and Procedures Training*: Reinforcement of training on new policies and procedures handbook once officers are stationed in the new facility.
2. *Policies and Procedures Technical Assistance*: On-site technical assistance on policies and procedures to be provided by USAID/PERF consultant(s) one week/month. Technical assistance will help evaluate and refine the new policies and procedures and follow up with supervisors to ensure they are implemented correctly and consistently. Consultants will also identify performance benchmarks to evaluate progress and for future measures of success. Refined policies and procedures document will be presented to the JCF Commissioner for expansion to the rest of the JCF.
3. *Case Management Software Technical Assistance*: Continuation of on-going technical assistance and training in the new software developed for use by JCF assigned to facility; Case Management Software package (developed in Year 3) facilitates tracking of crime data, crime reporting, case management and follow up (as per station policies and procedures). On-going technical assistance will troubleshoot the new software and on-site training assistance will help officers become more familiar with the databases and capabilities.

In completion of Deliverable Category 1, the following activities were accomplished during this project period:

IO 1 Policy and Procedure Training

Training on the new policy and procedure manual for the station personnel is complete (officer training: 11/05; patrol supervisor training: 1/06). All Grants Pen officers have received training on the new manual.

IO 2 Policies and Procedures Technical Assistance

USAID/PERF worked with the JCF to establish benchmarks for officer and station performance and trained supervisors on implementing these benchmarks and measuring performance (Site visits conducted 1/06 and 2/06). The benchmarks were developed in collaboration with the JCF's overall plans for benchmarking, so as not to conflict, but enhance their current department wide initiative. USAID/PERF discussed and trained appropriate station JCF staff on the operation and use of the performance benchmarking system. The new system was finalized in February and has now been incorporated in the completed Station Manual, which was delivered to the JCF in March (*See Appendix 1*).

[March 1-31: Station manual finalized and delivered to JCF.]

IO 3 Case Management Software Technical Assistance

Case management software has been developed and finalized and installed at the new facility. USAID/PERF consultants have given the software system over to the PNCC (JCF computer department). USAID/PERF also worked with station personnel on case management and crime analysis use of the new computer software (1/06).

B. Deliverable Category 2: Technical assistance and training for JCF serving the Grants Pen area

USAID/PERF will continue to provide meaningful and relevant technical assistance to the police serving the Grants Pen community as follows:

1. *Investigative Training and Technical Assistance:* Technical assistance and training will be provided on crime management strategies developed by crime analysis team and JCF for facility during monthly visits. Community policing experts will provide refresher courses on investigative and interview techniques for Grants Pen officers, will consult with JCF commanders, supervisors and crime analysts to implement best practices as related to anti-gang strategies and prevention of retaliatory crime.
2. *Forensic Equipment Training:* USAID/PERF will add a "forensic training expert" to our consultant groups to provide initial training sessions on the use of forensic equipment and supplies, teach basic evidence collection techniques, and to provide follow up technical assistance to the Grants Pen station as needed. Guidance from this training will be incorporated into new policies and procedures.
3. *Crime Analysis/Strategy Technical Assistance:* Technical assistance and facilitation of crime analysis/strategy meetings to identify local hotspots and select community policing preventive strategies to address the issue; focus will be on guiding and facilitation, with JCF leading these meetings.
4. *PERF-DC and Jamaica Strategy Meetings:* Meetings between DC staff and Jamaica staff to discuss and guide programmatic progress, assess training progress and outcomes.
5. *"Roll Call" Training Vignettes:* Footage from previous Collaborative Problem Solving and Safe Encounters trainings (held in Year 3) will be edited into short roll call training vignettes as training refreshers. These vignettes will be used in the model facility, but can also be reproduced and used in other districts and in the JCF training academy.

In completion of Deliverable Category 2, the following activities were accomplished during this project period:

IO 1 Investigative Training and Technical Assistance

Throughout this period, all investigative training was completed with appropriate station personnel. Using previously trained JCF and community instructors, training was given on "Safe Encounters" for all remaining JCF officers assigned to the station who had not received it. "Collaborative Problem Solving" training was provided community residents, pastors from the Ministers Fraternal and newly assigned police officers (1/06-2/06).

During the project period, an additional need for police driving training was identified. USAID/PERF supported ten officers from the Grants Pen Station through a five-week course of instruction (2/06).

Additionally a Victim Support Unit was to be established at the facility. USAID/PERF scheduled the training of almost 40 officers (including the officers assigned to operate the ambulance at the station) in victim support issues by the end of the agreement period, but it was delayed by JCF administrators because of special events staffing issues.

[March 1-31: The Victim support training slated for March was not completed. As stated, it has been rescheduled beyond the end date of the cooperative agreement, because the JCF was unable to spare staff to attend the scheduled training.]

IO 2 Forensic Equipment Training

Training was provided to detectives in the effective use of the forensic equipment provided through USAID funding in the previous collaborative agreement period. During the current period, USAID/PERF held a meeting with ACP Green of the JCF major crimes investigations. It was discussed that, since all homicides and serious assaults are now being investigated centrally from headquarters and not at the local stations, that the JCF major crimes investigation unit will arrange for further forensic training and training on the use of the equipment purchased for the station.

IO 3 Crime Analysis/Strategy Technical Assistance

Crime analysis/strategy technical assistance training was provided to appropriate station personnel and community crime prevention training was provided to members of the Community Policing Management Committee (CPMC) (11/05). USAID/PERF also provided an additional "follow up" training session to supervisors during the project period (1/06 and 2/06).

IO 4 PERF-DC and Jamaica Strategy Meetings

PERF DC maintained close liaison with Jamaica staff on project strategy. During the project period, Chuck Wexler, PERF Executive Director, traveled to Jamaica twice to observe progress and participate in program activities (11/05 and 1/06). During these visits, Wexler met with staff to review completed activities and to finalize strategies for successfully completing the requirements of the extended cooperative agreement.

IO 5 "Roll Call" Training Vignettes

Using video footage from previous training workshops, USAID/PERF has completed roll call training vignettes on domestic violence and Safe Encounters. These vignettes have been reviewed and approved by JCF command staff and USAID/PERF delivered the final vignettes to the JCF, to be used as soon as the full complement of 70 officers and new shift schedule is implemented by JCF. The JCF will use the training vignettes during officer roll calls and briefings.

[March 1-30: Use of the training vignettes was scheduled to commence in March, as the full complement of officers was assigned. Yet, the JCF failed to assign the last 23 trained officers during this month. Contacts were made several times with the JCF command staff during the last project months requesting the full assignment by March (See remarks below).]

C. Deliverable Category 3: Community Based programs that encourage police and community interaction/involvement

USAID/PERF will continue to support activities that encourage the JCF police officers and the community to interact with each other through community development and outreach activities. This will include the following:

1. *JCF Corner League "Net Ball" Program:* USAID/PERF will complement the recent Corner League Football program with a Fall Corner League Net Ball program that will target young women in the Grants Pen community, providing opportunities for enhanced relationships among this population group.
2. *Mentorship:* Continued mentoring program in 2 schools – the Shortwood Practising School and the New Day Primary and Junior High School, with reduced support to UWI and increased reliance on JCF officers, teachers and community members.
1. *Community Crime Prevention Activities:* Community activities, such as Labor Days, will be hosted by CPMC and JCF to encourage crime prevention through environmental design and community action to address problem properties that create perception of disorder or fear in persons who live in or travel by the area.
2. *Community Holiday Gathering: Ambulance Dedication and Opening of Victim Assistance Unit:* A Community-wide holiday event hosted by the JCF and CPMC at the Community Services Facility will be held to dedicate the ambulance to the facility and to celebrate the opening of the new victim assistance unit in the police and health center.

The execution of these activities will be facilitated through suitable technical assistance services to be undertaken by a resident Community Policing Advisor and other support and specialist staff as necessary.

IO 1 JCF Corner League "Net Ball" Program

The JCF "Netball" competition for young women in Grants Pen was completed (10/05-12/05). There was extensive community and police support and participation in this competition.

In addition, the CPMC sponsored a Men's (with a few women) Domino Tournament at the Peace Park for men over 25 (1/06-2/06). The goal of the tournament was to bring men in the community together for a positive encounter, as well as to encourage them to take greater responsibility for their children and be mature role models for the young men in their neighborhoods. Participants received training on responsible fatherhood prior to the kick off of the event. There was also extensive community and police support and participation in this tournament—169 residents participated and there was a Grants Pen police domino team.

IO 2 Mentorship

USAID/PERF continued the mentorship program with the University of the West Indies and community members throughout the project period. Over 40 officers were trained in mentoring by University of West Indies instructors and a Saturday JCF "Comfort Zone" mentoring program was initiated and conducted by officers assigned to Grants Pen Station. Program participants included at-risk children from New Day and Shortwood Schools. Comfort Zone mentoring sessions were held every other Saturday in the Community Meeting room until the end of the agreement period. USAID/PERF worked to include other community members, school officials and parents in this program.

[March 1-31: During March, the Mentorship "Comfort Zone" Program continued at the new facility. On March 25, over 25 youths from Shortwood and New Day Schools participated in the program with officers from Grants Pen Station, peer counselors and parents. The officers are working to sustain and revamp the program to include more young people in the future.]

IO3 Community Crime Prevention Activities

Using the concepts presented in the Community Crime Prevention Training (11/05) to members of the CPMC, this committee identified and initiated several crime prevention strategies. During this project (1/06-2/06), CPMC members surveyed the patrol area to identify street lights that were burned out and/or covered with foliage to report to JPS (Jamaica Power). The CMPC initiated a cleanup, including the cutting up and removal of an abandoned, burned out bus on Waterloo Road, where it is alleged a rape and other criminal activities had occurred. The CPMC collaborated with National Solid Waste Management Authority on the project.

USAID/PERF also assisted the CPMC in reaching out to the community by developing a logo, brochure and banner. This committee held community wide crime prevention and information sessions and participated in the grand opening of the new facility (1/06) and the Commissioners Open house/ Community Event ceremony (2/06). The CPMC continues to meet bi-weekly and has produced protocols for use and management of the community meeting room in the facility and has recently agreed to take over the management of the Internet Café for Cable and Wireless, providing community training on the computers and collaborating with Stella Maris and the Heart Trust to give successful students certifications on their proficiency.

USAID/PERF facilitated and supported the CPMC in refining their constitution and by laws and officially registering them as a non-profit, community-based organization.

USAID/PERF also provided support to the Greater Grants Pen Ministers Fraternal to host “trauma counseling” for the Fraternal and community members in April.

[March 1-31: The CPMC continued to meet bi-weekly into March. On March 21, Bert Laurant and Sharene McKenzie of MSI, the contractor that will be assuming program responsibilities, attended the CPMC meeting. They were introduced to the CMPC members and updated on the meeting proceedings and current initiatives in the community.]

IO4 Community Holiday Gathering

USAID/PERF and the CPMC assisted AMCHAM with a holiday event celebration in conjunction with the re-scheduled Police Commissioner’s opening of the new Grants Pen Station. This holiday event was held on February 28, 2006, and was attended by the Mayor of Kingston, Police Commissioner Thomas, private sector donors to the project, USAID, community members and rank and file officers.

Administrative/Other

Close Out Plan

PERF presented its closeout plan to USAID in March 2006. The local office closed and project resources were disposed of in accordance with this plan and USAID’s close out procedures (*See Appendix 2*).

IV. Conclusion - Remarks

As of the end of the agreement, all project tasks outline in PERF's work plan were complete, with the exception of the domestic violence training for the remaining complement of station officers. As mentioned in the report, USAID/PERF was unable to complete this training because of JCF scheduling problems and staff shortages. However, all officers will receive the domestic violence vignette video training. The victim support training, which was scheduled for March, was postponed twice by JCF, again due to local staffing issues and is slated to take place after the end of this agreement.

Station Staffing:

At project end, approximately 46 officers were working from the Grants Pen Station, with the last 23 officers now being held up by Constant Spring Station personnel shortages. ACP Martin (area 5, which includes Constant Spring Station) has been advised of the critical requirement to have the specially trained 70 officers assigned to Grants Pen to make the system work. This issue was further complicated with the reassignment of the long time Constant Spring Station commander Assan Thompson on the 15th of February. USAID/PERF has reached out to the new commander, Supt. Hudson, who began his new assignment on the 20th of February. During March, USAID/PERF reached out to the Commissioner's office to get authorization for the transfer of remaining 23 officers. As of the end of the agreement extension, this has not happened.

Follow up Issues:

Police Ambulance: Staffing, training and assignment of EMS officers to Grants Pen needs to be facilitated as well as training of station officers on how to coordinate police field response to serious assaults in conjunction with immediate medical care.

Several pieces of facility equipment and fixtures have not arrived or been installed. The special order station garage door had not cleared customs as of the end date, and the 10 additional emergency radios ordered in September have not arrived. The two remote cameras for the Peace Park across the street from the station have not been installed, as the light poles to which they will be attached had not been installed in the parking lot. PERF made arrangements with the Economic Development Foundation of Jamaica (EDFJ) to work with Insp. Simpson to ensure the final delivery and installation of items purchased.

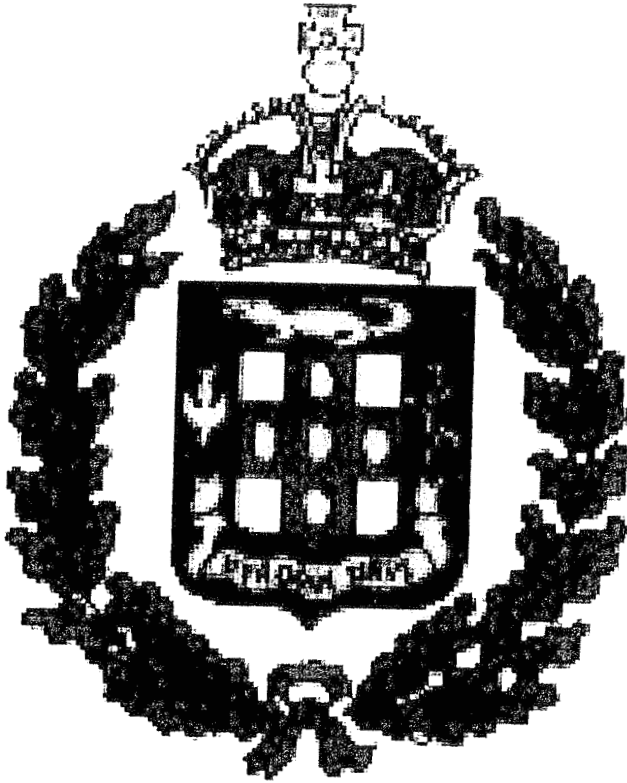
Summary:

All project tasks (with the exception of the victim support unit training) have been completed, but the facility is not fully operational. Although the facility is not operating at the envisioned capacity, the officer in charge advises that, in the 120 days they have been operating on a limited capacity, there have been no major crimes or homicides. As of this time the previous year, there were already eight murders in the Grants Pen Community.

However, to ensure continued progress, the final 23 trained officers need to be assigned to the Grants Pen Station and the new shifts, policies and procedures implemented if this project is to be successful. Further monitoring and mentoring of JCF is critical to ensure that they live up to their commitment and further refine and replicate this successful community policing initiative in all of Jamaica.

Appendix 1: JCF Station Manual

JAMAICA CONSTABULARY FORCE



Grant's Pen Station

Manual



THE JAMAICA CONSTABULARY FORCE
OFFICE OF THE COMMISSIONER OF POLICE
103 OLD HOPE ROAD
KINGSTON 6, JAMAICA

ANY REPLY OR SUBSEQUENT REFERENCE TO THIS COMMUNICATION SHOULD BE ADDRESSED TO THE COMMISSIONER OF POLICE AND NOT TO ANY OFFICER BY NAME AND THE FOLLOWING REFERENCE QUOTED.

2005-09-21
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No. -----

Jamaica Constabulary Force
Grants Pen Multi-services Facility

Dear Colleagues

The dedication and staffing of this new community policing facility marks a significant milestone in the ongoing development of the community oriented policing philosophy within the Jamaica Constabulary Force. Much has already been achieved and the results have been encouraging, but much more needs to be done.

During the last your years, significant planning, training and collaboration has occurred between the JCF, Ministries of National Security and Health, American Chamber of Commerce – Jamaica, United States Agency for International Development and Police Executive Research Forum in order to realize this new facility, and what is most important; what will be happening inside of it.

This new facility will operate as a model for how citizens and police can work together to reduce crime and violence and make their community a safer place to live, work and enjoy the good life of Jamaica. A place where business can thrive and opportunity for every citizen can flourish.

This station manual represents the official operational blueprint for this model decentralized structure of responsibility, authority and accountability at the station commander level for providing quality service in full partnership and collaboration with the community. It outlines how officers will carry out their important mission and provide guidance as they meet the challenges of a new dawn in policing philosophy for Jamaica.

I Lucius Thomas, Commissioner of Police endorse and embrace this manual and recommend it as another tool that will enable us to deliver quality service to our customers.

A handwritten signature in black ink that reads "Lucius Thomas". The signature is written in a cursive style with a large, looping initial "L".

Lucius Thomas
Commissioner of Police

Station Manual

**St. Andrew North Division
Model Community Policing Facility
Jamaica Constabulary Force**

Preface

Staff of the Police Executive Research Forum, working under cooperative agreement with the United States Agency for International Development (USAID), created this Manual. The authors would like to thank the numerous members of the Jamaica Constabulary Force who assisted in research and guided us in completing this document.

It is our hope that this document proves useful as Community Policing takes root in Jamaica.

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I. Role Descriptions and Responsibilities of Personnel

A. Officer in Charge

The Officer in Charge shall:

- 1) Assume overall responsibility and command of the station and its personnel at all times, ensuring the quality, effectiveness, and responsiveness of police service.
(Organization of the station is depicted in Appendix A.)
- 2) Ensure at all times that prompt and efficient police service is provided to the community within the station area, that calls for service are answered properly, that adequate patrols of police officers are fielded each day, and that reports of crime are taken promptly and accurately.
- 3) Ensure that crime management is effectively conducted by station personnel and that both patrol and investigative resources are directed to and focused on strategies and tactics that will reduce the incidence of crime.
- 4) Conduct weekly Crime Strategy Meetings with his/her primary aides, including the Senior Sergeant, the Detective Sergeant, Patrol Corporals, Intelligence Officer, Crime Analysis Officer, and Detectives to identify emerging crime patterns and trends and to assign responsibility for police response.
- 5) Develop and implement effective crime prevention strategies in collaboration with the community as a priority mission for the station.
- 6) Assist in the discipline of police personnel who commit infractions of JCF rules and regulations.
- 7) Be accountable for the station and its equipment.
- 8) Create benchmarks for each year, and complete a year end report which includes significant events that have occurred during the year, major accomplishments and year-end crime and activity summary.
- 9) Manage the petty cash budget for the station, approving small purchases of supplies, equipment and services necessary to maintain the facility and equipment.

In the absence of the Officer in Charge and the Senior Sergeant, the ranking officer on duty shall function as commander of the station.

B. Senior Sergeant

The Senior Sergeant shall:

- 1) Function as the primary patrol commander and the chief personnel officer for the station.
- 2) Assume command of the station in the absence of the Officer in Charge.
- 3) Oversee scheduling for all patrol personnel, including the Corporals who function as shift supervisors and all foot, bicycle, motorbike, and auto Patrol Constables.
- 4) When on duty, conduct briefings for Patrol Constables beginning their shifts. On occasion, the shift-supervising Corporals may perform this function.
- 5) Take charge of crime scenes, directing Constables until relieved by Detectives.
- 6) Participate in weekly Crime Strategy Meetings, assisting the Officer in Charge in running these meetings and in questioning police personnel about current crime problems and about the strategies and tactics being used to counter crime trends.
- 7) When on duty, review crime reports taken by police personnel to ensure that these reports are complete and accurate.
- 8) Function as the secondary evaluator for quarterly performance evaluation forms submitted by Patrol Corporals.
- 9) Act as a role model and mentor to junior officers, ensuring positive community connection and collaboration in the field.
- 10) Investigate infractions to rules by station personnel and make recommendations in writing to the Officer in Charge.
- 11) Serve as training coordinator for the station, arranging for trainers to visit the station and for scheduling training courses for police personnel at the Police Academy and other locations.
- 12) Fulfill the responsibilities of the Sub-officer in Charge of the station as described in Chapter IV of the Jamaica Police Manual, Volume 1.
- 13) Carry out such other duties as may be assigned from time to time.

- 14) Oversee the prisoners held at the Station, ensuring that the prisoners are properly treated.

C. Detective Sergeant

The Detective Sergeant shall:

- 1) Function as the chief crime officer of the station and the Station Registrar.
- 2) Manage the Detectives assigned to the station, establishing detective work schedules, assigning cases for investigation to each Detective, reviewing progress on open cases monthly, and closing cases when further investigation is not warranted.
- 3) Vet and maintain the station crime report folders and detective case folders, ensuring that the files are stored in accordance with JCF procedure and copies of these files are distributed as necessary to Division Command.
- 4) Review open cases on a monthly basis to ensure follow-up investigations are being done.
- 5) Maintain a Detective Case Assignment Sheet entering the case number, the investigator's name, the victim's name, and the crime type when the case is assigned. The Detective Sergeant shall enter the disposition of the case when each case is closed or when further investigation is suspended pending further information.
- 6) Maintain a list of all active informants, graded by degree of reliability, in use by the Detectives at the station, adding new names to the list as new informants are developed. Ensure the list is secure and that knowledge of confidential sources is limited to sharing on a need-to-know basis. Informants found knowingly providing false information will be noted and dropped from the list. Grades of reliability are:
 - Grade A – Always Reliable
 - Grade B – Mostly Reliable
 - Grade C – Sometimes Reliable
 - Grade D – Unreliable
 - Grade E – Untested Source

- 7) Serve as the primary evaluator of Detectives, preparing quarterly performance evaluation forms of each Detective for review by the Officer in Charge, who serves as the secondary evaluator.
- 8) Participate in weekly Crime Strategy Meetings, presenting the cases currently under investigation and answering inquiries about those cases.
- 9) Carry out such other duties as may be assigned from time to time.

D. Quartermaster Sergeant

The Quartermaster Sergeant shall:

- 1) Report to the Officer in Charge and serve as the commanding officer in the absence of the Officer in Charge and the Senior Sergeant.
- 2) Serve as overall patrol supervisor in the absence of the Senior Sergeant. When standing in for the Senior Sergeant the Quartermaster Sergeant performs the functions of Patrol Sergeant, conducting briefings for patrol personnel and reviewing crime reports for completeness and accuracy.
- 3) Assume primary responsibility for the detention area, including cleanliness, security, and the safekeeping of prisoner's effects and seized property found in possession of the suspects. In the absence of the Quartermaster Sergeant, the Patrol Sergeant shall assume these duties.
- 4) Assume responsibility for the general maintenance of the structure and contents of the station, including provision for:
 - Cleaning of the premises and the yard,
 - Ordering cleaning supplies and maintenance materials, and
 - Ordering supplies for business equipment, including computers, copiers, fax machines, etc.
- 5) Oversee the weapons assigned to the station, maintaining an inventory of all weapons and who is issued these weapons each day and ensuring that these weapons are maintained in good working order. The Station Officer shall assist the Quartermaster Sergeant with this task.

- 6) Maintain an inventory of all portable radios assigned to the station and who is issued these radios each day. The Station Officer shall assist the Quartermaster Sergeant with this task.
- 7) Assume responsibility for the vehicles assigned to the station, including control of parking, cleanliness, fueling, and the reporting of deficiencies or damage and establishing a schedule for routine maintenance and regular oil changes. The Station Officer shall assist the Quartermaster Sergeant with this task.
- 8) Maintain an inventory of bicycles and a regular maintenance schedule for the bicycle inventory. The Corporal in charge of the Bicycle Squad shall assist the Quartermaster Sergeant with this task.
- 9) Maintain an inventory of business and computer equipment in the station and ensure that this equipment is kept in good working order. The Crime Analysis Officer shall assist the Quartermaster Sergeant with this task.
- 10) Oversee the security of the community equipment in the community room and the computer equipment in the Internet Café. The Community Coordinator shall assist the Quartermaster Sergeant with this task.
- 11) Be responsible for recording and accounting for found property, seized property, and safe storage, transfer, and disposition of property.
- 12) Be responsible for maintaining the inventory list for the station and conducting audits of the inventory every six (6) months.
- 13) Be responsible for securing and maintaining the station assisted by Station Officer and other personnel as specified.
- 14) Carry out such other duties as may be assigned from time to time.

E. Patrol Sergeant

Patrol Sergeants shall:

- 1) Assume responsibility for patrol operations during their tour of duty.
- 2) Assign uniformed Patrol Corporals and Constables to duty.

- 3) Conduct briefings and debriefings and monitor and supervise patrol activities throughout the shift. On occasion, the shift-supervising Corporals may perform this function.
- 4) Respond to high risk calls and support and oversee the work of Corporals and Constables.
- 5) Take charge of crime scenes, directing Constables until relieved by Detectives.
- 6) Review crime reports taken by police personnel to ensure that these reports are timely, complete, and accurate. Review Weekly and Monthly Shift Productivity Reports completed by shift supervisors.
- 7) Participate in weekly Crime Strategy Meetings, actively engaging in problem solving processes with other station supervisors.
- 8) Function as the secondary evaluator for quarterly performance evaluation forms submitted by Patrol Corporals.
- 9) Act as a role model and mentor to junior officers, ensuring positive community engagement and cooperation in the field.
- 10) Investigate infractions to rules by station personnel and make recommendations in writing to the Officer in Charge.
- 11) In the absence of the Quartermaster Sergeant be responsible for the detention area.
- 12) Carry out such other duties as may be assigned from time to time.

F. Patrol Corporal

Patrol Corporals shall:

- 1) Act as shift supervisors for the station, supervising a complement of Patrol Constables.
- 2) Maintain regular contact with the Police Constables in the field, monitoring the dispatch of calls for service over the police radio, responding to and assisting on high risk or potentially challenging calls, and closely observing the actions of Constables in the conduct of their duties.
- 3) Conduct the briefing of police officers in the absence of a supervising Patrol Sergeant.

- 4) Collect Patrol Logs from each duty assignment during the shift, and compile information from each assignment into the Daily Shift Productivity Report. Conduct debriefings with Patrol Constables after the shift is complete and make report of any important intelligence gathered in the debriefing. Submit weekly and monthly Shift Productivity reports, detailing the activities of the constables on their shifts.
- 5) Evaluate Patrol Constables under the Corporal's supervision, preparing the performance evaluation forms quarterly for review and sign-off by the Senior Sergeant.
- 6) In the absence of a Patrol Sergeant, serve as patrol commander for the shift.
- 7) Carry out such other duties as may be assigned from time to time.

G. Patrol Constable

Patrol Constables shall:

- 1) Perform patrol functions in the station area by auto, motorbike, bicycle, or on foot.
- 2) Respond to calls for service, assist injured people or people in danger, and record reports of crime.
- 3) In the case of major crimes, protect the crime scene and preserve evidence pending the attendance of a Detective or forensic crime specialists.
- 4) Make arrests of persons, issue summonses for minor offences, mediate in disputes among citizens, and provide a consistent and highly visible police presence in the community.
- 5) Prepare crime reports, collecting all relevant information and completing all relevant fields on crime reports.
- 6) Refer and, when appropriate, transport victims and witnesses to the station criminal investigation personnel on incidents of serious crimes so that those persons may provide formal statements.
- 7) Maintain friendly and open relations with members of the community, engaging with the community members they meet and listening to citizen concerns and complaints.
- 8) Prepare and submit Field Intelligence Reports on persons of interest to the Crime Intelligence Officer, indicating location of sighting, associates, observed behavior,

and any other information that may contribute to past or current criminal investigations or to the prevention or detection of crimes.

- 9) When a citizen is unwilling to file a formal report or give an official statement, but is seeking to provide information, discretely note this information and relay it by the end of shift to the Patrol Corporal in charge of the shift. The constable will also prepare a Field Intelligence Report concisely describing this information.
- 10) Cultivate sources of information on criminal activity through regular contact with community residents.
- 11) Protect the identity of sources who provide information which may put them at risk. Constables shall confer with supervisors on these matters and arrange submissions in a confidential matter.
- 12) Record follow-up reports on directed patrol assignments in the Patrol Constable's daily log. Submit that log and activity summary at the end of each shift.
- 13) Carry out such other duties as may be assigned from time to time.

H. Detective Corporal

Detective Corporals shall:

- 1) In the absence of the Detective Sergeant, carry out the duties of the Detective Sergeant.
- 2) Serve as shift supervisor for Detective Constables.
- 3) Carry out investigative duties consistent with the role of Detective when personally assigned a case, but also supervise the conduct of investigations assigned to Detective Constables during the shift, direct operations at crime scenes, supervise the conduct of interviews, arrests, submission of reports, and other investigative duties.

I. Detective Constables

Detective Constables shall:

- 1) Investigate reported crimes under the direction of the Detective Sergeant and the Detective Corporal. When assigned a case, the Detective Constable shall take complete statements from the victim, the victim's relatives, and other available witnesses.
- 2) Open a Case File Folder, obtain a station case number from the Station Registrar, and maintain the file folder throughout the case, placing copies of all relevant documents and reports, including forensic reports, in the folder.
- 3) Initiate a chronology of investigative steps taken, a copy of which is kept up to date in the Case File Folder.
- 4) Distribute copies of all Crime Report Supplementary Form in the same sequence as the original crime report, preparing other documents for submission to the Chief Crime Officer at the Division at the direction of the Detective Sergeant or the Detective Corporal.
- 5) In the investigation of a serious crime, visit the crime scene and work with crime scene investigation specialists to identify evidence that may be useful in investigating the case.
- 6) Conduct a canvass of the area around the crime scene in an effort to identify other witnesses and sources of information and act in coordination with responding patrol officers when indicated by circumstances.
- 7) Track the progress of forensic evidence submitted for examination. Ensure all reasonable efforts are made to analyze trace and other physical evidence.
- 8) Prepare written progress reports on each case assigned after 7 days, 14 days, and 21 days and submit to the Detective Sergeant for review.
- 9) Carry out such other duties as may be assigned from time to time.

J. Traffic Corporal

The Traffic Corporal shall:

- 1) Report to the senior Patrol Sergeant on duty for the shift assignment.
- 2) Carry out regular motorbike patrols of the area, with particular attention to problem locations, ensuring high visibility during peak traffic periods.

- 3) Apply effective solutions to traffic problems through directed patrol and the enforcement of laws.
- 4) Conduct regular surveys of traffic problems in the station area, reporting survey findings to the Officer in Charge on patterned problems and proposing corrective activities in context of the weekly Crime Strategy Meetings.
- 5) Carry out such other duties as may be assigned from time to time.

K. Station Officer

The Station Officer shall:

- 1) Serve as reception officer at the station, by receiving members of the public and taking crime reports, answering requests for information, and directing persons to appropriate police assistance or to other agencies.
- 2) Report to the supervising Sergeant any unusual incidents occurring during the tour of duty and generally any information that may contribute to criminal investigations or the maintenance of public order.
- 3) Maintain cordial and collaborative relationships with citizen volunteers posted at the reception desk in the front lobby.
- 4) Assist the supervising Sergeant in other ways as directed.
- 5) Carry out such other duties as may be assigned from time to time.

L. Intelligence Officer

The Intelligence Officer shall:

- 1) Serve as the primary person responsible for collecting, analyzing, and disseminating information on crime and disorder problems within the station jurisdiction.
- 2) Cultivate and develop sources of information in the community.
- 3) Assemble information about gangs, repeat offenders, and other criminal elements currently active in the area, and, without limiting inclusion of all pertinent information, include their:
 - Membership

- Leadership
 - Affiliations
 - Sources of income
 - Connections with gangs and criminal elements in other communities
 - Criminal histories
 - Associates
 - Inclinations and tendencies
 - General habits
- 4) Establish and maintain a separate file on each known offender and criminal, including, when possible, photographs and fingerprints as well as all criminal records information.
 - 5) Work closely with detectives in developing case specific information on individual investigations and keep the Officer in Charge and the Detective Sergeant informed on a daily basis.
 - 6) Work in close coordination with the Intelligence Sergeant at the Division and routinely share information with other Intelligence Officers and Patrol Officers at the station, subject to degrees of security and need-to-know requirements.
 - 7) Forward intelligence collected for use at the station to the Division Intelligence Unit (DIU) in a timely manner, who will then forward the information to the National Intelligence Bureau (NIB).
 - 8) Carry out such other duties as may be assigned from time to time.

M. Crime Analysis Officer

The Crime Analysis Officer shall:

- 1) Review daily all crime reports filed, information collected through de-briefing of officers, and information from JCF-wide intelligence sources, analyzing this information for evidence of pattern crimes, suspect information, and emerging crime trends.
- 2) Review all crime reports daily, entering these reports into the Record Management System (RMS) and ensuring that all crime reports are appropriately filed.

- 3) Produce a biweekly briefing about current crimes on Tuesdays and Fridays for use by patrol and detective supervisors to keep their teams informed of recent developments.
- 4) Attend Tasking and Crime Strategy Meetings, presenting information on current crime activity and identifying patterns to crime and disorder.
- 5) Maintain the list of tasks assigned by the Officer in Charge or his designate, adding new tasks to the list, identifying the officer responsible for each task, and recording updates. This list shall be available to the Officer in Charge and all supervisors.
- 6) Act as recorder for the Officer in Charge or designate for crime strategy decisions and minutes of meetings.
- 7) Examine individual crime reports to identify similarities among the suspect descriptions, criminal methods, times of day, locations of crime, etc. to establish crime patterns that may lead to the apprehension of repeat criminals.
- 8) Gather the data to maintain lists of stolen vehicles, other stolen property, missing persons, wanted persons, and persons on the criminal intelligence "Persons of Interest" list.
- 9) Carry out such other duties as may be assigned from time to time.

N. Community Coordinator

The Community Coordinator shall:

- 1) Act as the primary representative of the Officer in Charge in working collaboratively with members of the community.
- 2) Work with Patrol Constables to help them develop community contacts.
- 3) Devote the majority of time to working in the community outside the station, meeting local residents and learning about their problems and concerns, with particular attention to initiating and sustaining crime prevention activities.
- 4) Maintain effective relationships with local merchants, church leaders, and other stakeholders.
- 5) Plan, facilitate, and attend community meetings for various purposes, including meetings to discuss safety and order issues in the area of the station.
- 6) Present community workshops on crime prevention and personal safety.

- 7) Collaborate with the Community Policing Management Committee (CPMC) in the organization and facilitation of community meetings, youth activities, and other purposes contributing to community wellness.
- 8) Assist in organizing youth activities and other community improvement projects.
- 9) Carry out such other duties as may be assigned from time to time.

II. Patrol Scheduling and Procedures

A. Patrol Scheduling

- 1) The Officer in Charge shall approve hours of work and shift schedules for all officers and civilian staff assigned to the station.
- 2) Shift schedules are included in the Station Manual in Appendix B.
- 3) Supervisors of each function are responsible for maintaining attendance records and reporting attendance daily to the Officer in Charge.

B. Patrol Briefings and Debriefings

- 1) At the beginning of each shift, the Duty Sergeant or the Corporal supervising patrol will brief the Constables going out on patrol about crimes and other conditions that have occurred in the previous shifts.
- 2) Supervisors will assign directed patrol duties for attention during periods between dispatched calls.
- 3) At the termination of each shift the Constable shall report to the Duty Sergeant or Patrol Corporal in respect to events and accomplishments, including the time spent on directed patrol assignments and the results.
- 4) Constables shall submit Field Intelligence Reports and provide exception reports as required.
- 5) The duty supervisor shall conduct inspections of officers at each briefing, ensuring that each officer is properly equipped and that uniform appearance meets JCF standards.
- 6) Once weekly the supervisor shall conduct a stand up inspection.

C. Patrol Practices and Procedures

- 1) Constables shall carry out directed patrols as assigned by the Patrol Sergeant.

- 2) Directed patrol tasks conducted during times not occupied by response to dispatched calls contribute to station crime strategies, and may include fixed post assignments, walking beats, walk-and-talk tactics, calls on community contacts or partners and observations of persons or locations of interest.
- 3) Each assignment will have a stated purpose and desired result, and officers will be debriefed by supervisors on their performance of these duties.
- 4) In conducting patrols, officers shall at all times seek to engage with residents and other persons passing through the area for the purpose of gathering information and intelligence useful in the prevention and detection of crime, and in maintaining good working relationships with the public.

D. Tasking Meetings

- 1) Twice weekly, Tuesdays and Fridays, the Crime Analysis Officer shall prepare a short crime analysis report for Tasking Meetings convened by the Officer in Charge or his/her designate. This report will describe recent crimes, their locations, and times of occurrence. It also will report:
 - Any discernable patterns among crimes (e.g., a series of robberies with similar methods or similar suspect descriptions or a series of burglaries in the same neighborhood)
 - Suspect descriptions as available
 - Wanted persons
 - Persons missing from the station policing area
 - Cars stolen from the station area or surrounding neighborhoods
 - All thefts
 - Identifiable property reported stolen from the station area and surrounding neighborhoods
- 2) The Officer in Charge shall direct the action to be taken on each issue requiring attention, designating the responsible officer and setting a date for completion of the task and reporting back to the Tasking Meeting.

- 3) Minutes of the meeting will record the issues discussed and their disposition, permitting the Officer in Charge to monitor progress and assess results.
- 4) The Duty Sergeant or Corporal supervising patrol shall conduct a more detailed briefing on the days when the crime analysis report is available, reinforcing the written information with oral announcements.

E. Assignment of Calls for Service to Patrol Constables

- 1) Officers on patrol will respond to calls for service at the direction of the Communications Centre.
- 2) Calls for service received at the station will be dispatched to units by the station Sergeant or designee.
- 3) Officers shall acknowledge receipt of the call, advise communications of their arrival, and sign off when leaving the scene.

F. Supervision of Patrol Constables in the Field

- 1) Patrol Corporals supervising patrol will spend the greater part of their time in the field actively supervising Patrol Constables. This includes arranging a meeting to review the progress of an investigation or to follow up on a directed patrol assignment.
- 2) In the case of more junior Constables, the supervisor shall provide close supervision, as needed, accompanying the officer on calls and providing back-up and coaching.
- 3) Patrol Corporals shall regularly inspect Police Notebooks for proper entries, legibility, and recent notations.

III. Crime Reporting and Crime Management

Police work is an information business. Police officers are effectively deployed; cases are solved; criminals are apprehended; and crime is prevented on the basis of thorough information gathering and analysis. It is critically important to establish systems for gathering and managing crime information and to follow these systems consistently and completely.

A. Recording Crime Reports

1) Reporting

- All crime complaints will be recorded on **Crime Complaint/Report Form 2** (CR 2), as well as on various supplemental forms as necessary.
- Each police constable will carry a supply of CR 2 forms while on duty and be prepared to take crime reports from complainants at crime scenes, in complainants homes, or in their places of business.
- Complainants may also report crimes at the station where the Station Officer will prepare the CR 2 form.

2) Preparing the Form

- The CR 2 form will be prepared as completely as possible, with all relevant sections and fields completed. If a section is not applicable to the crime being reported, this section must be marked "N/A" by the constable preparing the form.
- The constable will gather all available information from victims and witnesses, recording this information on pages 1 and 2 of the CR 2 Form and using the **Crime Report Supplementary Form** (CR 3) as necessary.
- Any CR 3 forms must carry the Crime Reference Number for the original crime report (CR 2).

- Victims and witnesses will not prepare any part of the CR 2 forms or supplemental forms. They will not be given copies of these forms when they are complete.
- The victim will be asked to review, sign, and date the completed CR 2 form at the bottom of the first page.
- The constable taking the report will also sign the completed CR 2 form and supplementary CR 3 forms taken in the field, indicating rank and registration number.
- When the form is entered directly into the station records computer-based management system, a signature will not be required.

3) Reviewing the Form

- The Patrol Sergeant or shift supervising Corporal will review all crime reports prepared by officers before the end of each shift and check these reports for completeness and accuracy. If omissions or inaccuracies are found, the reporting constable will be asked to correct them.
- The supervisor will sign the final crime report, indicating rank and registration number.
- Supervisors will submit crime reports regularly during the shift to the Station Officer who will cause the crime report to be registered in the **Crime Report Register** and given a **Station Crime Reference Number**.
- When a **Divisional Crime Reference Number** is issued, the Station Registrar (Detective Sergeant) will ensure that it is cross-referenced to the Station Crime Reference Number in the station diary.
- Both Crime Reference Numbers will be affixed to every document generated by the case and the investigation, including all supplementary reports, all statements, all detective follow-up reports, all arrest reports, and all property vouchers.

4) Special Cases

- In cases that involve multiple victims, a separate CR 2 form will be completed for each victim, but these related report forms will be assigned a single Crime Reference Number.

- If there is no specific victim of the crime being reported, as in the case of drug arrests, the victim will be recorded as “Regina.”
- If an offense becomes known as the result of an offender’s admission, a separate crime report (CR 2) will be prepared for each such offense identified.

5) Vehicle Supplementary Form

- Officers will use the **Vehicle Supplementary Form** (CR 4) to record information about any vehicle involved in the crime report, for instance, a stolen vehicle or vehicle suspected of having been used in the crime. In most cases this form will be used to report stolen vehicles and car break-ins.
- All CR 3 and CR 4 forms must carry Crime Reference Numbers from the original crime reports (CR 2).

B. Copying, Filing, and Distributing Crime Reports

1) Completed CR 2 forms, and CR 3 and CR 4 supplementary forms will be printed in five (5) copies, stamped in numerical order, and submitted to the Detective Sergeant, or Detective Corporal acting in the Sergeant’s absence. The Detective Sergeant will distribute copies as follows:

#1 - Registrar at Divisional Headquarters

#2 - Divisional Intelligence Unit

#3 - Station Registrar

#4 - Station Intelligence Officer

#5 - Station Detective in charge of the case.

2) All crime reports and supplementary reports will be filed and distributed each day in the manner described by the instructions below. These instructions ensure that crime reports will be filed with the Registrar at Divisional Headquarters, with the Divisional Intelligence Unit, with the Station Registrar, and with the Crime Analysis Officer.

4) All crime reports and supplementary reports will be filed and distributed each day in the manner described by the instructions below. These instructions ensure that crime reports will be filed with the Registrar at Divisional Headquarters, with the Divisional Intelligence Unit, with the Station Registrar, and with the Crime Analysis Officer.

C. The Station Crime Analysis Officer

- 1) Working with the photocopy crime reports provided by the Detective Sergeant, the Station Crime Analysis Officer will enter the details of the crime reports into the station Records Management System (RMS).
- 2) At the end of each day, the RMS will generate a list of crime reports for the previous 24 hours. Copies of this list will be provided each morning to the Officer in Charge and the Station Detective Sergeant.
- 3) The Crime Analysis Officer will establish a hard copy file of the crime reports arranged in chronological order by type of crime. As example, the Crime Analysis Officer shall maintain a homicide file in chronological order, a robbery file in chronological order, a burglary file in chronological order, and so on for all crime categories. The Station Intelligence Officer will also maintain the following records:
 - Persons convicted for crimes committed in the station area
 - Persons wanted in the station area
 - Persons missing from the station area
 - Records of property stolen, recovered, and lost in the station area
 - A file of crimes in which similarities can be identified in the criminals' methods, statements to the victims, weapons used, vehicles used, etc. or in the victims and witnesses' descriptions of the criminals.
- 5) In preparation for the weekly Crime Strategy Meetings, the station Crime Analysis Officer will prepare either computer or pin maps displaying the location of all crimes from the previous week.

D. The Station Detective Sergeant

- 1) The station Detective Sergeant is the Registrar for the station.
- 2) The Detective Sergeant will read each crime report photocopy and initial the lower left hand corner of each report.

- 3) Each morning, the Detective Sergeant will submit the photocopy crime reports from the previous day to the Officer in Charge who will read each report and initial the lower right hand corner.
- 4) Using the initialed crime photocopies, the Detective Sergeant will maintain a chronological file of all crime reports, which will serve as the registrar file for the station.
- 5) The Detective Sergeant will assign cases for investigation to Detective Constables.
- 6) The fifth copy of the CR 2 form will be provided to the assigned Detective Constable who will prepare a case file folder as described below under the heading of **The Investigation Process**.

E. Police Officer Notebook

- 1) Police Officers of all ranks assigned to the station shall carry a notebook to record information obtained from observations of persons of interest and notable occurrences that may lead to preventing or detecting crime and disorder, including:
 - Names and addresses of persons who may assist with investigations
 - Names of community contacts
 - Initial notes on the time, date, and place of incidents that will be reported at a later time on Crime Complaint/Report Form 2 (CR 2) or a Field Intelligence (FI) Report.
- 2) The pages of the notebook shall be numbered and the officer's name and register number shall be written on the front cover when the book is taken into use.
- 3) When a notebook is full, it shall be turned in to the Patrol Sergeant and filed for storage in station archives in exchange for a new book.
- 4) Notebooks shall be kept secure at all times.
- 5) Notebook entries shall be made with pen and not pencil.
- 6) In the field, officers shall take notes as events occur or as soon as possible after they occur. It is good practice to take notes while people are speaking with the officer.
- 7) The collection of evidence shall be recorded in the notebook, together with particulars of arrests and searches of persons, premises, and vehicles.

- 8) The notebook shall be produced for inspection by supervisors at any time.

F. The Investigation Process

- 1) The Station Detective Sergeant will oversee the investigation of all crimes reported in the station area, assigning cases to Detective Constables and ensuring that Detective Constables take all appropriate investigative steps, document those steps as they are taken, and complete follow-up reports as required.
- 2) The Detective Sergeant will work closely with the Crime Analysis Officer in identifying crime patterns and in developing initiatives to respond to those patterns.
- 3) Investigative Cases – The Detective Sergeant will review all crime reports daily and make a judgment as to which require further investigation. Cases that require further investigations will include:
 - Homicides and any cases where the victim is likely to die
 - Suspicious deaths
 - Kidnappings
 - Violent assault cases, including incidents of domestic violence
 - Rapes/sexual assaults
 - Serious cases in which the victim or witnesses can provide helpful information
 - Crimes in which a firearm is used
 - Crimes in which identifiable property was taken
 - Any crime where it is judged by the Detective Sergeant as having sufficient evidence to solve the crime.
- 4) Assigning Investigative Cases – The Station Detective Sergeant will assign cases to the Detective Constables. All homicide cases, victim-likely-to-die, and suspicious death cases will be assigned to a homicide Detective Constable. If their caseloads allow, homicide Detective Constables may also be assigned to violent assault and kidnapping cases. All sex crimes will be assigned to a designated sex crime Detective Constable, and incidents of domestic assault will be assigned to a designated Detective Constable, in recognition of the seriousness of these cases and the need for special expertise. All other cases will be assigned in rotation to

generalist Detective Constables. The Detective Sergeant will maintain a **Detective Assignment List** recording:

- Crime Reference Number
- The name of the detective assigned
- Date assigned
- Type of Case (i.e. homicide, robbery, etc.)
- Disposition of the case

5) The Case Folder – The assigned investigator will open a case folder on the assigned case, marking the file jacket with the Crime Reference Number and the date the case is assigned.

- The fifth copy of the CR 2 form will be kept in the case folder.
- The assigned investigator will begin a log of investigative steps taken for this case on a case folder worksheet, which will also be filed in the case folder. As the case is investigated the following reports and statements will also be kept in the case folder:
 - Crime Scene Reports
 - Records of victim and witness interviews (Witness Statement Forms)
 - Records of suspect interrogations (Question & Answer Forms and Caution Statement Forms)
 - Narrative follow-up reports prepared by investigating detectives.

6) Victim and Witness Interviews – In assigned investigative cases, the investigating detective will take statements from victims and relevant witnesses on the **Witness Statement Form**. Each witness statement should be marked with the Crime Reference Number.

7) Interrogation of Suspects and Arrestees – Interrogation of suspects will be recorded on the **Caution Statement Form**.

8) Liaison with Prosecutors – The Detective Sergeant will be responsible for ensuring good working relationships with prosecutors.

9) Follow-up Investigative Reports – The assigned Detective Constable will also be responsible for filling as many as three follow-up investigative reports in each assigned case, which will be due as follows:

- **Report 1** – within 7 days of case assignment
- **Report 2** – within 14 days of case assignment
- **Report 3** – within 21 days of case assignment

These reports describe the progress on the case, the evidence that has been gathered so far, and the leads and potential leads that have yet to be followed. The Detective Sergeant will have the discretion to close or suspend an investigation, except a homicide case, a victim-likely-to-die case, or a rape case, after any one of these reports if, in the Detective Sergeant's judgment, the case has no further leads or information to work on. Cases will be filed as: "**Open – Pending Further Information.**" Homicide cases, victim-likely-to-die cases, and rape cases will stay active indefinitely.

- 10) Informants List – Detectives shall report the identity and assessed reliability of informants to the Detective Sergeant, who will list names and references on the **Informant Register Form.**

G. Crime Strategy Meetings

Every Friday morning, the Officer in Charge will convene a Crime Strategy Meeting.

- 1) This meeting will be attended by the Officer in Charge, Patrol Supervisors, including the Senior Sergeant, the Detective Sergeant, the Intelligence Officer, the Crime Analysis Officer, and Detective Constables assigned to important current cases.
- 2) All other Sergeants and Corporals are invited to attend.
- 3) The meeting will provide a weekly forum to discuss current reported crimes, the deployment of officers, and the progress on investigative cases. It also will provide an opportunity to plan police operations in response to emerging problems and crime patterns.
- 4) A brief tasking assignment status update will be included on the agenda for crime strategy meetings. At the discretion of the Officer in Charge, the chair of the Crime Strategy Meetings may rotate between Sergeants.
- 5) Discussions in these meetings will not be confined to general crime trends and statistics, but will focus on specific cases and the details of these cases.

- 6) A central purpose of these meetings is to involve everyone, including the Officer in Charge, the Station Detective Sergeant, the Patrol Supervisors, the Station Intelligence Officer, the Station Crime Analysis Officer, and the Detective Constables assigned to individual cases, in the detailed analysis of current crimes and cases.
- 7) In addition to reviewing general data generated by the Records Management System (RMS), the participants will also review specific crime reports and discuss in detail the ongoing investigations and the progress that these investigations have made.
- 8) The Crime Analysis Officer will prepare an action item list, which records agreed-upon actions to be taken in the next week and identifies the officer responsible for each action. This action item list will be reviewed at the next week's meeting.

IV. Station Supervision and Administration

This section of the manual describes how the station and its equipment will be maintained and secured each day. The oversight responsibility for maintaining and securing the station is vested in the Quartermaster Sergeant, assisted by Station Officer and other personnel as specified. Other responsibilities are set forth below:

A. Prisoners

- 1) The station shall serve as a holding centre only for short-term detention of recent arrests or persons detained for questioning. Under no circumstances should a prisoner be held in detention at the facility longer than 18 hours.
- 2) Persons on foot and in the custody of police officers shall be admitted only through the rear access door to the station and shall not be walked through the public area.
- 3) Persons in custody conveyed to the station by police vehicle for questioning shall be admitted only through the secure vehicle port at the rear of the station.
- 4) Persons in custody and transferred to the Division Lock Up shall be removed through the secure vehicle port at the rear of the station.
- 5) Persons arrested on warrants will be taken directly to the Division Lock Up.
- 6) Persons arrested following questioning will be transported to the Division Lock Up without undue delay.
- 7) Prisoners shall be thoroughly searched and the detention rooms inspected hourly to ensure the prisoner's well being.
- 8) Except as supplemented by this Manual, the provisions of the Jamaica Police Manual, Volume 1, Chapter IV, shall apply, respecting the Responsibilities of Personnel in Charge of Lock Ups.

B. Station Maintenance

The Quartermaster Sergeant, assisted by the Station Officer, is responsible for oversight of station property, building maintenance, transportation, and security.

C. Firearms Safety

Except as authorized by the Officer in Charge, officers shall store firearms in locked boxes in the station when the officer is not required for duty. Officers shall retrieve their firearms before attending briefings and return the firearm prior to going off duty.

Loading and unloading of firearms shall take place in a safe location within the station designated by the Quartermaster Sergeant. All officers shall make use of this facility when loading or unloading weapons. The Senior Sergeant or senior promoted officer on duty shall be responsible for firearms safety in the station.

D. Seized Vehicles

Vehicles seized in the course of an investigation or otherwise lawfully taken into possession of the police shall be conveyed directly to the location specified by the Division. There is no provision for storing or detaining seized vehicles at the station.

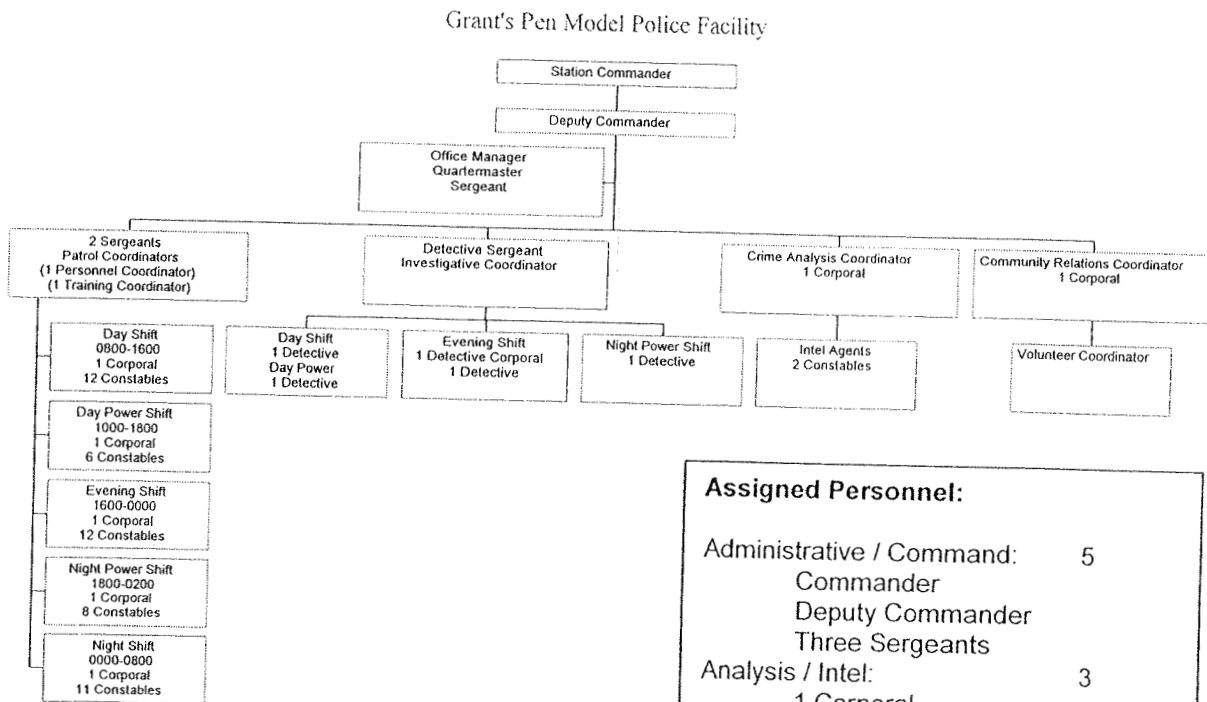
V. Station Records

The station will maintain records consistent with Chapter IV, Page 27 of the JCF Manual, supplemented by the following station forms:

- The new **Incident / Offense Report**, which can be entered into the station's Records Management System (RMS) replaces the Crime Complaint/Report Form 2 , the Station Crime Report Register and the Field Intelligence Report.
- The **Daily Activity Report*** will be completed by each patrol constable (or team of constables working together in the same assignment) at the completion of the shift.
- The shift supervisor will compile a summary of their subordinates' activities on daily, weekly and monthly **Shift Productivity Reports***.
- The **Case Management Worksheet** will be maintained inside the investigative folder jacket , and will offer a summary of investigative steps taken on the case at a glance.
- The Detective Sergeant will maintain an **Informant Register Form*** for each informant investigators use. This form will be maintained to demonstrate the informant's reliability over time. It shall be maintained in a secure location, accessible only to the Detective Sergeant.
- Statements by witnesses will be completed on the **Witness Statement Form** , the statements will be transcribed into the RMS and the original will be maintained in the case file.
- A suspect's statement will be maintained on the **Caution Statement Form**, which will be maintained in the case file after it is transcribed into the RMS.

*Forms developed by PERF

Appendix A – Organization Chart



Assigned Personnel:	
Administrative / Command:	5
Commander	
Deputy Commander	
Three Sergeants	
Analysis / Intel:	3
1 Corporal	
2 Constables	
Community Relations	1
Corporal	
Detectives:	7
1 D/Sgt.	
1 D/Corp	
5 D/Const	
Patrol:	55
Corp.	5
Days	12
Day Power	6
Evening	12
Night Power	8
Nights	11
1. Total Sworn:	
70	

Appendix B Shift Schedules

This appendix describes the model community policing facility's staffing system.

- 1) Days Off – Officers assigned to the model community policing facility will be assigned one of seven (7) DAY OFF cards or flex schedule, which will note all of the regular days off employees will have for the balance of 2005 and all of 2006. These cards show a rotating day off system that ensures maximum staffing for the JCF and two (2) days off during every Sunday thru Saturday work week for the employee, including three (3) day weekends every fifth and sixth week. Officers will have Monday and Tuesday off the first week, Tuesday and Wednesday off the second week, Wednesday and Thursday off the third week, Thursday and Friday off the fourth week, Friday and Saturday and Sunday off the fifth week and Saturday and Sunday and Monday off the sixth week; then repeating the rotation. This equates to a five (5) day work week.
- 2) Shifts – There will be five (5) steady work shifts, with starting times that may be adjusted incrementally as determined by the Officer in Charge, based on actual crime patterns and criminal activity occurring in the community. The **DAY SHIFT** will be 8:00 A.M. to 4:00 P.M., **DAY POWER SHIFT** will be 10:00 A.M. to 6:00 P.M., **MIDDLE SHIFT** will be 4:00 P.M. to 12:00 midnight, **NIGHT POWER SHIFT** will be 6:00 P.M. to 2:00 A.M. and the **NIGHT SHIFT** will be 12:00 midnight to 8:00 A.M. Officers will report 1/2 hour before shift for briefing and be released after de-briefing at the end of shift. Officers will be assigned to shifts as determined by the Officer in Charge, taking into account the expertise needed for the assignment, time in grade, and personal preference. The total number of officers on each shift may be changed by the Officer in Charge, based on departmental need and current crime patterns.

Attached to this appendix is a model schedule for each day off card and the card number to be assigned to each assigned position on the patrol and detective shift schedule.

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Attached to this appendix is a model schedule for each day off card and the card number to be assigned to each assigned position on the patrol and detective shift schedule.

MODEL COMMUNITY POLICING FACILITY STAFFING SYSTEM

DAYS OFF: Officers assigned to the model community policing facility will be assigned one of seven (7) DAY OFF cards or flex schedule, which will note all of the regular days off employees will have for the balance of 2005 and all of 2006. These cards show a rotating day off system that ensures maximum staffing for the JCF and two (2) days off during every Sunday thru Saturday work week for the employee, including three (3) day weekends every 5th and 6th week. Officers will have Monday and Tuesday off the first week, Tuesday and Wednesday off the second week, Wednesday and Thursday off the third week, Thursday and Friday off the fourth week, Friday and Saturday and Sunday off the fifth week and Saturday and Sunday off the sixth week; then repeating the rotation. This equates to a five (5) day work week.

SHIFTS: There will be five (5) steady work shifts, with starting times that may be adjusted incrementally as determined by the Officer in Charge, based on actual crime patterns and criminal activity occurring in the community. The **DAY SHIFT** will be 8:00 AM to 4:00 PM, **DAY POWER SHIFT** will be 10:00 AM to 6:00 PM, **MIDDLE SHIFT** will be 4:00 PM to 12:00 Midnight, **NIGHT POWER SHIFT** will be 6:00 PM to 2:00 AM and the **NIGHT SHIFT** will be 12:00 midnight to 8:00 AM. Officers will report ½ hour before shift for briefing and be released after de-briefing at the end of shift. Officers will be assigned to shifts as determined by the Officer in Charge, taking into account the expertise needed for the assignment, time in grade and personal preference. The total number of officers on each shift may be changed by the Officer in Charge, based on departmental need and current crime patterns.

Attached to this appendix is a model schedule for each day off card and the card number to be assigned to each assigned position on the patrol and detective shift schedule.

NAME	MON	TUES	WEDS	THURS	FRI	SAT	SUN	MON	TUES
#1 CARD	X	X							X
#2 CARD		X	X						
#3 CARD			X	X					
#4 CARD				X	X				
#5 CARD					X	X	X		
#6 CARD						X	X	X	
#7 CARD	X							X	X

WORKING	5	5		5	5	5	5	5	5
		SHIFT	CARD				SHIFT	CARD	
DET SGT		DAY	#3		DET CPL		MIDDLE	#7	
DET		DAY	#1		DET		MIDDLE	#2	
DET		DAY	#5		DET		NT POW	#4	
DET		DAY POW	#6						

INT CPL		#5		CR CPL		DAY	FLEX
AGENT		#1		O.I.C.		DAY	FLEX
AGENT		#3					

DAY SHIFT PATROL	COUNT	CARD	DAY POWERSHIFT	COUNT	CARD
SGT	1	#7	CPL	1	#2
CPL	1	#3	CONST	1	#1
CONST	2	#1	CONST	1	#3
CONST	2	#2	CONST	1	#4
CONST	1	#3	CONST	1	#5
CONST	2	#4	CONST	1	#6
CONST	2	#5	CONST	1	#7
CONST	2	#6			
CONST	1	#7			
TOTAL	14		TOTAL	7	

MID SHIFT PATROL	COUNT	CARD	NT POWER SHIFT	COUNT	CARD
SGT	1	#2	CPL	1	#4
CPL	1	#6	CONST	1	#1
CONST	2	#1	CONST	2	#2
CONST	1	#2	CONST	1	#3
CONST	2	#3	CONST	1	#4
CONST	2	#4	CONST	1	#5
CONST	2	#5	CONST	1	#6
CONST	1	#6	CONST	2	#7
CONST	2	#7			
TOTAL	14		TOTAL	10	

WEDS	THURS	FRI	SAT	SUN	MON	TUES	WEDS	THURS	FRI
X							X	X	
X	X							X	X
	X	X		X					X
		X	X	X					
			X	X	X				
					X	X			
						X	X		
							X		
	5	5	5	5	5	5	5	5	5

NT SHIFT PATROL	COUNT	CARD
SGT	1	#4
CPL	1	#1
CONST	1	#1
CONST	2	#2
CONST	2	#3
CONST	1	#4
CONST	2	#5
CONST	1	#6
CONST	2	#7
TOTAL	13	

NAME	MON	TUES	WEDS	THURS	FRI	SAT	SUN	MON	TUES	
#1 CARD	X	X							X	
#2 CARD		X	X							
#3 CARD			X	X						
#4 CARD				X	X					
#5 CARD					X	X	X			
#6 CARD						X	X	X		
#7 CARD	X							X	X	
WORKING		5	5		5	5	5	5	5	5

JCF SEVEN CARD SCHEDULING WILL ENSURE A FIVE DAY WORK WEEK (SUN-SAT) AND 1 REGULAR DAYS OFF. EACH OFFICER WILL HAVE TWO THREE DAY WEEKENDS AFTER EACH FOUR (4) WEEK PERIOD. THIS SCHEDULE WILL ENSURE MAXIMUM STAFFING ON ALL SHIFTS AND APPROPRIATE SUPERVISION IS IN PLACE AROUND THE CLOCK.

24 HOUR SHIFT AND ASSIGNMENT SCHEDULE. OFFICERS REPORT 1/2 HOUR BEFORE SHIFT

<u>PATROL SHIFTS</u>			CONST.	SUPV.	TOTAL	WORKING
DAY SHIFT;	MT 0800	1600	12	2	14	10
DAY POWER SHIFT	1000	1800	6	1	7	5
MIDDLES SHIFT	1600	2400	12	2	14	10
NT POWER SHIFT	1800	MT 0200	9	1	10	7
NIGHT SHIFT	2400	MT 0800	11	2	13	9
TOTALS			50	8	58	41

WEDS	THURS	FRI	SAT	SUN	MON	TUES	WEDS	THURS	FRI
X							X	X	
X	X							X	X
	X	X		X					
		X	X	X	X				
			X			X			
					X	X	X		
	5	5	5	5	5	5	5	5	5

;

Continuation of Statement/Interview of.....

[Large dotted area for writing the statement]

Signature of Witness..... Date:.....

Home Address.....

Home Telephone No..... Business Telephone No.....

Cellular..... E-mail.....

*Male Female Maiden Name.....

Date of Birth.....

Dates to be avoided. Delete dates of non-availability of witness (not police officers).

Month of:							Month of:							Month of:						
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
8	9	10	11	12	13	14	8	9	10	11	12	13	14	8	9	10	11	12	13	14
15	16	17	18	19	20	21	15	16	17	18	19	20	21	15	16	17	18	19	20	21
22	23	24	25	26	27	28	22	23	24	25	26	27	28	22	23	24	25	26	27	28
29	30	31					29	30	31					29	30	31				
Month of:							Month of:							Month of:						
1	2	3	4	5	6	7	1	2	3	4	5	6	7	1	2	3	4	5	6	7
8	9	10	11	12	13	14	8	9	10	11	12	13	14	8	9	10	11	12	13	14
15	16	17	18	19	20	21	15	16	17	18	19	20	21	15	16	17	18	19	20	21
22	23	24	25	26	27	28	22	23	24	25	26	27	28	22	23	24	25	26	27	28
29	30	31					29	30	31					29	30	31				

Contact point, if different from above.....

Address.....

Telephone No.....

CASE MANAGEMENT

Offence:

Date Crime Committed: Where Crime Committed.....

Name of Complainant: Contact Numbers:

Date and Time Statement was collected:

Any Suspects Finger Print Found:

Any other Exhibits.....

Value of Property

Property Stolen.....

Follow up Investigations:

New Leads/Information:

Comments (if any):

Investigator's Name: Investigator's Contact Numbers

Supervisor:

Manager:



Benchmarking in Grants Pen

Establishing a Baseline to Measure and Document Progress

Benchmarking

With the opening of the Grants Pen Model Police Station comes the opportunity to establish new expectations both in the performance of individual constables and the level of service, as a whole, provided to the community. However, expectations without accountability and the measurement of actual performance assures nothing. Law enforcement agencies around the world have undertaken the search for best professional practices to adopt or adapt to their own operations. Benchmarking has become commonplace among progressive law enforcement executives who seek to meet or exceed established standards.

However, in Grants Pen, police officials find themselves in a difficult benchmarking position. The unique facility and the proposed level of staffing in Grants Pen are unlike any other station in Kingston against which comparisons can be drawn. As such, the reasonable approach is to first establish baseline expectations – not rooted in statistical targets to match or surpass – but aimed, initially, at contributing to a better quality of life for the residents of Grants Pen. These initial goals: The Reduction of Crime and Disorder; Reduction of Fear of Crime; Increased Trust in the Police; Decreased Deportee Problems; and, Increased Traffic Safety represent the core issues or “Benchmarks” that will challenge the police as they take root in this community.

For each of these Benchmarks, PERF has identified a set of measures that demonstrate progress toward meeting the benchmark goal. For each measure there are one or more specified methods or documents from which police officials can draw evidence of that progress. Many of these measures rely on documentation that provide hard data – numbers, ratios, trends – and other proof of movement in the direction of the benchmark goal. However, there is no easily obtained hard data to support other measures. There is some reliance on personal constable/supervisor observation of changing conditions as well as community input. Though these may be more difficult to document, they may well prove to be the public’s most visible and verifiable measurements of success.

Reduction of Crime and Disorder

This should be the primary objective for the police. When crime and disorder are under control, many of the remaining law enforcement objectives fall in line. By working to reduce violent and property crime, remove organized crime leaders and street criminals, take guns off the street, curb domestic violence, and reduce truancy, the condition of crime and disorder improves. It should be further benefited through greater reliance on intelligence and technology, a focus on hot spots, and greater emphasis on increasing clear up and conviction rates.

Of all the benchmarking to be addressed in Grants Pen this is the area for which it will be the easiest to measure change. Largely, the documentation of success relies on measures of reduction which are simply calculated when comparing former to current counts of crime and criminal activity. Some will involve the review of records from outside the police arena – such as hospital and clinic records to document the incidence of domestic violence and drug overdoses. Other measures will count increases in police activities (e.g. drug and weapons seizures) that can be expected to lead to reductions in crime.

Reduction in Fear of Crime

Fear of crime causes nearly as great a concern to police as actual crime. When the public are afraid of victimization, they also lose confidence in the police. Often, even when the police make progress in reducing crime and disorder, the expected decrease in fear does not immediately follow. This, then, makes it important for the police to keep a finger on the pulse of the community's level of fear – especially when conditions are changing. A public that exhibits fear does not walk about freely, nor do they use less-traveled roads and lanes, especially at night. Main thoroughfares are avoided by neighboring citizens as they go from neighborhood to neighborhood. Commerce and legitimate street vending slow business withers when people are afraid. Property values can plummet, and children stay away from parks and public areas, and organized youth activities give way to gangs and such.

Conversely, when the police are successful at decreasing crime and disorder, a decrease in fear manifests itself in revitalization. There are two obvious ways to measure changes in community fear. First, survey the public for their input. Second, make observations about community health. That is, are people making the most of their community, or are they reluctant to be out and about? Foot and vehicular traffic increases can be measured, as can the presence of new business. Police will, again, need to document their own observations about public use of parks, resurgence of legitimate youth activities, and their own level of interaction with the public.

It is important to note that as community confidence is regained, the public may also become more confident that formerly unreported crime will be addressed. As such, many times reduced fear results in up-ticks in crime reporting.

Increased Trust in the Police

Some elevation of trust in the police to do their job well goes hand-in-hand with reduction of crime and fear of crime, but meaningful increased trust in the police goes much farther. It is not uncommon for citizens in troubled communities to be distrustful of the police. In Grants Pen, not long ago, the police-community relationship was so strained that patrol was primarily conducted by car, with little community interaction, unless a crime was reported to be in progress or the police were armed with an arrest warrant. The level of trust was mutually low.

Much has changed and with the opening of the new police station that offers members of the community a wide array of public services, the previous stand-offish nature of the public regarding the police should be on the decline. But the police must continue to foster better relations and ever-build on that trust that has begun to develop. There are some key measures that demonstrate progress in this area. A decline in the number of incidents involving physical conflict between the public and the police and assaults on the police are a primary indicator of enhanced trust. The same can be said for declining numbers of complaints on police and increased commendations. As trust continues to develop, the officials should look for increases in public participation in police programs, a greater forthcoming of intelligence, and the willingness of citizens to testify at criminal trials.

In addition to measuring changes in the community that demonstrate increased trust, the police can measure the changes that have taken place among their ranks to foster trust. When constables are exposed to more and better training and opt for advanced education, they become more professional and oftentimes come to rely on a wider array of alternatives when handling problems on the street. All this plays a role in community perceptions and trust in how the police function and behave. Tracking reductions in conflicts, assaults on police, complaints and commendations, and efforts on behalf of constables to raise their level of professionalism all aid officials in their documentation of increased trust of the police.

Decreased Deportee Problems

The violent and criminal nature of many of the individuals deported back to Jamaica is a long-standing concern of the Jamaican public. One recent initiative explored by the police is to “adopt” such individuals. Designated constables will be responsible for working with such individuals to provide assistance and a watchful eye as they transition back into society as a contributor rather than a criminal liability. Some in law enforcement have dubbed this “the Welcome Wagon” approach – where a new resident (a newly returned deportee in this instance) is welcomed to the community in a positive way with offers of help accompanied by a clear statement of expectations. This along with follow-up tracking to include review of arrest records can help demonstrate a local decrease in deportee problems.

Increased Traffic Safety

Traffic crashes result in a considerable number of injuries and deaths throughout the island each year. The police respond by targeting enforcement efforts to traffic crash hot spots along with other ongoing traffic enforcement initiatives. The measures of success in this are not complicated: reduced crashes and reduced injuries and deaths. Along the way toward successful measures of reduction, police are often able to demonstrate heightened enforcement efforts through greater numbers of tickets and warnings issued for key offences. When the situation is dire, police sometimes resort to zero tolerance for speed, alcohol, and traffic control (red light) violations. When police enforcement initiatives are accompanied by high-profile awareness campaigns, reports of crashes, injuries and deaths often decrease.

Measurements and Documentation

The JCF is in the process of initiating the Monthly Individual Performance Assessment System (MIPAS). This comprehensive, agency-wide system to measure employee performance captures constable daily activity and reports it on a monthly basis. The system is designed to generate consolidated monthly (M-PAS) and station wide (MS-PAR) reports. Semi-annual reports are also anticipated. The various sections of the report are to be completed by individual constables and their supervisors and must be corroborated by station diary entries and other hard documentation. These documents will serve as an excellent method of measurement for a great many of the measures that will support progress in achieving benchmark goals.

Station commanders will also need to rely on a number of other documents and reports to confirm changes (measures of reduction), patterns, and trends in crime, arrests, prosecutions, convictions and removal of criminals from the streets of Grants Pen. Among these are tallies of individual crime reports, investigative case reports, consolidated crime reports, crime analysis reports, 119 records, supporting reports (drug/gun seizures, forensic reports, etc.), wanted person lists, court documents, truancy reports, hospital/emergency room/ambulance/medical examiner records relative to assault, domestic violence, traffic crashes, and overdose admissions or deaths, and more.

However, not all benchmarking progress can be measured with formal data and statistical documentation. Many of the measures rely on community conditions and public perceptions that are best documented through community/citizen surveys, select and random stakeholder interviews with members of the Grants Pen residential and business communities. Commanders must also rely on their own honest and objective observation of conditions as they and their subordinates conduct their daily activities and interact with the public. The reduction of fear and greater trust in the police can be supported by measures of increased traffic and vending, but must first be felt and communicated by the public.

Commanders will need to rely on their resourcefulness to constantly identify new methods to quantify or confirm changes in the conditions of crime and traffic, fear, and

trust. They must be ever able to identify progress – or regression – and take quick steps to replicate success or adjust and modify strategies as needed to address failure to make progress.

Grants Pen Benchmarking

Benchmark	Measure	Method Or Document
Reduction Of Crime/Disorder (Specific Performance Targets Should Be Established After Baselines Are Identified)	Reduction In Violent Crime	Consolidated Crime Reports – Measure Of Reduction Homicide/Assault Reports – Measure Of Reduction Crime Analysis Reports Emergency Room Admissions For Assaults Emergency Ambulance Transport Records Grants Pen Health Center Records 119 Call Records
	Removal/Arrest Of Dons/Organized Crime Leaders	Arrest Records Personal Knowledge/Observation Lists Of Wanted Persons Records Of Local Gangs – Measure Of Reduction
	Reduction Of Guns On The Street	Seizure Reports Investigative Case Reports M-PAS – Semi-Annual Summary Consolidated Crime Reports Crime Analysis Reports Intelligence Reports
	Reduction In Domestic Violence	Consolidated Crime Reports – Measure Of Reduction Crime Analysis Reports Emergency Room Admissions For Domestic Assaults Emergency Ambulance Transport Records Grants Pen Health Center Records 119 Call Records
	Reduction In Property Crime Crime Analysis Reports	Consolidated Crime Reports – Measure Of Reduction Stolen Auto Reports/Listings 119 Call Records
	Reduction In Drug Related Crime	Arrest Records Drug Seizure Reports Investigative Drug Case Reports M-PAS – Semi-Annual Summary Consolidated Crime Reports Crime Analysis Reports – Street Observations Intelligence Reports Hospital Admissions – Drug Overdoses

Grants Pen Benchmarking

Benchmark	Measure	Method Or Document
Reduction Of Crime/Disorder Continued...	Decrease In Number Of Hot Spots	Crime Analysis Reports Deployment Records To Document Resource Alignment To Hot Spots 911 Call Records Constable Observations Community Policing/Problem-Solving Projects (Reduction)
	Increased Reliance On Intelligence	Intelligence Reports M-PAS Semi-Annual Summary Crime Reports
	Increased Reliance On Technology	Crime/Forensic Reports Court/Conviction Records Constable Observations/Survey
	Increase In Clear Up Rate	Consolidated Crime Reports Investigative Case Reports
	Increased Conviction Rate	Court/Prosecution Records Acquittal Records
	Decrease In Criminals On The Street	Court – Convictions/Incarceration Records Arrest Records Constable Observation Of Displacement Lists Of Wanted Persons
	Reduction In Truancy	School Attendance Records Constable Observations

Grants Pen Benchmarking

Benchmark	Measure	Method Or Document
Reduction Of Fear Of Crime	Increase In Foot Traffic	Observation -- Especially In Evening/Night
	Increased Vehicle Traffic	Observation -- Especially On Formerly Avoided Roads And Main Roads Used As A Corridor To Other Areas
	Increased Occupancy Rates	Observation -- Residential, Retail, Commercial Property
	Resurgence Of Business, Commerce, And Vending	Observation And Business License Records
	Increased Property Values	Realty Records
	Stronger Interest In Police Programs	Neighborhood Watch & Crime Prevention Participation
	Increased Witness Testimony In Court	Prosecutor Observations Court Records -- Convictions
	Increase In Youth Activities	Observation -- Greater Use Of Park Areas Observation - Greater Police Participation
	Increased Interaction With Police	Observation By Field Personnel And Citizens
	Increased Reporting Of Crimes	Consolidated Crime Reports
	Increase In Community Spirit	Observation -- Community Input To Sgt & At Meetings Citizen Surveys
Benchmark	Measure	Method Or Document
Increased Trust In The Police	Reduction In Constables Assaulted	Use Of Force Reports Investigative Case Reports/Charging Documents Injury Reports -- Station Diary
	Reduction In Physical Conflicts	Arrest Reports Use Of Force Reports
	Decreased Citizen Complaints On Police	Professional Standards Reports Citizen Complaints -- Measure Of Reduction M-PAS -- Semi Annual Summary
	Increased Professionalism Of Police	Commendations From Citizens Training Records/Skills Inventories Community Observations Media Accounts -- Positive Reporting About Police
	Intelligence Provided By Public	Investigative Case Reports/Prosecutions Investigations Stemming From Intelligence M-PAS -- Semi-Annual Summary

Grants Pen Benchmarking

Benchmark	Measure	Method Or Document
Increased Trust In The Police Continued...	Increased Witness Testimony In Court	Court Records – Convictions Prosecutor Observations
	Increased Public Contact/Visitation/ At Station	Personal Observation Increased Use Per ATM, Post Office, Health Center Records Increased Telephone Volume At Station
	Increased Citizen Satisfaction	Citizen Surveys Citizen Commendations Of Constables Media Accounts – Positive Reporting About Police
	Increased Community Policing Activities	M-PAS Meeting Records – Constable Participation Problem Solving Project Completion Reported Meetings, Invitations To Participate Increased Community Group Activity Increased Invitations For Police At Service Clubs, Churches, And Schools
Benchmark	Measure	Method Or Document
Decreased Deportee Problems	Increased Monitoring	Return Records Arrest Records Noting Deportees Constable Observation
	Adopt A Deportee Program	Personal Tracking “Welcome Wagon” Approach
Increased Traffic Safety	Reduced Number Of Traffic Crashes	Consolidated Reports Crime Analysis Reports
	Reduced Number Of Fatalities/Injuries	Consolidated Reports Crime Analysis Reports Emergency Room Admissions For Traffic Crash Injuries Emergency Ambulance Transport Records Health Center Records 119 Call Records
	Increased Compliance With Traffic Laws	M-PAS Traffic Ticket Summaries M-PAS Warning Summaries Constable Observation

Grants Pen Personnel Measurements

Benchmark	Method or Document	Measure
Accountability and Integrity (Qualitative)	Performance Appraisal System Monthly Coaching (MIPAS Requirement) Subjective Input and Assessment of Supervisors and Community Observations/Reports Community Suggestion Box	Overall Rating (A – E) of Performance Documentation of Areas to be Improved Notations of Improvement or Non-Improvement Constable Attitude, Flexibility and Adaptability Constable Use of Discretion
(Quantitative)	MIPAS – Section “D” MIPAS - Appendices “C,D,E,F” Professional Standards Records Pocket Book /Supervisory Notes & Observations Accident Register	Number of Commendations Number of Warnings Citizen Complaints Policy Infractions/Poor Performance Disciplinary Actions/Sanctions Counseling by Supervisor Conflicting Encounters Number of Vehicle Accidents

Grants Pen Personnel Measurements

<p>Performance - Workload and Activity (Quantitative)</p>	<p>MIPAS – Section “C and D” MIPAS – Appendices “E and F”</p>	<p>Reports Submitted Investigations New Cases Undertaken Cases Completed Arrests Warrants Executed Summonses Served Tickets Warnings issued Citizen Contacts Traffic Accidents Handled Seizures Vehicles Firearms Other Weapons Drugs Other Contraband Intelligence Submitted</p>
<p>(Qualitative)</p>	<p>Pocket Book/Supervisory Notes & Observations Performance Appraisal System Training Records to Demonstrate Proficiency</p>	<p>Effective Communication Thoroughness -Written Reports/Investigations Observes Situations/Identifies Problems Problem Solving Capability Solicits Information/Intelligence</p>

Grants Pen Personnel Measurements

<p>Community Policing Initiatives (Quantitative)</p>	<p>MIPAS – Section “B” MIPAS - Appendices “E and F” Station Diary Pocket Book</p>	<p>Community Events Attended Meetings Neighborhood Watch School Events Youth Activities (Corner League, etc.) Problem Solving Projects</p>
<p>(Qualitative)</p>		<p>Initiates Citizen Contacts Initiates Community Meeting Opportunities Collaborates With Citizens Takes Personal Responsibility for Area/People Seeks to Improve Conditions</p>
<p>Court Performance</p>	<p>Court Records MIPAS – Section “C” MIPAS – Appendices “E and F”</p>	<p>Court Attendances (Traffic/RM/Circuit) Convictions/Conviction Ratio Case Vetting Records Withdrawals (Declination to Prosecute) Acquittals</p>
<p>Training and Career Development</p>	<p>MIPAS – Section “D” Training Records – Service Records Certificates, Diplomas or Transcripts</p>	<p>In-Service Training Specialty Courses (Forensics, Investigations, etc.) Supervisory or Management Training Formal Advanced Education</p>

Grants Pen Personnel Measurements

Attendance Record – Punctuality	MIPAS Section “D” Station Diary Pocket Book/Supervisory Notes & Observations Duty Roster	Hours Worked Static -By Assignment Patrol - Mode Sick Leave Other Time Off Late for Duty Absent Without Leave Work Group Show up Rates
Supervisory Role (Qualitative)	Pocket Book/Supervisory Notes & Observations Performance Appraisal System Constable Surveys/Evaluations of Supervisors Staff Inspection Reports	Establishes Work Group Priorities Assesses Crime Analysis Information Develops Action Plans Manages Uncommitted Time Maintains Situational Control Contributes to High Morale Work Group Provides regular Feedback Detects Corruption Encourages Productivity Develops Subordinates Serves as Formal/Informal Station Level Trainer Documents Actions/Maintains Records Complies with Policies/Standard Operating Procedure
(Quantitative)	MIPAS – Supervisory Activity/Performance Station Diary (Supporting Document) Pocket Book/Supervisory Notes & Observations Field Operations Led Work Group Performance	Problem Solving Projects Overseen Training Sessions Conducted Counseling Sessions Held Disciplinary Actions Taken Commendations Given

JAMAICA CONSTABULARY FORCE
POLICE EMERGENCY MEDICAL SERVICE (PEMS)
POLICY

1. Purpose

The purpose of this policy is to provide guidelines for the operation of the Police Emergency Medical Service.

2. Background

The Jamaica Constabulary Force over the years has been faced with a number of challenges as it relates to the safety of its members during planned or unplanned operations. It is believed that a significant number of its members may have lost their lives due to the lack of or inappropriate emergency medical treatment. This situation has sparked numerous concerns among its members and others who believe that the JCF should do more to ensure the safety of its members especially during planned risky operations.

Presently the Police First Aid Centre operates an ambulance service that sometimes provides medical support for persons on special operations but the service has proven inadequate due to the many other functions that the Centre has to perform on a regular basis. It was therefore believed that the Centre should be developed into providing an Emergency Medical Service (EMS) for its members.

The Organization is cognizant of its limitations in providing a service that may extend towards assisting members of the general public but remains committed as an emergency organization to assist the Ministry Of Health and other organizations in providing medical assistance in the event of special emergencies. The JCF is therefore seeking to development of an internal service that will better address the emergency medical needs of all of its members.

It is expected that the JCF Emergency Medical Service will not only assist in reducing the number of deaths occurring during police operations but will also help to minimize the frequency in transporting injured persons in police service vehicles. This practice has been heavily criticized by various quarters of the society especially among local Human Rights Activists and International Interest Groups. References

can be cited from the Police Executive Research Forum and the Molly Meacher Report of 2001. Both Reports identified the need for the JCF to implement an Emergency Medical Service which will provide immediate medical care to persons injured during police operations. Subsequently the JCF has developed the Police Emergency Medical Service (PEMS) to address the particular concerns.

3. Objectives

- To provide a 24 hour internally operated emergency medical support for members of the JCF and its Auxiliaries during planned or unplanned operations.
- To provide First Aid lectures and Re-certification of members of the JCF and its Auxiliaries.
- To provide an ambulance service for police personnel and prisoners in police custody who may become sick or injured.
- To provide Emergency Medical Response Services at national sporting or entertainment events, state visits etc.
- To procure and distribute First Aid items to police stations and lockups island wide.

4. Scope of Operations.

PEMS is a 24 hour Emergency Medical Response Service primarily for members of the JCF and its Auxiliaries. It is expected to expand across the Island in order to provide services in every geographical police area. It is designed to provide basic life support to casualties arising from police planned or unplanned operations. However, it is not intended to provide a National Emergency Medical Service for the citizens of Jamaica. However, PEMS may assist members of the public when no other medical care is available and it is practical and feasible to do so.

The service is operated from one central location with response sites situated at various locations.

5. Management & Administration

PEMS is a designated component of the JCF Medical Centre. It is expected to provide island wide coverage with established offices at the Area or Regional level

overtime. The service must be managed by a gazetted rank who should have overall responsibility for the day to day operation of the service. He must have suitable experience in the management of medical emergencies and must possess the requisite skills and certification in the field of EMS operations.

He will be accountable to the ACP operations through a Medical Board headed by the Chief Medical Director for the service.

The Medical Board is comprised of five persons; one female gazetted police officer, one gazetted officer with operational responsibility, an executive member of the Police Federation, a representative from the Ministry Of Health, and the Chief Medical Director. Three persons will form a quorum. The Board is expected to meet at least twice annually or otherwise when necessary.

All response sites or offices of PEMS situated across the island at the area or regional level must be managed by the most senior personnel on duty.

6. Staff

PEMS must be adequately staffed in order to effectively carry out its daily functions. Personnel operating Ambulances or engaged in other duties must be properly trained and certified in the areas of their competence. All ambulance crew must be certified Emergency Medical Technicians as well as CPR certified. The staff of PEMS may be comprised of Regular Police, Special Constables and District Constables. It may be necessary to reduce the number of Regular Police and increase the number of auxiliary staff.

7. Training

All members of staff of PEMS are required to obtain a valid certificate in emergency medical training at the University of the West Indies or any other authorized body. At the expiration of personnel certification they must be re-certified before they are authorized to administer any further medical care. Members of the PEMS operation team are required to be certified every two years.

8. Medical Support

PEMS must be provided with medical support from credible sources in order to validate the service. The JCF medical unit, in collaboration with the Pre-hospital Emergency Medical Service Division (PHEMS) at the University of the West Indies and selected hospitals of the Ministry of Health may devise a corporate plan to provide EMT with online medical advice or assistance when practicable and feasible.

9. Medical Director

The JCF chief medical doctor will be the designated Medical Director for PEMS. He/she has the primary responsibility of ensuring that Medical Technicians are given medical clearance or medical advice during or before administering appropriate treatment. He is also vested with the responsibility in ensuring that the service provided is kept at an acceptable standard. Generally speaking he/she has overall medical supervisory responsibility for the service.

10. Working Hours

PEMS is aimed at providing a 24 hour service, operating on a double shift system ranging from 7:00 am to 7:00 pm and 7:00 pm to 7:00am.

However, working hours must be flexible so as not to prejudice any police operation which may in progress. These imply that persons who are on duty cannot leave their post unless being properly relieved.

11. Vehicular Support

In order to provide an effective and efficient service, there must be adequate vehicular resources available such as ambulances and other service vehicles. A reserve ambulance must be on standby to serve as backup to compensate for any unforeseen emergencies (Ministry of Health Emergency Regulations).

12. Communication

PEMS will establish a private channel for its communication needs. All calls must be routed through Police Control to the PEMS Base. The Telecommunication Division must ensure that adequate portables and base radios are provided. All ambulances and response sites must be equipped with fixed radios.

13. Service and Maintenance

The Police Transport & Repairs Division is responsible for the servicing and maintenance of ambulances and other service vehicles. Operations of the emergency units will adhere to the operational guidelines outlined in the ambulances operations handbook.

14. Medical Supply & Equipment

Medical supply and equipment for use within the unit are to be procured through the JCF Finance Branch. An assessment for allocation of resources must be done on an annual basis. The Commanding Officer of PEMS will ensure that adequate equipment and supplies and proper records are maintained.

15. Uniform

All EMT personnel are to be properly attired in specially designed uniform for easy identification and comfort.

16. Accessing Procedures for the Emergency Response Service

Persons who are desirous of accessing the service of PEMS must make out a request to the Commanding Officer incharge of PEMS within a reasonable time when possible. However, PEMS may respond to emergencies when practicable and feasible.

17. Monitoring & Evaluation

The Commanding Officer of PEMS will ensure that a formal inspection is done at least once per month of all resources under his control in accordance with Force Policies. A report must be forwarded to the Commanding Officer i/c the JCF Wellness Centre through the Chief Medical Director.

In order to keep pace with modern technologies this Policy will be reviewed every two (2) years.

THE JAMAICAN EMERGENCY MEDICAL SERVICES

"MANAGEMENT OF LAIBILITY RISKS"

1. While the establishment of an EMS in Jamaica is commendable, the creation and extension of such a service must address not only the saving of lives but also the managing of risks.
2. The law on medical negligence consists of four essential legal elements:
 - Duty
 - Breach of duty
 - Causation of injury, and
 - Damages
3. A negligence claim cannot succeed if any one of these elements is missing.
4. "Duty" in law is an obligation, to which the law will give recognition and effect. A bystander has no legal obligation to provide affirmative medical aid to an ill or injured person.
5. Courts internationally have recognized however that EMS providers such as paramedics have a legal duty to respond to the treat victims of medical emergencies. Specific responsibilities will vary and generally depend on legislation and case law.
6. Once the duty exists, failure to offer assistance and assistance which is incorrectly or wrongly given may result in a breach of that duty.

7. Generally a reasonable level of assistance is necessary and the Courts define what is "reasonable" based on the facts and circumstances of each particular case. The degree of reasonableness will evolve as society evolves and action or inaction viewed as reasonable today may be viewed as unreasonable tomorrow.
8. A successful negligence action requires proof that alleged misconduct caused legally recognized damages such as death or injury. Possible causation theories likely to arise in EMS related cases include allegations that a death directly resulted from 1.) failure to purchase and make available live-saving equipment, 2.) the failure to use or timely use an available EMS, or 3.) the improper use of an available EMS.
9. The law on medical negligence in Jamaica is approached using the *Bolam* test: the defendant must live up to the standard of the ordinary skilled man exercising and professing to have that special skill and should not be found to be negligent if he has acted in accordance with a practice accepted as proper by a responsible body of medical men skilled in the particular art.
10. In most countries with emergency medical services, legislation has been passed granting a measure of immunity to EMS workers dependent on their training, certification and experience. These laws have very strict compliance regulations before this immunity is applied. This legislation is referred to as "Good Samaritan" laws.

11. Risk management strategies are available or organizations that implement EMS programmes. These strategies include:

- **Programme Design**- The best way to manage liability risk is to carefully design, implement and operate the EMS programme in a "reasonable" manner.
- **Programme Certification** - Becoming "certified" by a trusted third party can help minimize and share liability risk.
- **Manufacturer' Indemnification** - Some manufacturers of equipment used in EMS offer liability indemnification to purchasers of their products. Read the fine print.
- **Good Samaritan Immunity** - Good Samaritan immunity laws offer various levels of liability protection if they apply and if all conditions associated with the immunity are precisely followed.
- **Liability Insurance** - Liability insurance offers a contractual way to share liability risk with an insurance company.

12. The public health benefits of this EMS are clear, but savings lives requires also managing risks.

NANCY ANDERSON
APRIL 15, 2005

Appendix 2: Close out and final asset disposition plan



POLICE EXECUTIVE
RESEARCH FORUM

Robert K. Olson
Community Policing Advisor

March 21st, 2006

Mr. Dennis Darby, Team Leader
Democracy and Governance Program
United States Agency for International Development
2 Haining Road
Kingston 5, Jamaica W.I.

RE: PERF Close Out Plan for USAID Cooperative Agreement # 532-A-00-05-00130-00

Dear Mr. Darby:

As required by the Agreement, PERF intends to comply with the reporting requirements in a timely manner, within the 90 day authorized limit. The below listed actions and time frames are proposed:

1. Prior to the expiration of the agreement on 31 Mar 06, PERF plans on turning over all remaining non-expendable property and equipment obtained under the Agreement to local Grants Pen entities in need of such equipment, including the CPMC. Property will be inventoried as required by the Agreement and signed for by the appropriate authority and the Final Inventory submitted to USAID as soon as possible and in no case later than 90 days from the expiration of the Agreement.
2. PERF plans to transfer title of its vehicle to the JCF for use at the Community Policing Services Facility, which is in desperate need; having only one patrol car assigned. All USAID funded liability and comprehensive insurance for the vehicle will be cancelled, effective 1 Apr 06.
3. Furniture and appliances purchased and used by the Chief of Party with USAID funding will be distributed to identified CBOs or NGOs or other institutions in/around Grants Pen that would benefit from these items.
4. The March monthly report will be incorporated into a final report for the project, with target submission date to USAID of two weeks after the Agreement expiration.
5. The final voucher will be submitted upon receipt and payment of all outstanding invoices for expenses incurred prior to expiration of the Agreement no later than 90 days from the expiration of the Agreement.

6. It is not anticipated that Final Patent, Copyright or Royalty statements will be necessary and statements that none are required will be provided with the Final Voucher.

7. Confirmation that all report procurements under the Agreement have been met will be provided with the Final Voucher.

Please let us know of any questions, concerns or direction on this Close Out Plan at your earliest convenience.

Sincerely,

Robert K. Olson
Community Policing Advisor

Cc. Andrea Luna