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**TERMINATION
PHASE-OUT
STUDY
PUBLIC SAFETY PROJECT
GUATEMALA**

JULY 1974

**AGENCY FOR INTERNATIONAL DEVELOPMENT
OFFICE OF PUBLIC SAFETY
WASHINGTON, D.C. 20523**

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JULY 1974

**Caesar P. Bernal
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CHAPTER I

INTRODUCTION

A. Terms of Reference

U.S. Public Safety assistance has been provided to the Government of Guatemala to develop the managerial and operational skills and effectiveness of its civil security forces. Such assistance has been focused on, but not limited to, the National Police of Guatemala. At the inception of the project and during its life, mutually agreed objectives and courses of action were established, and at times adjusted to achieve the overall goals as well as to accommodate changing situations in the country. Both host country and U.S. resources were programmed and employed to jointly strive towards these goals.

Due to U.S. Congressional action, the continued input of U.S. Government resources planned for this project must be terminated sooner than anticipated and prior to the achievement of all the goals and objectives mutually established by the two governments. It is the purpose of this report to note the progress made thus far and to enumerate what remains unaccomplished under the project goals. The report also includes recommendations which the Government of Guatemala should undertake, employing its own resources, since in-country assistance by A.I.D. will no longer be available.

B. Conduct of the Study

The team was composed of the following members:

Caesar Bernal, OPS/W
Arlen Jee, OPS/W

After review of pertinent background documents in Washington and meetings with the Country Desk Officer, the Director of OPS, and the Chief of OPS/TA, the team proceeded to Guatemala for its in-country survey, arriving July 3, 1974. The study was conducted by interviews and discussions with

members of the U.S. Country Team, Guatemalan ministerial and police officials, and by on-site visits to Guatemala police installations. Mr. Naurocki conducted that portion relating to telecommunications in May 1974 because of scheduling problems. All persons contacted were frank, candid and helpful in their conversations with the team, for which the members expressed their sincere appreciation.

A list of persons contacted appears as Attachment A.

CHAPTER II

SUMMARY

A. Observations and Conclusions

The Public Safety Program was initiated in 1956 at the request of the Government of Guatemala. A study of the major police agencies was conducted prior to the initiation of the project, and, as a result, a report was prepared with recommendations for improving police effectiveness. During the life of the project, the emphasis was directed to increasing the operational and management capabilities of the GOG law enforcement agencies. The program has made a significant contribution to the development of law and order conditions in the country at a crucial time.

U.S. assistance has been provided to the National Police and the Treasury Police, both of which are under the Ministry Government. Mutually developed project activities have been implemented, and meaningful improvements have been effected.

In a developing country such as Guatemala, many demands are placed on the police, and these are likely to increase as population pressures augment with the corresponding socio-economic problems. The GOG police must continue to develop as an institution if it is to meet those demands - a unique challenge.

B. Recommendations

As a result of the study team's observation visits, a number of recommendations for the consideration of the Government of Guatemala have been formulated which could lead to greater police efficiency and/or economy when implemented.

At present there is still a need for continued emphasis on training and increased budgetary support for the police. Chapter VI deals with specific recommendations on training, personnel administration, development of human resources, reorganization and operations.

CHAPTER III

THE CIVIL SECURITY FORCES

A. National Police

1. History/Mission

The history of the Guatemalan police dates back to October 1881, when the Urban Police for the capital city was created. It assumed its national role in December 1922, when the Director General of the Urban Police was given the command of all other Department (or State) civil security forces. From its very beginning police services spanned the spectrum of effectiveness and professionalism.^{1/} In later years the police became increasingly more concerned with security against subversive activities and communist attack than with civil police functions and, in effect, assumed the role of an "auxillary" of the military.^{2/}

In 1955 Presidential Decree Number 332 promulgated the Organic Law of the National Police, as the Institution is known today. The law recognized the need to reorganize and to adopt more modern concepts and practices in civil law enforcement; it reemphasized the civil character of the police and established them as a vital part of the Ministry of Government.

The National Police's mission has not changed since and its role as a military "auxillary" has been dispelled. Its responsibilities, as decreed, are to maintain public order; to protect the lives and security of the people; to prevent crimes, to pursue and capture the delinquents; to cooperate in the investigation of crimes.

Today the National Police remains the principal civil security force for the 22 departments in Guatemala and represents a civil institution in all respects.

^{1/} "Esbozo Historico de la Policia de Guatemala," Desiderio Menchu. Revista de la Policia Nacional, 12 Septiembre 1963.

^{2/} Report on the National Police in the Republic of Guatemala, Fred G. Fimbres, International Cooperation Administration, April 1956.

2. Organization

The National Police today is a force of approximately 5000 men (excluding the Corps of Detectives), an increase of 66% over the 1956 strength. Of the 4400 uniformed personnel in line operational units, 60% are found within the Department and Capital area of Guatemala, while the reverse was true 18 years ago when 58% of the men were in the interior.

There is no official organization chart for the police, although a function diagram can be drawn up, based on actual operational procedures (Attachment C: Functional Organization Chart of the National Police). The hierarchy and operations of the police can be divided into two principal levels, the Directorate and the territorial operations.

a. The leadership of the National Police is delegated to a directorate consisting of the Director General, the Sub-Director (or the Second Chief) and the Inspector General (or also called the Third Chief).

By decree, the Director is provided with wide discretionary powers in the operation, organization and administration of the Institution. The Sub-Director and Inspector General historically have had no direct line authority over the police elements, except that which the Director chooses to delegate.

Characteristic of the leadership in the last 19 years has been the frequent turnover of Directors and correspondingly other key police officials and the concentration of authority at the apex of the hierarchy. Since 1955 the National Police has had 23 Directors. The longest period served has been by the incumbent who has been in this office for over 3- $\frac{1}{2}$ years (and who has just recently been reconfirmed as the Director by the new President).

In 1956 the Director General and the Second Chief personally supervised the operations of some 66 units. Today, the span of direct control has been narrowed but nevertheless extends to an unwieldy 34 line and major support elements.

b. Police operations can be divided into three groups, based on territorial jurisdiction: those for the Capital area and the Department of Guatemala; those for the other 21 Departments; and others which provide assistance on a nationwide basis.

Within the Capital area, police coverage is geographically divided into four sectors, each of which is handled by a Police Corps. In addition, the Capital metropolitan area is served by the Traffic Corps and the Radio Patrol Division. A total of 15 police stations subordinate to the respective Corps provide coverage in municipalities surrounding the Capital area but within the state of Guatemala.

In each of the other 21 Departments is a police headquarters located at the state capital; subordinate to them are a total of 130 substations to serve key municipalities.

On a national scale, the Corps of Detectives, the Identification/Laboratory Division, Supply/Maintenance and the Telecommunications Section provide their respective expertise.

3. Budget

The budget each year is prepared by the Ministry of Government in consultation with the Director General beginning in the month of July. (The fiscal year of the Guatemalan Government corresponds to the calendar year). Within the National Police there is no formal procedure by which the Corps, Departments or Divisions can submit their budgetary requests, although inputs might be occasionally solicited.

Once the budget is approved, transfers can be made within the police budget or between agencies, unless otherwise prohibited. As an example, unbudgeted materials needed for the police may be paid with funds from another agency. Within the police budget, funds for one class of items may be used to purchase materials from another category. At the end of the year any unexpended portion of the budget reverts back to the government's central funds.

National Police: Normal Operating Budgets (x million)				
	1956	1972	1973	1974
National Police Budget (\$)	2.60	6.56	6.78	7.02
% of the National Budget	unkn	2.6%	2.3%	2.0%

Salaries (\$)	2.32	5.93	6.07	6.24
% of Police Budget	89%	90%	90%	89%

Equipment/Supplies (\$)	0.08	0.39	0.42	0.46
% of Police Budget	3%	6%	6%	7%

Note: US\$1 = Quetzal 1

In the last three years there has been a slight increase in dollar funds for the police budget but correspondingly smaller proportion of the national budget. Yet, the normal operating demands of the National Police in an increasingly more complex and costly society have been disproportionately greater and require expansion of facilities. The reduction of the police budget from 2.6% of the national budget in 1972 to 2.0% in 1974 equates to a loss of \$2.2 million this year, a sum which the police can advantageously and realistically utilize to meet their responsibilities.

The proportion which has been allocated for equipment and supplies has been 6 to 7% of the police budget for the last seven years. In 1974 \$434,000 was assigned for replacing expendable materials, almost half of which goes for the purchase of automobile tires, gasoline, lubricants and spare parts. No amount has been set aside for the replacement of such police supplies as ammunition and tear gas. An inadequate amount of \$3500 is for photographic film, processing chemicals, laboratory supplies along with other materials needed in other sections. For laboratory and radio maintenance and all line units in the 22 Departments, \$12,000 was budgeted for replacement supplies.

Only \$22,000 for equipment has been approved for the purchase of capital items, such as office equipment. No amount has been built into the operating budget for the timed replacement of vehicles and radios, the purchase of file cabinets, laboratory equipment or the expansion of the police's photographic capabilities.

Special one-time outlays, however, may be and have been incorporated into the Ministry's Central Administration Budget. In 1973 and 1974 the Guatemalan Government approved \$200,000 per annum for the purchase of vehicles, radio equipment and weapons for the National Police and Treasury Police. Additionally, in 1973 and 1974 \$500,000 and \$700,000, respectively, were set aside for the construction and furnishing of the new National Police School and combined maintenance facilities.

4. Personnel

As reported in the National Budget for 1974^{3/}, the authorized strength of the National Police totals 5368. Of this total, 451 are assigned to the headquarters staff in Guatemala City, 324 to the Corps of Detectives, 2826 (or 53% of the total) to the line units in the Department of Guatemala and 1767 (or 33%) distributed among the remaining 21 Departments. (Attachments D: Personnel Distribution by Departments and by Rank).

It is important to note at this point that the actual strength and distribution of personnel will vary from the reported figures; this discrepancy arises from the practice of assigning personnel from one section to another on detached service.

The Organic Law provides the Director with what amounts to exclusive power in personnel matters. Consequently, the police employee's advancement and career lie with the whims of the Director. In 1956 as well as today police personnel are employed, transferred, promoted, demoted and fired by the Director. There is no merit promotion nor job classification system; the employee is not under the Guatemalan Civil Service; there is no job tenure; there is no longevity nor in-grade step increases.

In 1956 the lowest ranked policeman, the agent, received a monthly salary of \$75, if he was assigned in the Department of Guatemala, and \$45, if in the other 21 Departments. Today all agents regardless of where they are assigned receive \$90 per month.

^{3/} Presupuesto de Ingresos y Egresos del Estado. Ejercicio 1974.
Ministerio de Finanzas Publicas, la Republica de Guatemala.

The police ranks no longer parallel the military grades. Today they consist of the agent, inspector and sergeant to make up the enlisted grades and officer class I and officer class II for the commissioned ranks. Outside of this basic rank structure are positions - supervisory or specialized - which call for different pay and which conceivably could be filled by either civilian or uniformed personnel (Attachment E: National Police Pay Scale).

5. Training

a. National Police School (Escuela Nacional de Policia)

History

The creation of the National Police School dates to a decree issued in 1938 providing for the establishment of a training center for the public security forces. The school was opened ten years later in 1948 and closed in 1954. The pre-project survey conducted in April 1956, stated that a recruit training school was initiated on March 1, 1956, tasked to provide a 30-day basic training for new hires. As far as could be determined, prior to the inception of the recruit school there had been no police academic training in any field. The major deficiencies noted underscored lack of budgetary support to pay invited instructors or provide essential material, and the disregard for a well-defined program of instruction. Other factors non-conducive to an academic environment noted the low caliber of instruction and inadequate classrooms. Eventually, the school was relocated on the third floor of the National Police Headquarters building until 1971 when it was moved to the present temporary site while negotiations were in progress leading to the construction of the new 10-building complex in Los Cipresales.

USAID/PSD Efforts

USAID and the Public Safety Division involvement in the present school had its genesis in 1966 when the GOG requested assistance in establishing a permanent training school for the security forces subordinate to the Ministry of Government. The initial step was taken when a USAID engineer conducted a survey of the Treasury Police (Guardia de Hacienda) hangar and grounds

in the Los Cipresales section of the city, in Zone 6, approximately five kilometers north from the center of the city. The succession of events leading to November of 1971 are well-documented in the evaluation of the Public Safety Program conducted at that time. In the ensuing period, the PSD has provided periodic progress reports on this activity and other activities recommended in the evaluation. Once the USG funding was approved (\$410,000) in consonance with GOG participating commitments on land acquisition (GOG \$160,000) and other agreements, the negotiations were initiated involving architects, contractors, engineers and developing the administrative procedures through the MOG on payments. The liaison arrangement between USAID, PSD, the MOG and the private sector leading to the present status of the building complex has required thousands of man-hours including the full-time assignment of a PS Advisor for the past three years.

Present Status

The team conducted an on-site inspection of the ten-building complex at Los Cipresales which will be the combined training center for all MOG security personnel and combined maintenance and repair facilities for all MOG security equipment in the fields of transportation, communications, armament and general supplies. (See Attachment F for building layout.) The present site is situated in a 16.1 acre plot and simple narrative alone cannot accurately describe the impressive building complex with its connecting covered walkways planned and constructed as a functional institute of learning. Briefly, there are 4 large classrooms with a student capacity of 48 each, two smaller classrooms with a student capacity of 32 each and one small classroom for 10 students; plus library, administration building, dormitories, kitchen, dining room, two laboratories, a paved courtyard for outdoor ceremonies, and sufficient personal hygiene facilities throughout the buildings.

The combined shops are located in two large buildings separate and apart from the academic complex. The vehicle maintenance shop may well be the best equipped and most spacious facility of this type within the government sector, including the private sector. The remaining building will house other non-automotive related maintenance and repair facilities previously mentioned.

The total floor area of the ten-building complex totals 70,000 square feet and is now scheduled to be released to the MOG by September 12, 1974. The delay in construction has been attributed to the critical shortage of cement in country and the alleged inflexibility of the architect/project manager in their dealings with the contractor.

Funding

Thus far, the USAID/PSD has provided the original grant of \$410,000 and approximately \$120,000 in commodities to place the complex in an initial operational status. Some of this equipment has been released and is being presently utilized at the temporary school site; however, the balance will be released upon acceptance of the complex by the MOG for permanent installation. The \$530,000 does not include the total man hours spent by PSD and USAID in bringing the project to its present stage.

On balance, the GOG through the MOG has provided \$160,000 to obtain the land, and thus far, has paid \$110,000 to the contractor on the initial construction cost overrun which is estimated to attain a final cost of approximately \$550,000. (\$140,000 over the USG-funded \$410,000). All parties involved agree the cost overrun is attributed to the inflationary process on all types of construction material.

In the CY-74 GOG budget submission, the MOG General Administration section line items a \$700,000 counterpart appropriation in conformity with the A.I.D. Agreement. In the CY-73 GOG budget submission under a similar line item, the MOG General Administration section reflected a \$500,000 appropriation which was not used. It should be noted this line item does not appear in the National Police budget; however, in CY-75, which will be the first budgetary planning year of the school's operation, the appropriations for the new complex should be included in the National Police budget in the section set aside for the National Police, Treasury Police and Detective Corps School.

In CY-72, CY-73 and CY-74, the MOG budget did provide line item funding for the present school in the National Police budget for \$75,816, \$125,280 and \$126,360 respectively, with these amounts proving adequate for efficient operation.

Other than furniture consisting in the main of desks, cabinets, chairs, tables, benches and cleaning and administrative supplies, the major increase in the budget will be the salary costs of the newly created positions to adequately staff the complex. Personnel projections based on the present school, plus the foreseeable new demands indicate the minimal staffing level for the new training center will be in the vicinity of 80 to 90 positions. The school presently has an authorized strength of 32, which includes directorate, faculty and administrative staff. The team met with the controller from the MOG's budget section and he explained that since all present positions both in the shops and in the training sector were already included in the National Police budget, these positions would be laterally transferred to the new complex. The increase in the National Police budget for the newly created positions would come from the \$700,000 line item appropriation in the MOG General Administration section.

b. Capital City

During the evaluation team's visit to Guatemala in November, 1971, it was bilaterally agreed that since the grant agreement had been signed and the funds had been available as of May, 1970, definite steps should be taken to establish an interim school at temporary quarters until such time as the new site was completed.

As a result, an IPA graduate was named Director of the National Police School which was moved from the National Police Headquarters to a large residential house in the downtown area. According to the estimates at the time, the final contract for consultant engineering services would be signed in late November 1971; invitation for bids for construction would be prepared by the end of March, 1972; after the reviews of contracts and approval by USAID and the GOG, construction would start in August, 1972, and construction would be completed in August 15, 1973. Although the present training site in the renovated house was originally planned for two years, the school will graduate its third 11-month recruit training class in December, 1974. The delay in the construction has not had an adverse effect on the present school, as classes have progressed on schedule. Of significant importance is that the training and administrative staff have gained additional invaluable experience to better prepare them to assume major responsibilities in the new complex.

History of PSD Training Efforts

A summation of PSD-initiated training efforts for the five-year period prior to 1971 reveals the major thrust was targeted towards upgrading basic police skills through extensive use of both roll-call training sessions and in-service specialized training at Corps and precinct station level. Due to the very limited space in the National Police School located in the Central Headquarters building, this strategy was born of necessity and continued until substantially increased through the implementation of the Rapid Police Development Plan in 1970.

It should be noted that prior to 1971, there were other factors which had an inhibiting effect on the growth and expansion of the formal training courses conducted at the National Police School in a sporadic manner. The crux of the problem was a lack of budgetary support with the predictable shortcomings in academic material and support equipment. In addition, the frequent transfer of key personnel who were not budgeted under training but on "detached assignment" (en servicio) from other divisions disrupted continuity. The present key personnel assigned to the training sector expressed their opinions that the present state has been reached due in part to the funding assistance by the USG but of greater significance has been the concern, influence and momentum generated and maintained by the Public Safety Program presence.

Present National Police School

The team visited the present school site and, as a result of a meeting with directorate, discovered genuine concern germane to the future of the new police training complex. The Director provided the following statistics on recruits who have entered training and number of graduates:

<u>Year</u>	<u>No. of Recruits</u>	<u>No. of Graduates</u>
1972	100	74
1973	104	78
1974	104	99*

*Still in class; scheduled to graduate in December, 1974.

Recruit training classes are initiated in February and graduate 10-months later. The PSD assigned an advisor on a full-time basis to provide technical assistance and liaison on all training-related activities for the past three years. The present plans indicate the 10-month recruit training course with the same curriculum would be retained at least for the first year at the new complex.

Ideally, the new school would provide training courses for recruits, promotional courses for non-commissioned officers (galonistas), specialized courses and long-term officer candidate training. From a practical point of view, and considered within the MOG's fiscal capability to absorb the increased budgetary responsibilities, the best approach would be to limit training to recruits and specialized courses as in the past three years. This will serve as a one-year period for developing expertise in the operation and administration of such magnitude and allow meaningful planning for future expansion of courses.

Personnel

Although the problem of obtaining better personnel has been improving since the opening of the school in 1971, this is one of the areas with the best potential for tremendous dividends in the future. The approximate 25% loss of recruits prior to graduation reflects a loss the GOG can little afford. Granted, some of the losses are attributable to disciplinary reasons and will continue unless minimized by better selection from higher caliber of candidates, some losses are economical in nature for better remuneration elsewhere. After having been processed and selected, the recruit enters training and receives 50% of base pay (\$45.00) until he graduates as an agent and is entitled to the base pay of \$90.00 per month. In the course of the team's discussions with senior police personnel, including the Directorate, it was agreed that an increase in the recruit's pay would immediately open new human resource areas previously inaccessible to police recruitment.

Another area for consideration would be an internal contract signed by the recruit whereby he would agree to remain in the police a minimum of one year after graduation. The statistics indicate the last group of recruits (104) were gleaned from a list of 380 prospects. It is significant that major causes for rejection encompassed three areas related to height, academic background and previous police record.

c. Departmental Training

The in-country training under the auspices of the PSD through technical and support assistance to the end of 1965 reflects a total 10,092 police man units received instruction in basic subjects. This training was imparted to personnel from the departments and the Capital City with major emphasis accorded the metropolitan area and its environs.

From the period dating January, 1966, to April, 1971, a total of 23,318 police man units received training in the basic subjects which had been imparted during the first nine years of the program; however, the training had been expanded to include technical skills in the following areas: (1) fingerprint; (2) traffic; (3) use of reloading equipment; (4) criminal investigations; (5) immigration; (6) bomb disposal; (7) instructor methods; (8) health and hygiene; (9) English language; (10) driver education; (11) personal security and other skills related to swimming, typing and cultural development. It should be noted that the total number of trainees approximates 33,400 man units.

In conformity with the Rapid Police Development Plan of 1970, one of the "crash type" projects addressed itself to the rural areas to support the strengthening of patrol and investigative capabilities. This priority list of departments cited Escuintla, Huehuetenango, Retalhuleu, San Marcos and Suchitepéquez.

Through the use of Mobile Training Teams developed and supported by the PSD, training has been provided to 16 departments thus far in firearms familiarization, riot control and human relations. The training courses conducted by the Mobile Training Teams consist of 40 hours with the annual statistics as follows:

<u>Year</u>	<u>Number of Trainees</u>
1972	1,434
1973	1,192
1974	229(Suspended since April during change of government)

Eventually, the Mobile Training teams will be transferred to the new National Police School as part of their responsibility in conformity with the centralization concept.

6. Patrol Division

History

The 1956 pre-project survey of the National Police surfaced the lack of concept on the utilization of a motorized patrol force as a major deterrent to criminality and an immediate response to requests by citizens for police services either of an emergency or routine nature. Traditionally, all citizen's complaints were made in person at one of the four Corps Headquarters or at one of the precinct stations dispersed throughout the Capital City area. At the time, the city was divided into 14 zones (postal) with an estimated population of one quarter million inhabitants. Furthermore, the survey indicated that although there were 21 vehicles assigned to the Patrol Division, only eight could be considered in operational condition to cover the eight patrol districts. The patrol function was more oriented towards maintaining contact with the Corps and Stations than to patrolling techniques oriented towards prevention and response. Neither a work sheet nor radio log was maintained by the radio dispatchers; there was no compilation of statistical data essential to supervisory-inspection functions to determine efficiency or improve performance; and no planning on training, equipping and maintaining a progressively expanding patrol service.

Public Safety Assistance

With the implementation of the Rapid Police Development Plan in 1970, one of the priority projects was the overall improvement of the Capital City Radio Patrol Force through an infusion of essential equipment, technical assistance, and training both in the U.S. (International Police Academy) and in-country.

Generally, the plan addressed: (1) immediate projects to be supported from present A. I. D. in-country and GOG resources; (2) crash-type projects to be implemented within the shortest possible time using considerably expanded A. I. D. -GOG input; and, (3) long term projects for continued development. (See Rapid Police Development Plan - 1970.)

A study was conducted in early 1971 by an OPS/W technician to provide an analysis of progress and make recommendations for further improvement of the Patrol Force. In sum, the study revealed there was a pervasive motorized patrol coverage of the 19 zones within the Capital City area which now numbered an estimated three-quarters of a million inhabitants. USAID/PSD had already provided 30 vehicles with an additional 22 in the pipeline destined for immediate merging into the patrol force to bring the fleet to a level of 52 vehicles. Training programs had been designed and were in progress to provide the competent personnel necessary to meet the increased personnel requirements.

Subsequently, the Public Safety Program evaluation conducted in December, 1971, revealed that the first and second phases of the RPDP in relation to the Capital City Patrol Force had been attained with long term objectives contingent on the security situation demands. The accomplishments up to that point indicated that thought could now be given to a police self-sufficiency plan whereby the GOG would assume progressive funding responsibility for equipment procurement leading to 100 percent GOG funding by the end of CY-74.

Organization

Presently, the Patrol Division maintains patrol cruiser coverage for the Capital City through continuous patrolling by 38 vehicles. Included are three field supervisors to monitor the patrol activities and provide direct supervision at the scene. The city now consists of 21 zones with an estimated one million inhabitants. The patrol force will soon be augmented with an additional 35 new vehicles to bring the fleet to 73 units (all Mavericks).

There are 98 drivers assigned to the patrol force with an additional 47 drivers who are in the final week of their Driver Training Course at the National Police School. An additional 40 patrolmen have recently completed the special in-training course conducted in classrooms formerly used by the National Police School on the third floor of the National Police Headquarters building. The patrol force commander estimates his minimum needs will be met through the personnel increase to effectively utilize the larger fleet. However, the Deputy Director General judges a 400 manpower level would be the desired complement. Both PSD and the team concur.

A major impediment to personnel assignments continues to be the security demands made on the National Police for police responsibility related to static posts for personal and building security around-the-clock. The National Police Directorate is hardpressed to meet these requirements which cause a significant drain on their overall strength and causes a constant adjustment of their resources to meet the Corps' requirements. This works to the detriment of other police services including the patrol force. To further compound the manpower situation, the increase of population from three million in 1956 to the present estimate of six million inhabitants, has caused cities in the interior (e. g., Escuintla and Puerto Barrios) to expand their patrols to cope with the increase in urban criminality.

Accomplishments

The Patrol Division has a support staff for headquarters duties consisting of 31 men including the patrol chief and his deputy, plus 200 patrolmen. The division has Corps level status although its complement has not yet reached the average Corps strength of 400 to 500 men.

The Telecommunications Center (covered in detail in telecom section) is fully operational with its telephone operators and radio dispatchers performing their assigned duties efficiently and under close supervision. All calls and dispatches are entered in a key card and logged accordingly.

The National Police have obtained a special three-digit telephone number (120). Through widespread publicity, calls handled by the patrol force have increased substantially each year. For example:

<u>Year</u>	<u>No of Calls</u>	<u>% Increase</u>
1971	15,680	--
1972	20,109	28
1973	24,320	21
1974 (Projected)	28 to 29,000	--

Concurrently, the patrol force is making more arrests and developing ever increasing reliance from the citizenry for police services and assistance.

There is a better selection of personnel destined for patrol functions who are better equipped and better trained than their predecessors.

Although the Corps and precinct stations still receive walk-in complaints from the citizens due to tradition and lack of telephones in certain zones, the number of calls handled by the patrol force indicate a definite trend. The Corps and precinct stations have, for the most part, disengaged themselves from mobile patrol functions, leaving the bulk of patrol coverage to the mobile force.

The Operations Center is being utilized as a statistical gathering center whereby all police and security related activities are plotted on charts and maps with dissemination of this data to all divisions.

Response time is generally in the three to five minute area. Exceptions noted for immediate response in some cases and long delays in others are usually caused by traffic congestion.

Standardization in vehicles and armament have led to smoother repair and maintenance procedures for the patrol force.

On weekends, when the activity in the inner Capital City area is reduced, the patrol force is now extending mobile patrol coverage on the major highways in an approximate 70-kilometer radius with ten units assigned to this specialized patrol.

Recommendations

The maintenance and replacement of their present equipment will continue to be a problem area for the GOG until thoroughly conditioned to the acceptance of annual budgetary consideration and make projections for future requirements.

The personnel requirements should be under constant review in order to attain the best results from the capital investment made in the patrol force fleet.

In-service training conducted by the patrol force for its assigned personnel should be continued and revised to conform with the changing internal security situation.

In the furtherance of centralized maintenance and repair shops in the new complex at Los Cipresales, all maintenance and repair should be performed under the supervision of the central shops.

The manpower shortage continues to be the prime justification for the continuous cycle 48-hour shift assignments divided into six-hour increments. The standard eight-hour shift system should be implemented contingent on future increase of personnel.

Assignments and district coverage within the zones should remain under continuous review and be revised to better deploy the patrol force elements.

7. Departmental Patrols

To clarify a point, it should be noted that in addressing departmental patrols, they include the 21 departments in the interior which have either urban or rural police responsibilities, as the Capital City is mentioned elsewhere.

It is significant that in 1967 the Public Safety Division initiated a Pilot Model Program for a selected police precinct in the Capital City area which had a high crime rate. In an effort to extend technical and material assistance to the interior departments, the PSD developed a Pilot Model Department Program and selected a precinct station in Escuintla for a similar project. Also included was a Rural Patrol Plan designed to provide mobile police patrol services to a rural area for the first time. Specifically, the Pilot model called for the infusion of transportation, consisting of vehicles and bicycles, a telecommunications net, the development of training programs and provision of equipment and spare parts.

The Public Safety Division's objectives was to instill attitudes of bettering the police services in the interior and provided the other departments at least one vehicle each as pump-priming.

The project did not attain the desired objectives, due in part to limited personnel in the interior and the difficulties encountered in the interior for maintenance of vehicles. On balance, the telecommunications net for Escuintla proved to be a significant accomplishment and the concept of training was readily accepted. Additionally, a small crime laboratory was installed to provide scientific assistance for investigation.

In 1968, the Public Safety Division provided technical assistance and support to establish three Mobile Training Teams consisting of two men each to conduct short-term training courses in the interior. Eventually, the MTT (Mobile Training Teams) imparted basic training to approximately 1,000 man units in 17 departments until a shortage of transportation curtailed this activity and the personnel were transferred due to the demands imposed by the internal security situation.

In FY-70, the Public Safety Division developed the plans for the National Police Telecommunications network which eventually linked all capital cities in the interior with Guatemala City and also provided intra-departmental linkage. From a practical point of view, this project provided the base for the future development of mobile patrols throughout the Republic. (See chapter on Telecommunications.)

Presently, the interior departments still lack adequate budgetary support given the concentration of problems in the Capital City area. However, departments such as Escuintla and Izabal, which are developing urban areas with an inordinate increase of criminality are developing their own radio patrol forces.

Since the Treasury Police have a primary police function in the interior and along the borders, the PSD has provided training in the International Police Academy for 34 Inter-American General Course graduates with specialization in border control and customs. This training has also included National Police officers from the interior departments.

8. Communications

The full text of the phase-out study on telecommunications appears as Attachment M.

The National Police Communications Network in 1974 represents a major improvement over the operations reported in 1956. Today, voice communications is available from the headquarters in Guatemala City to each of the other 21 departments plus key interior areas. Within the Guatemala City metropolitan area the citizens may now call for radio patrol assistance by simply dialing "120." A total of about 100 mobile radio units are utilized for patrol vehicles and other police emergency vehicles. Communications to substations and checkpoints within the Capital City area is possible with the 39 base radio units. The Corps of Detectives has its own radio net in the Capital area.

Radio and telephone operations of the National Police is centralized in one area of the headquarters building. A joint operations room is included to enable command personnel to meet and formulate plans in special or emergency situations, hence permitting immediate communications and coordination. The entire radio dispatch center has its own electrical power supply independent of the rest of the building. An emergency electric generator plant is available to provide emergency power, if needed.

A communications maintenance section has been established to service all base, mobile and portable units of the National Police, including the Corps of Detectives. This shop is adequately equipped and staffed and will join with the maintenance section of the Treasury Police at the new National Police School facilities.

The above operations are in complete contrast with that found 19 years ago. One radio transmitter was available to communicate with patrol cars and a second limited range unit kept in reserve. Power supply for the equipment at the headquarters was tied in with the same sources as the other offices and circuits. Intra-city communications to police stations were made by commercial telephone; inter-departmental messages were restricted to the use of commercial telegraph.

9. Control of Civil Disturbances

Riot control training and related phases of coping with civil disturbances in a humane and effective manner became institutionalized in the National Police within the past three years. In the mid-60's, the Public Safety Program provided essential riot control equipment as an interim measure to establish the predicate for more humane treatment of persons involved in civil disturbances.

The basic tenet of the Public Safety Program stressed that precipitous actions by the security forces would only gravitate to more violence. According to the 1956 pre-project survey, the National Police did not have a unit tasked, even remotely, to handle civil disturbances. Consequently, when the police were pressed into service to cope with a civil disturbance situation, the results were usually disastrous.

Up to the late sixties, the Public Safety Program had provided in-country training in riot control techniques and some participants had graduated from the International Police Academy with specialization in this field. Training had not been standardized and units specifically selected, trained and equipped had not been created. The training conducted was more of a reaction to critical situations and waned whenever normalcy was restored.

The Rapid Police Development Plan underscored the importance of task forces to be employed in riot control and "saturation" foot patrols whenever the security situation reached a level of widespread disorders. The plan also provided commodity support for the creation of especially selected, trained and equipped units, to be assigned to Corps Headquarters as a contingency force which could be activated on short notice.

The evaluation in 1971 cited the need for the development of an immediate refresher training program given the continuous transfer of personnel who had been trained in the past. The cumulative statistics for in-country riot control training for the period 1966 to April of 1971 indicated 4,327 police man units had received some type of training in this field.

Since refresher training programs were implemented in 1971, the number of police trained in-country thus far has reached a total of 696. During the life of the project 25 participants have graduated from the International Police Academy with riot control specialization.

Presently, there are two riot control platoons assigned to each one of the Corps Headquarters for a total of eight which could be pressed into service if needed. Each platoon consists of three 10-man squads with a platoon leader for a total of 31 men.

During the team's visit to offices located in the National Police Headquarters, in-service training sessions could be observed taking place in the adjacent First Corps open area. Subsequently, a visit was made to the First Corps Headquarters to observe the riot control platoon training in progress, which consists of one hour in-service training per shift.

Recommendations

In-service training should continue with carefully planned rotation of personnel designed to upgrade the riot control capability of all personnel assigned to the Corps.

The National Police School should monitor all in-service training in the future in order to improve the caliber of instructors and revise or emphasize certain topics in conformity with contemporary needs.

The National Police School should absorb the present Mobile Training Teams and intensify riot control training for the interior departments on a priority basis.

10. Technical Aids

Fingerprint Files

The Fingerprint Section is a unit of the Identification Division which was founded in 1922. In the ensuing 48 years the same chief headed the operation and was instrumental in modifying the Vucetich fingerprint system to meet their particular needs. By 1966 it was

reported that the files contained 500,000 cards and by 1965 a sizeable backlog of unclassified, unfiled cards could be found tied into stacks and stored in drawers or on the floor.

In 1968 it was realized that the modified Vucetich classification was, if not already, becoming antiquated and the universally recognized Henry system would be more practical. Technicians were trained in this new system and in 1969 operations were changed over to the Henry classification.

Today the files contain about 1 million cards based on the Henry system. Cards are filed by the fingerprint classification; jackets filed alphabetically by subjects' names are kept to store pertinent documents; card indices are maintained for cross referencing. Recently initiated were the one-fingerprint and five-fingerprint files on known delinquents and on criminal repeaters.

In 1956 it was reported that the Fingerprint Section was staffed with seven classifiers. Today there are approximately 40 to handle the workload, including 25 who have been trained in the Henry system. Indicative of their workload are the statistics for 1973: Over 93,000 cards were processed, of which 42% pertained to criminal cases and 58% related to civil matters, such as applications for driver's license and the national identification card.

<u>Cards Processed</u>	
	<u>1973</u>
Criminal Cases, Nationwide	39,269
Civil Matters: Nat'l Ident Cards	40,268
Driver's Licenses	11,761
Others	2,397
TOTAL	<u>93,695</u>

Criminalistics Laboratory

The laboratory was established in 1927 and has since been a function of the Identification Division. The chief of the division was the only technician to conduct the examinations which consisted principally of latent fingerprint comparisons, typewriter and handwriting comparisons, firearms identification, paraffin test for nitrates, examination of counterfeits and forgeries. This has been the general operations to this date. The founder of the laboratory and Identification Division remained the chief until 1970 or 43 years of service, at which time the incumbent assumed command of this operation.

In 1966, the laboratory facilities were found to be entirely inadequate, did not have running water nor suitable work benches upon which evidence could be examined; instruments were antiquated for the most part and laboratory supplies were meager.

In 1967, the laboratory was moved to more adequate quarters and workbenches were constructed and installed. New equipment and supplies were provided. This operation continued without major change to this date. The 1973 statistics indicate that 77% of the criminalistics examinations consisted of fingerprint comparisons, questioned document examinations, firearms identification and the paraffin test for nitrates. Significant increases in laboratory requests are noted when compared with 1970 when the incumbent chief took charge; important to also note is that sizeable increases were found in the number of fingerprint examinations and paraffin tests, while questioned documents and firearms examinations remained essentially the same.

Laboratory Examinations		
Types of Examinations	1970	1973
Fingerprint Comparisons	13	24
Document Examinations	14	13
Firearms Identifications	7	10
Paraffin Test for Nitrates	8	22
Others	<u>1</u>	<u>20</u>
TOTAL per month	43	90

Requests by the Courts	90%	80%
Requests by Police Units	10%	20%

In 1966 efforts were also made to initiate a mobile crime scene investigation unit which would operate within the Capital City area. Cabinets were constructed and installed in the new van-type vehicle and plans were made to equip it with the required materials. However, the implementation of the mobile unit was abandoned and the vehicle employed to transport laboratory technicians to the crime scene and to transfer prisoners.

Field investigations are handled by the Identification Division staff. In 1973 they averaged 159 requests per month, of which 53% were related to thefts and 30% to personal injuries/deaths. The relative proportions are not significantly different from the 1970 data, although monthly average has increased by 25%.

Field Investigations		
Types of Cases	1970	1973
Thefts	89	104
Personal Injuries/Deaths	35	48
Robberies	2	3
Others	<u>2</u>	<u>4</u>
TOTAL per month	128	159

Cases within Capital Area	98%	
Cases in Interior	2%	

Photographic Laboratory

Photographic services are another function of the Identification Division, although rendered principally within the perimeter of the Capital City area. In 1956 one photographer handled the workload in the laboratory which was equipped with materials described as being in poor condition. On request, identification photographs were taken of the subject; no file was maintained of these photographs.

In 1966 the situation had not changed. The technicians were seriously handicapped by small quarters equipped with old materials in poor condition. By 1970, the photographic laboratory was moved to larger quarters; some equipment had been supplied. Six technicians provided field and laboratory services receiving an average of 230 requests per month. Identification photographs were taken and a file was established.

Four photographers now staff this laboratory. Their statistics in 1973 indicate they received over 3600 requests, of which 63% involved taking identification photographs, 28% criminal investigative photographs and 9% for other purposes; overall these requests have resulted in the processing of 22,500 photographic negatives and prints.

Throughout the last 19 years the photographic laboratory has suffered from an inadequate budget to replace consumable materials and to replace or repair equipment. As a matter of fact, identification photographs have now been limited to only the front views due to the shortage of film.

11. Traffic Enforcement

The traffic control functions of the National Police are all encompassing with specific responsibilities delegated to three separate units with their own command.

Traffic Corps

The Traffic Corps (Cuerpo de Tránsito) comprises the Fifth Corps in the National Police organization with the Corps Chief reporting directly to the Deputy Director General. The Traffic Corps consists of approximately 200 men tasked with the dual mission to provide point control and handle accident investigations within the metropolitan area.

Traffic Department

The Traffic Department is located in the first floor of the National Police Headquarters and functions as a motor vehicle registrations center and operators' licensing unit.

Motorized Section

The Motorized Section (Sección Motorizada) has a specialized function limited to the metropolitan area. Their primary mission consists of providing motorcycle patrol on the main highways radiating from the Capital City area and patrolling the main arteries within the metropolitan area.

Additionally, this section provides escort details for dignitaries and both public and private sector events.

The personnel strength consists of 62 men with mobility provided by 35 motorcycles.

Public Safety Assistance

The Public Safety Program commodity support has been very modest consisting in the main of traffic safety and accident investigation equipment. Nineteen (19) participants have been graduated from the International Police Academy's General Course with specialization in Traffic Control.

In the early era of the Public Safety Program some vehicles were provided under the Excess Property Program. As a result of the evaluation of 1971, the Public Safety Program has provided technical specifications and facilitated the procurement of motorcycles funded by the GOG under the "quid pro quo" agreement.

12. Mobility/Maintenance

The major deficiency noted in the previous evaluation related to inadequate space for the effective repair/maintenance of an estimated 200-vehicle fleet has not improved. Under the "quid pro quo" agreement on commodity procurements which has progressed on schedule into FY-75, the National Police fleet will eventually reach approximately 300 vehicles. At the present time the National Police motor vehicle repair/maintenance shops are still congested with different sections in disarray.

The Rapid Police Development Plan underscored the importance of vehicular maintenance/repair by stressing several administrative reforms which had to be authorized by the Directorate. These reforms focused on requisition forms for replacement parts, acquisition and stockpiling of a supply of certain indispensable spare parts, job-order sheets and quality control procedures. A Public Safety Motor Vehicle Maintenance Technician was assigned to this area of activity since 1969 to late CY-73.

The present shop supervisor (twice attended Motor Maintenance School in the Canal Zone, the last time under PSD funding) stated the shop has the personnel and equipment to perform fourth echelon maintenance. The shop consists of the following sections: motor, transmission and differential repair and overhaul; electrical; wheel alignment and balancing; body repair and paint; upholstery; foundry and battery rebuilding. During the team's discussion with the Deputy Director General while visiting the shops, he explained that all improvements had been curtailed on the old premises as they plan to move to the new repair/maintenance complex in Los Cipresales before the end of CY-74.

There are approximately 60 men assigned to perform the work previously enumerated. According to the shop supervisor, once the centralization and consolidation of the new shop complex is realized, the work force will have to be doubled as this will increase the vehicle maintenance responsibility to a 500-unit fleet. A visual inspection of the work orders, vehicle maintenance/repair records, and requisition forms indicates the shop has developed an adequate level of administrative procedures. The PSD has released approximately \$25,000 of grant funded assorted shop tools and equipment to the National Police for permanent installation in the new complex.

The shop statistics indicate the largest percentage of man hours spent and spare parts utilized are attributed to the radio patrol fleet as the cruisers average 150 kilometers per shift. An appreciation of the shop's repair and maintenance capability may be discerned by the fact that there are FY-70 grant-funded pick-up trucks still in operation after 500,000 kilometers.

Recommendations

The centralization and consolidation of the new maintenance/repair complex will require a substantial reorganization of personnel and equipment.

The same recommendation apropos to the new Police School on separate line item funding under the Ministry of Government is just as valid in the centralization of all maintenance/repair for all security forces, including the National Police, the Treasury Police and the Detective Corps.

The Ministry of Government should develop a "Steering committee" group approach drawing from the three agencies, to develop and implement the proper administrative and functional procedures for the new repair/maintenance complex.

13. Bomb Disposal Unit

The Public Safety Program provided technical specialist training in the investigation of explosives for two Guatemalan police officers for the first time in 1969. The GOG had specifically requested this type of training as they were experiencing a rash of bombing incidents.

The Rapid Police Development Plan addressed the creation of a specially selected, trained and equipped unit tasked to investigate and render-safe all cases related to explosives.

The PSD has programmed a total of 18 participants for specialized training courses in the U.S. Of these 18, seven have been selected and equipped to form the Bomb Disposal Unit under the administrative control of the permanent Security Guard of the National Police Headquarters but reporting to the Directorate.

Under grant funding, the Public Safety Division provided special equipment consisting of tools and specially manufactured personal apparel consisting of an armored suit, gloves, and footwear. The National Police has manufactured special handling tools and a trailer-mounted bomb receptacle in conformity with technical specifications provided by the PSD. Additionally, a jeep is being renovated to tow the receptacle (bomb basket).

The Bomb Disposal Unit is presently engaged in a training course to develop team techniques in accordance with a training outline developed by the PSA assigned to the project. The plan calls for the unit to become operational by mid-September.

B. Treasury Police

The Treasury Police (Guardia de Hacienda) represents the other civil police organization subordinate to the Ministry of Government. According to the pre-project survey conducted in

April of 1956, the Treasury Police had been established two years before. During the team's meeting with the Director General, who is an army colonel named to his post 11 months ago, he expressed his appreciation on behalf of his staff and himself for the technical and material assistance provided. Admittedly, he explained he could accept the fact that the National Police had been the major benefactor of the Public Safety Program, considering their responsibility; however, he judged the Treasury Police was making some progress and was developing innovations slower but similar to the National Police.

1. Organization

The organizational structure of the Treasury Police has changed since the previous evaluation in 1971 as there are now similarities with its sister organization, the National Police. (See Attachment G.) The Directorate consists of a Director General who is appointed by the Minister of Government with the consent of the President and is assisted by a Deputy Director General and an Inspector General (commonly referred to as the Third Chief). The Treasury Police exercises its main enforcement/regulatory activities in the interior departments with emphasis in the rural areas and the built-up border crossings.

The present authorized strength, as stated in the CY-74 budget, reflects a total of 1,073 officers, NCOs and enlisted personnel, with approximately one-third (341) assigned to the Central Headquarters in the Capital City (Los Cipresales). The remainder (732) are assigned to Regional Headquarters and detachments throughout the country.

2. Mission

The GOG recently enacted a decree (No. 13-74, April 1974) which became law effective in April giving the Treasury Police broad police powers and re-asserted their primary mission to control contraband and fraud in the various branches of public finance. Essentially, the decree empowers the Treasury Police to investigate crimes, engage in the detention of criminals and submit them to the custody of the judiciary for further action. As in the case of the National Police Organic Law Decree No. 332, enacted in June of 1955, the Director General is vested with total authority on matters related to policy, personnel and functions.

The Director General informed the team that the illegal export of edible grains and livestock (cattle) and the suppression of clandestine alcoholic beverage stills constitutes the major problem areas for the Treasury Police in the interior. According to CY-73 statistics published in the CY-74 Budget Submission, the Treasury Police confiscated one quarter million gallons of clandestine liquors. Additionally, the Treasury Police is tasked to provide border patrols in the denser populated crossings into Mexico, Honduras and El Salvador. Concomitantly with their border patrol duties, they also share responsibility for illegal alien control with the Immigration Service.

3. Personnel

The Treasury Police is confronted with the same personnel problems found in the National Police resulting from low pay, lack of tenure, lack of longevity pay and marginal emoluments. The following scale indicates the monthly pay for the Treasury Police:

<u>Position/Grade</u>	<u>Monthly Salary</u>	<u>Representational Expenses</u>
Director General	Q. 600.00	Q. 200.00
Deputy Director General	Q. 350.00	Q. 50.00
Inspector General	Q. 340.00	--
Secretary General	Q. 280.00	--
Chief of Section (Two Steps)	Q. 130.00 to Q. 180.00	--
Administrative (Four Steps)	Q. 90.00 to Q. 200.00	--
Sargeants	Q. 100.00	--
Inspector	Q. 90.00	--
Guardzman	Q. 80.00	--

It should be noted that basic pay for the Guardsman is Q. 10.00 under the basic pay for the National Police agent.

4. Training

The Treasury Police has established a small training center within the renovated hangar building which houses the Central Headquarters and support offices in Los Cipresales, adjacent to the new

police school complex. The National Police School has been allotting spaces to the Treasury Police in the 10-month recruit training courses which has amounted to approximately 10 spaces per year for the past three years.

All training activities initiated and/or supported by the PSD both in-country, third country and in the International Police Academy have included Treasury Police personnel. For example, a total of 113 Treasury Police participants have attended training courses in the U.S. from a total 435 law enforcement types. Of the 113 participants, approximately 100 are Inter-American General Course graduates with a month specialization in the following fields:

Border Patrol and Customs	32
Patrol Operations	16
Criminal/Security Investigations	15
Narcotics Investigations	8
Methods of Instruction	8
Riot Control Training	6
Records and Identification	6
Firearms	4
Other Miscellaneous	5

5. Budget

The budgetary support for the Treasury Police appears as a line item under the MOG budget. Comparatively, the budget for the National Police was approximately \$7.02 million in CY-74 and \$1.26 million for the Treasury Police. A budget study of the Treasury Police for a three-year time-frame reveals the following:

	<u>Treasury Police Budget</u>		
	\$(000)		
	<u>1972</u>	<u>1973</u>	<u>1974</u>
Treasury Police Budget	\$1,137	\$1,146	\$1,263
% of National Budget	<u>0.4%</u>	<u>0.4%</u>	<u>0.4%</u>
Salaries	\$1.02	\$1.02	\$1.13
% of Treasury Police Budget	<u>89.0%</u>	<u>89.0%</u>	<u>90.0%</u>

Equipment/Supplies	\$0.07	\$0.07	\$0.08
% of Treasury Police Budget	<u>6.0%</u>	<u>6.0%</u>	<u>6.0%</u>

Obviously, the MOG budgetary planning is locked-in on the percentages with a negligible increase in 1974 on salaries and little consideration for replacement of equipment and supplies or spare parts.

6. Public Safety Assistance

In the past, the PSD has provided very modest commodity assistance limited to improving the Treasury Police's mobility, which has always been marginal, and their communications capability.

Under FY-73 funding and in conformity with the "quid pro quo" agreement, there is approximately \$100,000 in grant funded commodities in the pipeline destined for the Treasury Police. The commodity package will provide essential personal-issued equipment, will improve their land and water mobility for patrol purposes in the interior and will expand their radio communications as follows:

500	Pair of handcuffs
500	Police whistles
500	Flashlights
<hr/>	
10	Vehicles, pick-up type, 3/4-ton
2	Truck, 1½-ton
2	Boats, 17 to 18 feet
2	Outboard motors
<hr/>	
23	Base stations SSB

CHAPTER IV

THE PUBLIC SAFETY PROGRAM

A. History

Initial Public Safety contact came about as a result of a request from the Government of Guatemala to the United States Embassy for a study of the National Police of Guatemala. The Civil Police Administration Division of the International Cooperation Administration responded to this request by dispatching a police consultant, Mr. Fred G. Fimbres, to conduct the survey. His report, dated April 9, 1956, evaluated the effectiveness of the National Police and noted its deficiencies and needs.

The original survey report contained a number of recommendations aimed at correcting the deficiencies noted, such as: lack of professional training, unwieldy span of control, absence of good executive management, low morale and lack of esprit-de-corps, inadequate office equipment and housing facilities, and lack of preventive maintenance and care of motorized equipment.

Shortly thereafter, the GOG formally requested the USG to provide assistance for the improvement of its police services. Technical assistance was initiated in August 1956 with the assignment of the first police advisory personnel, including a Chief Advisor and an Investigations Advisor, followed in early 1957 by a Training Advisor. The project was formalized on June 27, 1957, when the first Project Agreement was signed by representatives of the United States and Guatemala.

B. Objectives and Goals

The goals, as stated in the original Project Agreement, were as follows:

1. To strengthen the internal security of Guatemala by improving the organization of the National Police as well as training;
2. To improve Guatemala's border control through better methods for controlling illegal entries and contraband;

3. To improve National Police law enforcement capability by establishing a records bureau and training supervisory personnel in analysis and study of crime and traffic accidents, with a view towards more effective assignment of personnel;
4. To improve present methods of crime detection and prevention by the National Police by improving the crime laboratory and training personnel;
5. To improve traffic control through promotion of safety education, installation of traffic control devices, training of supervisors, etc.

The Public Safety Program has been oriented towards the provision of technical assistance to assist the GOG in the development of effective police forces capable of providing stability to the country and protection for its citizens. Areas of concentration have varied from time to time according to mutually agreed priorities to meet changing situations.

In March 1970, the Public Safety activities focused on objectives contained in the so-called Rapid Police Development Plan which has formed the basis for PS activity to date. The plan called for rapid development of GOG police forces to a point where they could effectively meet an emergency situation existent at the time. Long-term improvements which would sustain a higher level of performance by the Police were also included.

The plan, scheduled for completion in September 1975 provided for three stages:

1. Activities to be carried out immediately utilizing resources available at the time;
2. Projects to be implemented within the shortest possible time, with expanded U.S. and GOG resource inputs;
3. Continuing development projects for longer-term development of police agencies.

Immediate projects called for intensified patrol coverage in Guatemala City and environs, implementation of a well-rounded, comprehensive criminal investigation program, creation of riot control task forces, formation of a central records and identification unit, establishment of an intensified in-service training program and construction of a police academy, revision of existing vehicle maintenance facilities, and overhaul of the police communications center for more efficient operation.

The second phase or "crash" type projects focused on essentially the same projects, but in a wider scope including strengthening of patrol and investigative capabilities, administrative development with emphasis on public relations programs and planning and budgeting.

The third phase or long-term development projects are essentially a continuation of the activities previously mentioned, but with a view towards those objectives requiring greater periods of time for accomplishment.

C. Resources

During the life of the U.S.A.I.D. Public Safety Project, the U.S. Government expended \$4,425,000 (see Attachment H) for this purpose from FY 1957 through FY 1973. U.S. inputs were channeled into three principal categories: technical advisory services, commodities, and participant training.

1. Technicians

Technical advisory services have been provided to the GOG police forces in various fields of expertise varying as project priorities and emphases changed. U.S.A.I.D. Public Safety advisors have been assigned in the areas of training, criminal investigations, telecommunications, motor vehicle fleet operation, rural police, administration and organization. These advisors worked with their Guatemalan counterparts on a daily basis. A total of twenty-four advisors have been assigned to the project during its life with a high of seven assigned in 1970. A detailed listing of advisor positions is provided in Attachment I. Twenty-four specialists have provided TDY assistance to the project at

various times for a total of over 1,000 man-days of this type of assignment. A listing is shown as Attachment J.

2. Commodities

Since the inception of the program through FY 1973 a total of \$1,705,000 has been contributed by the U.S.A.I.D. Public Safety program for the procurement of conventional police equipment. Commodities provided have included vehicles, telecommunications equipment, conventional police weapons, and miscellaneous police equipment. Attachment K shows details of commodity procurement and a breakout of equipment provided to the GOG police services.

The program has emphasized effective use and maintenance of police equipment, and major assistance efforts have been in the fields of vehicle and communications equipment maintenance and repair. The GOG has invested appreciable sums for this purpose and has recently made significant purchases of automotive and communications equipment. A.I.D. commodities provided recently have been related to the amount of GOG self-help.

3. Participants

The USG has expended \$705,000 through FY 73 for the training of Guatemalan police participants since the inception of the program. The great majority (404) have been trained at the International Police Academy in Washington, D.C., or its predecessor, the Inter-American Police Academy in the Panama Canal Zone. Other training has been provided in various courses at Fort Gulick in the Canal Zone, in Puerto Rico, or third countries. A breakdown of courses provided is shown in Attachment L.

Participant training has proven to be effective in orienting Guatemalan police at high and middle management levels towards civil police concepts. The training at IPA is highly regarded and much sought after. Guatemalan police officers consider these courses highly desirable for career development. A number of participants now hold key positions of responsibility in the police services. In-country training programs are significantly aided by the use of participants as instructors.

4. Other Costs

Under this category, U.S. project funds are used for in-country travel and for procurement of items for the administrative support of the program from local sources. A total of \$282,000 has been utilized for other costs through FY 73.

5. Host Country Contributions

a. Participant Training

The Minister of Public Finance informed the U.S.A.I.D. Director that the GOG would defray all international travel costs incurred by all participants effective the 28 of August 1967. To this end, the GOG committed itself to annually provide a line item fund of 24,000 Quetzales (Q.1.00 = U.S. \$1.00) through the Ministry of Education to be administered by National Institute for Administration Development (INAD) in liaison with the U.S.A.I.D. Training Office.

b. Commodities

While exact figures for the early years of the program are not available, it is estimated that the GOG has expended approximately \$1,000,000 for procurement of equipment related to Public Safety activity. Vehicles, telecommunications equipment, police weapons and spare parts constitute the major items acquired by GOG. Expenditures for commodities in calendar years 1973 and 1974 were \$200,000 each year.

c. Other

The GOG has provided program support for salaries of mobile training team personnel, clerical assistance, liaison officers, etc. In addition the GOG purchased land for the site of the new National Police School (\$160,000), provided approximately 85% of architectural design expense for the Academy buildings, including land surveys, and is absorbing a cost overrun of \$140,000-\$150,000 on the Academy construction.

CHAPTER V

RECOMMENDATIONS

A. Budgetary Support

The GOG should consider the following:

1. To establish separate line item funding under the central MOG budget for the new police school and the consolidated shops located at Los Cipresales.

2. To increase the monthly pay for the National Police recruits from present 50% of base pay (\$45.00 per month) to at least 80% of present agent's base pay to a level of \$72.00 during the 10-month recruit training period.

3. To increase the present level (7%) of total National Police budgetary support for the procurement of all types of equipment to a level of at least 10%. This will encompass the projected requirements for replacement, repair and maintenance of transportation, communications and basic-issued personal equipment.

4. To implement Civil Service (currently used by the Ministry of Education) coverage for the public security forces and if this course of action is not possible, the following alternatives are offered:

- a. Establish a vertical promotion system and pay differential based on grade and longevity with allowances for meritorious pay increases for outstanding performance.
- b. Increase the base pay for all personnel across-the-board to a minimum of \$120.00 per month as the ever-increasing inflation which has gravitated in the past year to critical dimensions necessitates a realignment of police salaries.

B. Development of Human Resources

1. To develop the administrative proficiency of the specialized personnel assigned to the Directorates of the National Police and the Treasury Police. The upgrading of administrative skills will enhance the smoother flow of supportive services for the line units. The present condition only tends to weaken the operations of both organizations.

2. To compel all recruits entering the police services to sign a personal services contract which commits them to remain a minimum period of one year in the police ranks after graduation.

3. To establish a minimum tour of at least one year for all assignments either in the metropolitan area or throughout the country with special consideration accorded personnel who have school age dependents or dependents who may require special medical treatment not available at their assigned post. This measure will, besides increasing the morale, enhance stability by allowing their personnel to plan their transfers and will alleviate an already severe economic situation for the lower ranks and their dependents.

4. To process 100 new candidates for the 10-month recruit training class at the new police school; however, to attain maximum use for the first year, another 100 police currently assigned to the metropolitan areas should be selected and combined for a total of 200 trainees in CY 75.

5. To develop social awareness among police personnel by retaining the public health and personal hygiene course in the present police recruit training curriculum. This is an important factor in promoting the health and economic well-being of policemen's families.

C. Reorganization

1. To centralize training activities for all security forces under the Ministry of Government at the new police school at Los Cipresales. Specifically, this includes recruit training courses, NCO promotional courses, future officer candidate courses and specialized training courses. Additionally, the school would be responsible for training

conducted in the interior, either through mobile training teams or local training at departmental level.

2. To centralize and consolidate all repair and maintenance activities, including manufacture of certain commodities, at the new shops located in the Los Cipresales complex. Specifically, the plan would be in conformity with the stipulations in the Project Agreement between the GOG/USG, whereby the Ministry of Government would have a truly central shops complex to perform motor vehicle maintenance and repair, and consolidate all other shops related to communications, millwork, plumbing, metalsmith, electricians, and clothing.

3. To consider the possibility of empowering the Detective Corps to function separate and apart and not subordinate to the National Police Directorate. In this manner the National Police could begin to develop a more professional career-oriented unit, tasked to investigate common acts of criminality.

D. Operations

1. Radio Patrol Force (Metropolitan Area)

To continue the expansion of the mobile radio patrol concept within the metropolitan area, keeping the situation under review for modifications designed to meet the requirements imposed by changing situations. Specifically, the National Police Directorate must continue to concentrate on the following elements of the Mobile Radio Patrol Force:

- (a) To provide adequate and well-trained personnel.
- (b) To provide adequate number of vehicles in the patrol fleet with budgetary support for replacement and maintenance.
- (c) To develop more accurate statistics on crime incidence to serve as a base for more effective patrolling.

2. Control of Civil Disturbances

Continue in-service training of all personnel assigned to the metropolitan area Corps Headquarters and stations, and expand this training to the urban areas, with emphasis on the capital cities.

3. Operations Center

To expand the activities of the Operations Center to include its intended purpose for planning and research in addition to its present activities related to compilation of criminal and traffic statistics.

PERSONS CONTACTED

U. S. Officials

Ambassador Francis E. Meloy, Jr.
Edward E. Coy, U.S. A. I. D. Director
Lester J. Gottlieb, U.S. A. I. D. Assistant Director for Management
Rudolph Jonks, U.S. A. I. D. Executive Officer
Fortunato J. Maiolo, Engineer, Engineering Division

Guatemalan Government Officials

General Leonel Vassaux Martinez, Minister of Government
Cesar Enriquez, Chief, Accounting Section, Ministry of Government
Pedro Cordon Schwank, Engineer, Project Director and Coordinator

Private Sector

Pelayo Llarena Dunn (and son), Consulting Architect

U. S. A. I. D. Local Hire Officials

Antonio Monroy
Carlos Andrino

Public Safety Division

Herbert O. Hardin, Public Safety Officer
Robert Mann, Training Advisor
Michael M. Salseda, Training Advisor

National Police

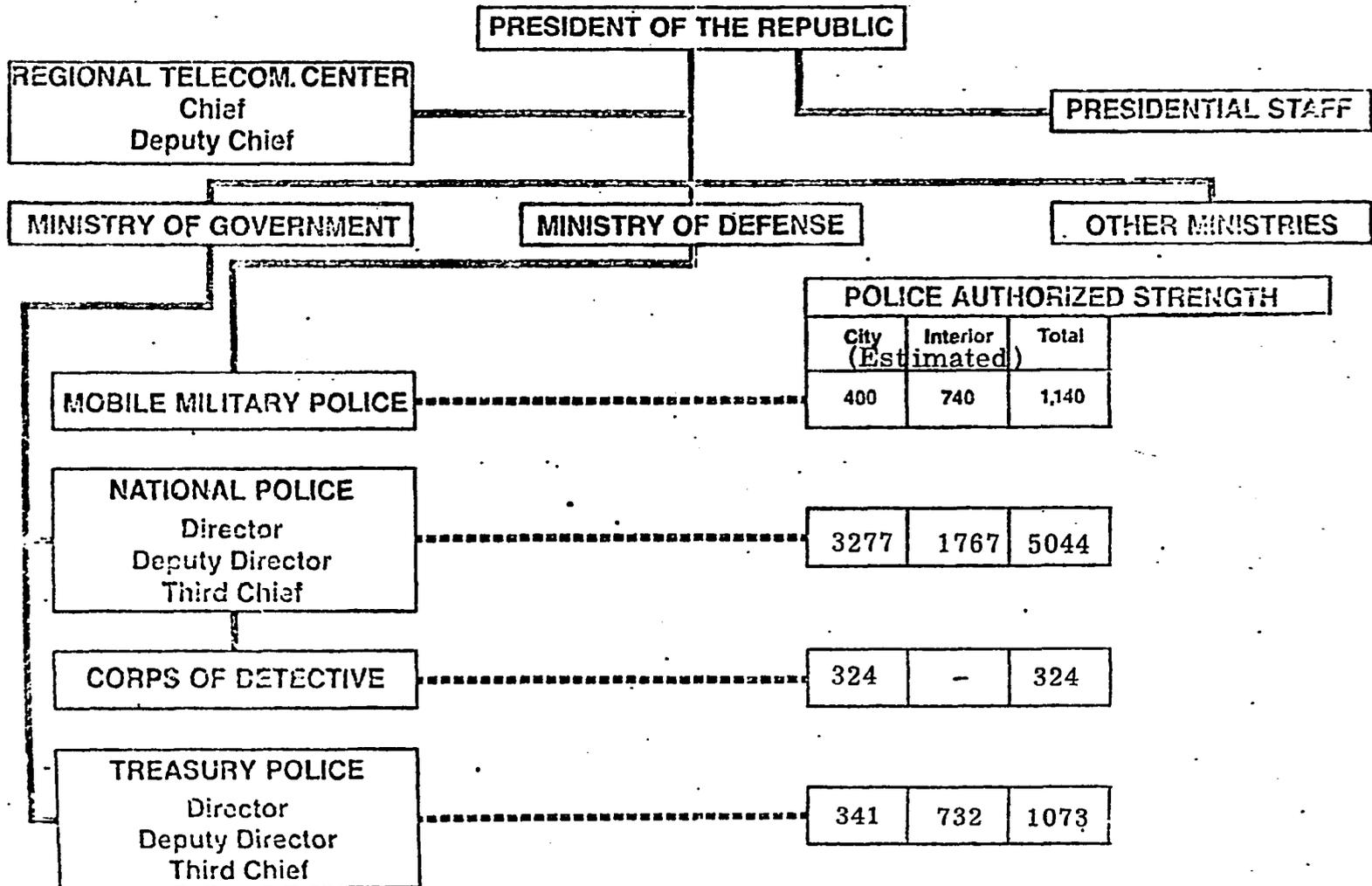
Col. Genaro Alvarado Robles, Director General
Hector Rene Rivera Mendez, Deputy Director General
Cesar Augusto Trujillo, Third Chief
Chief Gonzalo Perez Vasquez, 1st Corps Commander
Chief Arnoldo Paniagua Cordero, Radio Patrol Commander
Mario Raul Izquierdo Arana, Shop Supervisor
Mario Giron Mata, Operations Center Commander
Gildardo Ranferi Alvarado Monzon, Director of National Police
School
Maximo Hernandez Ruano, Deputy Director of National Police
School
Carlos A. Rozman, Chief, Supply Logistical Division
Armando Perez, Deputy Chief, Supply Logistical Division
Ernesto Celis Garcia, Chief, Radio Maintenance
Sergio Lima, Chief, Identification and Laboratory Division

Treasury Police

Col Manuel de Jesus Perez Jerez, Director General
Captain David Cordon Hichos, 3rd Chief

ATTACHMENT A

ORGANIZATION OF SECURITY FORCES



POLICE AUTHORIZED STRENGTH		
City (Estimated)	Interior	Total
400	740	1,140

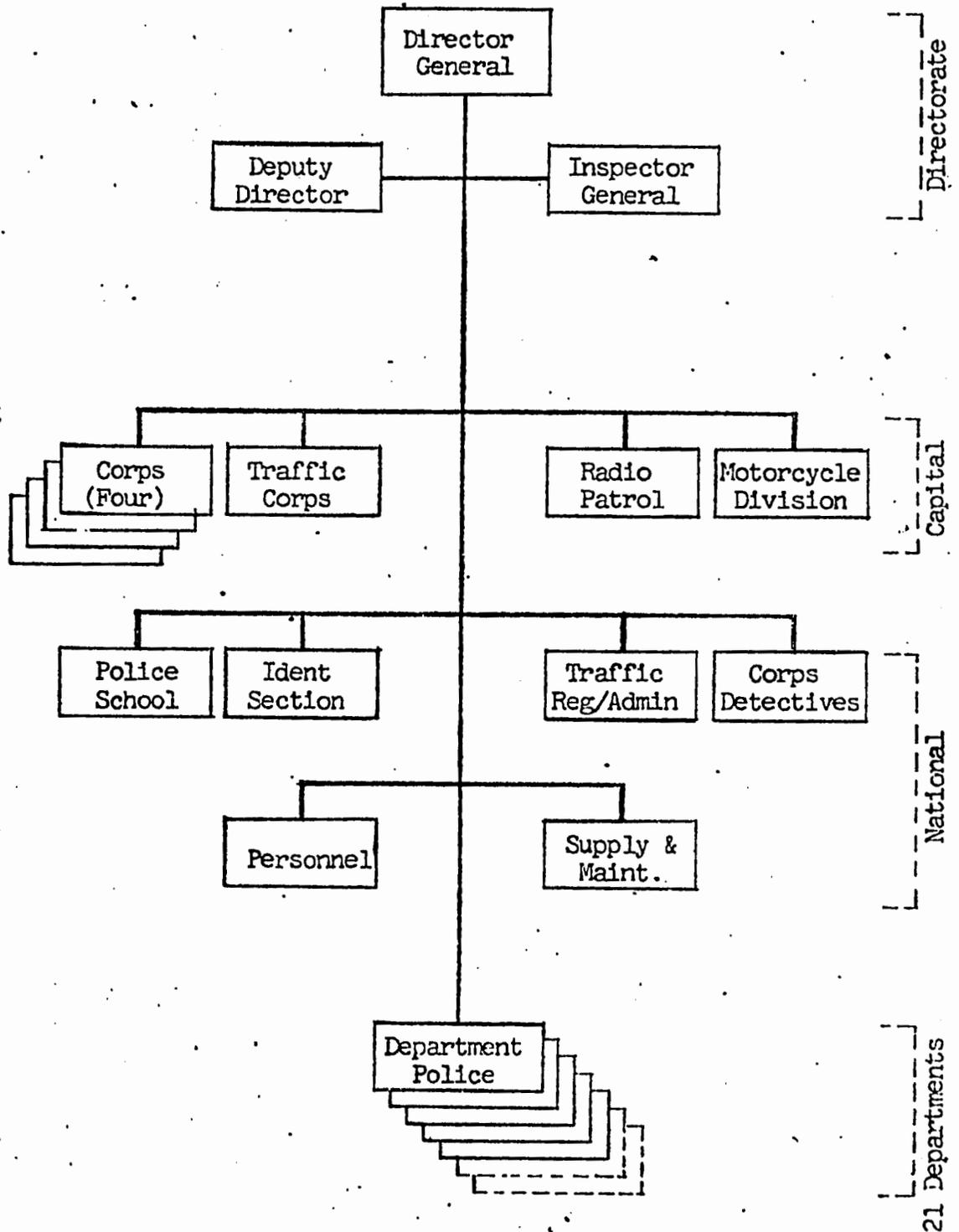
3277	1767	5044
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324	-	324
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341	732	1073
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ORGANIZATION CHART OF THE NATIONAL POLICE

- Line of Command of Major Police Units -



ATTACHMENT C

NATIONAL POLICE: Personnel Distribution

<u>By Departments</u>	<u>Total</u>
a. Headquarters	775
Headquarters Staff	384
Corps of Detectives	324
Hospital	67
b. Department of Guatemala	2826
Lab of Radio Maintenance	4
Radio Patrol Division	526
Hq Security Guards	59
Traffic Corps	347
Motorcycle Section	81
First Corps	592
Second Corps	426
Third Corps	387
Fourth Corps	317
Stations (15 Municipalities)	87
c. Twenty One Other Departments	1767
Alta Verapaz	44
Baja Verapaz	24
Chimaltenango	43
Chiquimula	65
Escuintla	122
Huehuetenango	60
Izabal	46
Jalapa	50
Jutiapa	60
El Progreso	21
Quezaltenango	60
Quiche	42
Retalhuleu	71
Sacatepequez	45
San Marcos	62
Santa Rosa	47
Solola	24
Suchitepequez	55
Totonicapan	33
Zacapa	55
El Peten	30
130 Municipalities	708

ATTACHMENT D

By Ranks

Chief I of Corps	4
Chief II of Corps	4
Chief I of Department Headquarters	21
Chief II of Department Headquarters	21
Chief I of Headquarter Units, <u>a/</u>	3
Chief II of Headquarter Units, <u>a/</u>	3
Sub-Chief, Corps Station or Dept Substn	38
Officer Class I and II	116
Sergeant	130
Inspector	637
Agent	3481
(Civilian Employees & Chauffeurs)	131
(Hq Staff - Unclassified Positions)	451
Staff, Lab of Radio Maintenance	4

Total 5044

Chief of Detectives	1
Sub-Chief of Detectives	1
Third Chief (Inspector General)	1
Detective Class III	11
Detective Class II	12
Detective Class I	248
(Unclassified Positions)	50

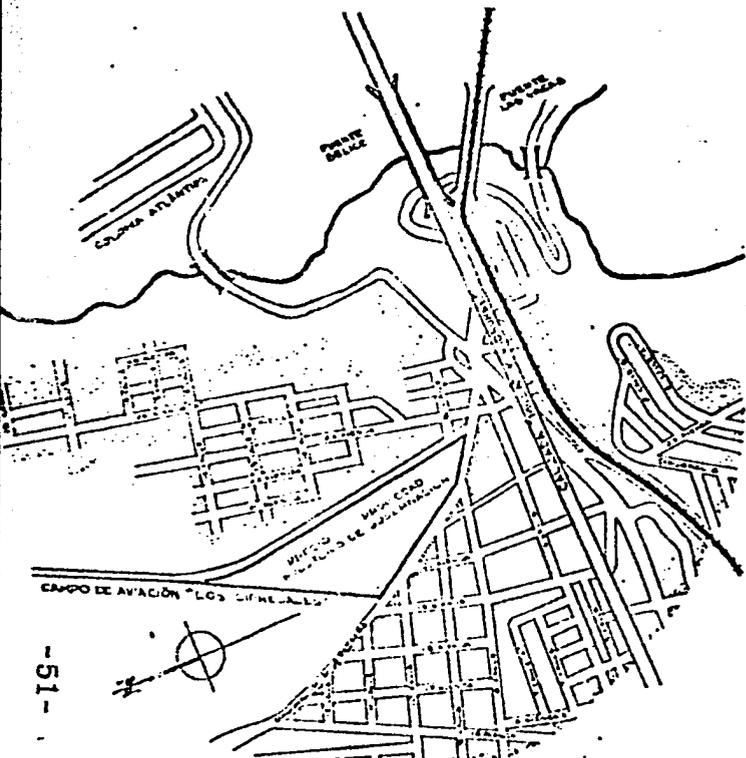
Total 324

a/ Chiefs and Sub-Chiefs of the Radio Patrol Division,
Motorcycle Section and Traffic Corps

NATIONAL POLICE PAY SCALES

<u>Position/Grade</u>	<u>Monthly Salary</u>	<u>Representational Expenses</u>
Director General	Q. 600.00	Q. 200.00
Sub-Director	Q. 400.00	Q. 100.00
Inspector General	Q. 350.00	--
Secretary General	Q. 300.00	--
Chief, Identification Div.	Q. 300.00	--
Director, Police Academy	Q. 250.00	--
Instructors (three steps)	Q. 120.00 to Q. 180.00	--
Fingerprint Classifier	Q. 90.00	--
First Chief (Corps)	Q. 260.00	--
Second Chief (Corps)	Q. 150.00	--
First Chief (Department)	Q. 200.00	--
Second Chief (Department)	Q. 150.00	--
Sub-Chief (Corps Station or Dept. Sub-station)	Q. 100.00 to Q. 130.00	--
Officer Class I and II	Q. 130.00 to Q. 140.00	--
Sergeant	Q. 110.00	--
Inspector	Q. 100.00	--
Agent	Q. 90.00	--
Agent Driver (Radio Patrol)	Q. 110.00	--
Chief of Radio Maintenance	Q. 230.00	--
Photographer	Q. 100.00 to Q. 150.00	--
Office Worker (three grades)	Q. 90.00 to Q. 150.00	--
Stenographer	Q. 130.00	--
Chauffeur- Chauffer	Q. 90.00 to Q. 100.00	--
Chief of Detectives	Q. 600.00	Q. 200.00
Sub-Chief of Detectives	Q. 300.00	Q. 50.00
Third Chief (Inspector Gen.)	Q. 225.00	--
Detective Grade III	Q. 200.00	--
Detective Grade II	Q. 130.00	--
Detective Grade I	Q. 90.00 to Q. 110.00	--

ATTACHMENT E



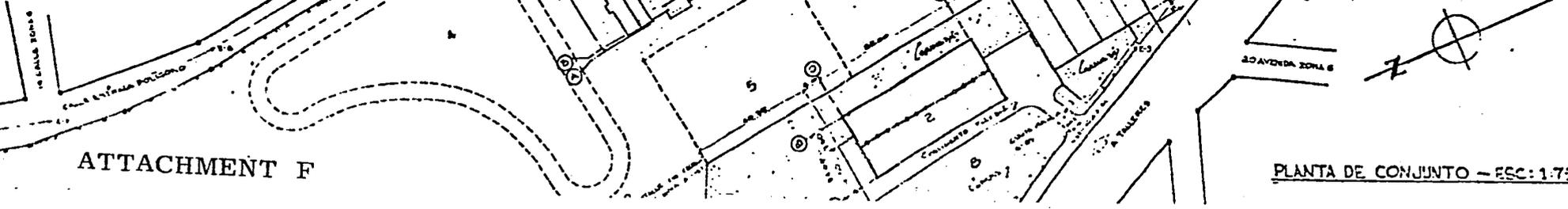
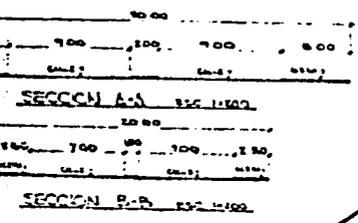
EST.	P.O.	SIEMPRE	DIRECCION	LONGITUD
1	1	E 20° 10' W		102.87 M.
1	2	N 88° 25' W		216.20 M.
4	3	E 88° 25' W		192.10 M.
4	4	N 31° 13' E		181.70 M.
5	5	N 30° 40' E		212.25 M.
6	6	S 20° 10' W		75.90 M.
7	7	S 2° 12' W		11.06 M.
8	8	N 88° 25' W		181.07 M.
9	9	N 88° 25' W		111.18 M.
10	10	S 80° 01' E		184.81 M.
11	11	S 80° 01' E		187.0 M.

FICHA N.º 051 FOLIO 150 LIBRO 74 DE GUATEMALA

- ACADEMIA**
- I AULAS.
 - II ADMINISTRACION.
 - III LABORATORIOS.
 - IV SERVICIOS.
 - V BIBLIOTECA.
 - VI DORMITORIOS.
 - VII DORMITORIOS.
 - VIII INFERMERIA Y DORMITORIOS.
 - IX TRANSFORMADORES.

- REFERENCIAS:**
- 1 - ACADEMIA
 - 2 - TALLER DE MECANICA
 - 3 - TALLER DE MANTENIMIENTO
 - 4 - CONSTRUCCIONES FUTURAS:
 - 5 - PISTA DE AUTOMOVILISMO
 - 6 - POLIGONO DE TIRO
 - 7 - GIMNASIO
 - 8 - PISCINA
 - 9 - GASOLINERA
 - 10 - NOTA:
EL "11" INDICA UNICAMENTE EL ESPACIO RESERVADO PARA CONSTRUCCIONES FUTURAS.

PLANTA DE LOCALIZACION DE PREDIO
ESCALA 1:5,000



TREASURY POLICE ORGANIZATION

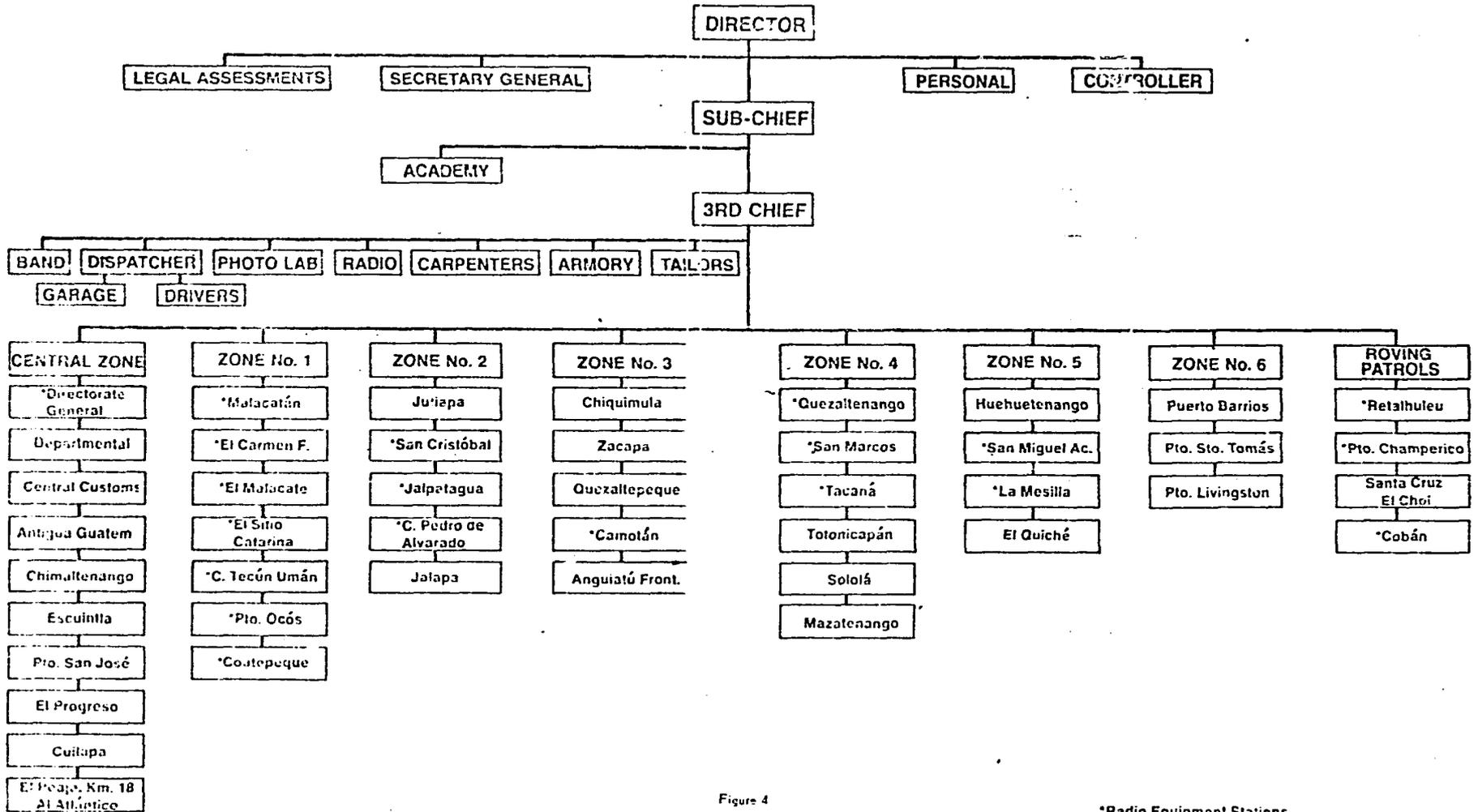


Figure 4

*Radio Equipment Stations

GUATEMALA

PUBLIC SAFETY FUNDING DIGEST

Past Fiscal Years Obligations (Thousands of Dollars)

<u>FY</u>	<u>TOTAL</u>	<u>TECH</u>	<u>PART</u>	<u>COMMOD</u>	<u>OTHER</u>	<u>REMARKS</u>
57	\$280	\$38	0	\$242	0	
58	158	58	37	58	5	
59	72	53	13	0	6	
60	71	46	4	9	12	
61	267	37	1	219	10	
62	71	24	20	15	12	
63	382	44	17	304	17	Includes \$216 CF
64	128	90	21	14	3	
65	270	96	100	69	5	
66	249	121	57	61	10	
67	644	118	80	438	8	Incl. \$324 CF
68	218	125	52	36	5	
69	411	133	90	182	6	Incl. \$295 SA
70	1129	209	95	401	424	Incl. \$410 SA; \$378 CF
71	413	239	105	54	15	
72	456	274	64	111	7	
73	490	230	69	189	2	

Cumulative Expenditures (FY-57 thru FY-73) \$4,425 Thousand

Technicians	1,733
Participants	705
Commodities	1,705
Other Costs	282

Cumulative GOG Contributions (FY-57 thru CY-73)
\$1,703 Thousand

ATTACHMENT H

PUBLIC SAFETY ADVISORS ROSTER

MAN YEARS

ADVISORS	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	
LAUGHLIN	●	—	—	—	●															CPSA
LONGAN		●	—	—	●															TRAINING
MORRIS				●	—	—	●													GENERALIST
POPA	●	—	—	—	—	—	—	—	●											INVEST
CRISOSTOMO					●	—	—	—	—	—	—	—	—	—	—					CPSA
SEATON							●	—	—	●										COMMO
JONES								●	—	●										TRAINING
ROGERS									●	—	—	—	●							INVEST.
NAUROCKI									●	—	—	—	—	—	—	—				COMMO
MATOS									●	—	—	—	—	—	—					TRAINING
COSTELLO									●	—	—	—	—	—	—	—				CPSA
LINDENAUER										●	—	—	—	—	—					GENERALIST
SANDOVAL											●	—	—	—						TRAINING
VAN WINKLE												●	—	—	—					INVEST
DE LOPEZ													●	—	—	—				TRAINING
BURRIS														●	—	—				INVEST
HENRY															●	—	—			TRAINING
HARDIN															●	—	—	—	—	CPSA
LABRUZZA															●	—	—	—	—	MOT. VEH.
GUZMAN															●	—	—	—	—	GENERALIST
FORCEY																●	—	—	—	ADMIN.
BROWN																	●	—	—	RURAL
SALSED A																	●	—	—	TRAINING
MANN																		●	—	TRAINING

TDY's TO GUATEMALA
(8/64 to Present)

<u>NAME & TITLE</u>	<u>PURPOSE</u>	<u>LENGTH OF TDY</u>	<u>No. OF DAYS</u>
David Greig PSA/Records	Records Survey	8/13/64 - 8/18/64	6
Andy Mosser PSA Customs	Conference	10/26/64 - 10/30/64	5
John Caldwell PSA/Immigrations	Conference	10/26/64 - 10/30/64	5
David Powell CPSO/Costa Rica	Conference	1/26/65 - 1/29/65	4
John Caldwell PSA/Immigrations	Immigration Survey	4/11/65 - 4/14/65	14
Andy Mosser PSA/Customs	Contraband	4/12/65 - 5/3/65	22
Arthur Russell PSA/Records	Records Consult	1/2/66 - 1/23/66	22
Ted Brown OPS/LA Chief	Consultation	3/3/66 - 3/9/66	7
Sid Rocker PSA/Training	Riot Control	3/11/66 - 4/11/66	32
Byron Engle Director, OPS	Consultation	3/17/66 - 3/17/66	1
Arthur Russell PSA/Records	Consultation	8/11/66 - 8/21/66	11
L. Santana PSA/Program	Consultation	10/1/66 - 11/1/66	32
John Caldwell PSA/Immigrations	Consultation	4/11/66 - 4/16/66	6
Arlen Jee PSA/Criminology	Consultation	11/30/66 - 12/30/66	31

ATTACHMENT J

<u>NAME & TITLE</u>	<u>PURPOSE</u>	<u>LENGTH OF TDY</u>	<u>No. of DAYS</u>
Arthur Russell PSA/Records	Records Consult.	1/7/67 - 1/19/67	13
Louis LaBruzza PSA/Logistics	Motor Maintenance	4/23/67 - 5/26/67	34
Arlen Jee PSA Criminology	Lab Consultation	6/26/67 - 7/3/67	8
James Scoggin PSA/Training	Training	8/16/67 - 9/16/67	32
Dave DeLatorre PSA/Training	Training	8/16/67 - 9/16/67	32
Arthur Russell PSA/Records	CAP Program	8/13/67 - 8/26/67	14
John Caldwell PSA/Immigration	ROCAP Consult.	9/25/67 - 9/26/67	2
Al Naurocki PSA/Commo.	CAP Program	11/7/67 - 11/8/67	2
John Caldwell PSA/Immigration	Immigration Review	12/4/67 - 12/7/67	4
Arthur Russell CAP Records Adv.	Records Review	1/15/68 - 1/24/68	10
Byron Engle Director, OPS	Internal Security Situation Review	1/22/68 - 1/24/68	3
John Longan OPS/LA, Chief	Internal Security Situation Review	1/22/68 - 1/24/68	3
Louis LaBruzza PSA/Logistics	Vehicle Maintenance	3/3/68 - 3/31/68	29
John Caldwell PSA Immigration	CAP Program	5/6/68 - 5/8/68	3

J-2

<u>NAME & TITLE</u>	<u>PURPOSE</u>	<u>LENGTH OF TDY</u>	<u>No. of DAYS</u>
Al Naurocki PSA/Commo.	CAP Telecom.	5/13/68 - 5/19/68	7
John Caldwell PSA/Immigration	CAP Program	5/19/68 - 5/22/68	4
David Powell OPS/LA Dep. Chief	Cover for Chief while on home lv.	5/23/68 - 7/16/68	55
Arthur Russell PSA/Records	Records Program	7/26/68 - 8/5/68	11
Al Naurocki PSA/Commo.	Commo. Center Implementation	9/15/68 - 9/19/68	5
Paul Katz PSA/Commo.	Commo. follow-up	12/9/68 - 12/18/68	10
David Powell OPS/LA Dep. Chief	Program Eval.	1/10/69 - 1/14/69	5
John Caldwell PSA/Immigration	Immigration Eval.	4/17/69 - 4/19/69	3
David Powell OPS/LA Chief	Consultation (funding program)	5/9/69 - 5/12/69	4
Al Naurocki PSA/Commo.	CAP Review of telecommunications	5/1/69 - 5/3/69	3
John Caldwell PSA/Immigration	Immigration Eval.	6/4/69 - 6/6/69	3
Al Naurocki PSA/Commo.	Commo. Survey	7/2/69 - 10/2/69	93
John Caldwell PSA/Immigration	Immigration Eval.	11/8/69 - 11/12/69	5
Jess Ojeda PSA/Training	Narcotics Control	11/3/69 - 12/5/69	33
Byron Engle Director, OPS	Program Eval.	3/11/70 - 3/13/70	3

J-3

COMMODITY RECAP FOR GUATEMALA

ITEM PROVIDED	(For prior) FY ITEM PROVIDED										CURRENT TOTAL	
	FY 63*	FY 64	FY 65	FY 66	FY 67	FY 68	FY 69	FY 70	FY 71	FY 72		
TRANSPORTATION												
Sedans	81				20			8		20		129
Carrvall										12		12
Patrol Van												
Jeep 1/2 ton	89	8			12				25			124
Trucks and trailers	17			1	10	1		55				84
Buses	2				4				4			10
Ambulance	2				2							4
Motorcycle	51				6							57
Aircraft												
Aircraft engine												
Boat	5											5
Outboard motor	3											3
Fire engine												
Auto Shop Eqt & tools					1 LOT	1 LOT	4 LOTS	4 LTS	1 Lt			11 LOTS
Engine Spare Parts	4 LOTS											4 LOTS
Armored Vehicles												
Wreckers												
Fork Lift												
Misc					16*					15**		31
WEAPONS												
Revolver .38	325		5	100	1250	25	25					1,730
Pistol, Pellet CO2					10	60		10				80
Carbine					1300							1,300
Rifle												
Shotgun				2	35		30	55	95			217
SMG												
Machine gun												
Mortar												
WPN Repair parts												
Reload Equipment					2							2
Tools												
Cleaning Supplies												
Ammo	40MX		6 MX	38MX	510MX		10 M	40MX				644MX
Gun Powder						330LB						330LBS
Targets												
Gas Gun (Pellet)			3	3								6
Chemical Dispenser				1		60	125	4				189
Tear Gas Grenade			1400	1000			288	3000				5,388
Tear Gas Projectile			400	50				245				645
Fog & Chemical Sup												
Helmet							650					650
Safety Shield							20	250				270
Gas Mask			200	100			50	250				500
Gas Mask cannister							50					50
Armor Vest												
Gloves												
Handcuffs			100		600		250					750
Baton (Bl. Stick)	200											200
Shoe												
Misc												

* Bicycle ** Emergency lights

COMMODITY RECAP FOR GUATEMALA

ITEM PROVIDED	FY ITEM PROVIDED										CURRENT TOTAL
	FY 63*	FY 64	FY 65	FY 66	FY 67	FY 68	FY 69	FY 70	FY 71	FY 72	
TELECOM EQUIPMENT											
VHF-FM (FM-1)							25				25
VHF-FM (FM-5)							55				55
VHF-FM (Mobile)				10	49				65		124
VHF-FM (Base)				4	7	2	1	4			18
VHF-FM (Portable)				20	10	6			1		37
HF-SSB (Mobile)											
HF-SSB (Base)											
HF-SSB (Portable)						2	2				4
Generator, Electric				6	6			1			13
Towers								1			1
Installation Access									1 Lt		1 LOT
Spare Parts, Electronic	1 LOT			1 LOT	1 LOT	1 LOT	1 LOT	4 LTS	1 Lt		10 LOTS
Audio Equipment											
Hand Tools								2 LTS	1 Lt		3 LOTS
Test Equipment							1 LOT				1 LOT
Terminals, Radio											
Teletype Machines											
Megaphones				8			4				12
P. A. Sets					9*						9
GENERAL											
Camera				2			1	21			24
Photo Enlarger											
Photo Developing Eqpt					1						1
Photo Developing Sup									1 Lt		1 LOT
Photo Printer											
Photo Copier											
Safe lights											
Projector Movie					3			4			7
Projector Still							1				1
Projector Overhead								4			4
Movie Screen								6			6
Training Films											
Reference Material					1 LOT						1 LOT
Fingerprint Kit											
Fingerprint Supplies								1			1
Fingerprint Cabinet											
Typewriter											
Duplicating Equipment	1				1						2
Office Equipment						1 LOT	1 LOT				2 LOTS
Office Supplies						1 LOT	1 LOT				2 LOTS
Photo Supplies								1 LOT			1 LOT
Tape Recorder				1							1
Microscopes											
Mouflage Kit											
Clothing											
Individual Equipment											
Binoscopes					60						60
Parachutes											
etc											

* Telephone

COMMODITY RECAP FOR Guatemala

. ITEM PROVIDED	FY ITEM PROVIDED							TOTAL
	FY 73	FY 74	FY 75	FY 76	FY 77	FY 78	FY 79	
TRANSPORTATION								
Sedans	2							
Carryall								
Patrol Van								
Jeep 1/4 Ton	1							
Trucks	11							
Buses								
Ambulance								
Motorcycle								
Aircraft								
Aircraft Engine								
Boat	2							
Outboard Motor	2							
Fire Engine								
Auto Shop Eqpt/Tools	1 lot							
Engine Spare Parts								
Armored Vehicles								
Wreckers								
Fork Lift								
Misc. Emer. Eqpt.								
WEAPONS								
Revolver .38								
Pistol								
Carbine								
Rifle								
Shotgun								
SMG								
Machine Gun								
Grenade, smoke	24							
WPN Repair parts	1 lot							
Reload Eqpt.	1 SE							
Tools								
Cleaning Supplies								
Ammo								
Gun Powder								
Targets	20,000							
Gas Gun								
Chemical Dispenser								
Tear Gas Grenade								
Tear Gas Projectile								
Fog & Chemical Sup.								
Helmet	110							
Safety Shield	36							
Gas Mask	110							
Gas Mask Cannister	220							
Armor Vest								
Gauntlets	12							
Baton								
Round Detector	1							
Misc. Bullet Mould								

COMMODITY RECAP FOR Guatemala

ITEM PROVIDED	FY ITEM PROVIDED							TOTAL
	FY 73	FY 74	FY 75	FY 76	FY 77	FY 78	FY 79	
TELECOM EQPT.								
VHF-FM (FM-1)								
VHF-FM (FM-5)								
VHF-FM (Mobile)	33							
VHF-FM (Base)	23							
VHF-FM (Portable)								
HF-SSB (Mobile)								
HF-SSB (Base)								
HF-SSB (Portable)								
Generator, Electric								
Towers								
Installation Access.	1 lot							
Spare Pts., Electronic	3 kit							
Audio Equipment								
Hand Tools								
Test Equipment								
Terminals, Radio								
Teletype Machines								
Megaphones								
P.A. Sets								
GENERAL								
amera	1							
Photo Enlarger								
Photo Developing Eqpt.								
Photo Developing Sup.								
Photo Printer								
Photo Copier								
Safelights								
Projector, Movie								
Projector, Still								
Projector, Overhead								
Movie Screen								
Training Films								
Reference Material								
Fingerprint Equipment	2 lots							
Fingerprint Sup.	1 lot							
Fingerprint Cabinet								
Typewriter								
Duplicating Eqpt.								
Office Equipment								
Office Supplies	1 lot							
Photo Supplies								
Tape Recorder								
Microscopes								
Nonage Kit								
Clothing								
Individual Eqpt.								
Binoculars								
Office Generator Supplies	1 lot							
Repro. Kit	10							

<u>NAME & TITLE</u>	<u>PURPOSE</u>	<u>LENGTH OF TDY</u>	<u>No. of DAYS</u>
Ken Youngs Prog. Asst.	Program Evaluation	3/11/70 - 3/13/70	3
John Caldwell PSA/Immigration	Immigration Prog. Progress	7/23/70 - 7/29/70	7
Joseph Sobotta AID/W	Sm. Arms Maint.	9/2/70 - 9/14/70	13
Joseph Sobotta AID/W	Implement Training	11/13/70 - 12/13/70	31
Arlen Jee PSA/Criminology	Criminalistics Survey	10/30/70 - 11/30/70	32
Samuel Posacreta Prog. Off/VN	Helicopters Use	11/13/70 - 11/27/70	15
Al Carpenter PSA/Commo.	Telecom Survey	3/16/71 - 3/10/71	5
Caesar Bernal OPS/LA Dep. Chief	Patrol Consult.	3/26/71 - 4/9/71	15
John Caldwell PSA/Immigration	Immigration Survey	4/18/71 - 5/1/71	14
Mario Vasquez PSA	Visual Aids	5/3/71 - 5/18/71	16
Arlen Jee PSA/Criminology	Crime Lab Survey	5/21/71 - 6/21/71	32
Robert Hernandez PSA	Traffic Survey	6/30/71 - 7/9/71	10
Ernest W. Lefever Brookings Institute	Consultation	7/12/72 - 7/17/72	6
Al Naurocki PSA/Commo.	Tech. Assist.	11/13/73 - 11/20/73	7

J-4

Commodity Profile

FY 57	\$295,000	Boats and equipment Electrical equipment Vehicles, engines and parts White patrol belts Laminating equipment Commo equipment Projector, film screen Mimeograph machine Miscellaneous commodities
FY 58	\$107,000	Vehicle, engine and parts Electrical equipment Generator and motors Engines and turbines Vessels and equipment Rubber products White patrol belts
FY 60	\$8,500	Excess U.S. Government property
FY 61	\$280,000	Electrical equipment Vehicle, engine and parts Small arms, ammo and parts Police batons Misc. Commodities
FY 62	\$15,000	Misc. Commodities
FY 63	\$88,000	40,000 rds, cal. .38 ammo 8 vehicles 325 revolvers, cal. .38 Misc. spare parts, radio Misc. equipment spare parts
FY 64	\$14,000	Additional funds for FY 62 procurement Communications equipment for CAP Network. 8 jeeps
FY 65	\$69,000	(\$500 additional funds for FY 62 commodities) Office furniture and equipment 5 revolvers, cal .357 5 revolvers, cal .38 100 handcuffs 6,000 cartridges, cal .38 Pistol powder 100 projectiles, practice 3 guns, tear gas 200 masks, gas 100 grenades, CN, practice 500 pellets, CN 400 projectiles 1,400 grenades, CN

FY 66

\$61,000

- 4 VHF-FM base stations
- 10 VHF-FM mobile stations
- 20 VHF-FM portables
- 6 Generators
- 1 Wattmeter
- 1 Truck van
- 8,000 rds, ammo, cal. .30
- 3 gas guns
- 50 Projectiles, CN
- 100 Cartridges
- 2 Shotguns
- 100 Revolvers
- Lot Misc. crime lab equipment
- Lot telecommunications spare parts
- 6 Portable searchlights
- 8 Megaphones
- 8 VHF-FM transceivers
- 100 Gas masks
- 1,000 Tear gas grenades
- 30,000 rds, cartridges, cal. .38
- 2 Cameras
- 2 Rangefinders
- 1 Tape recorder

FY 67

\$438,000

- 1250 Revolvers
- 1300 Carbines
- 400,000 Rds., ammo, cal. .30
- 110,000 Rds., ammo, cal. .38
- 2 lots ammo reloading equipment & supply
- 110,000 primers - pistol
- 1 lot misc. equipment - commo
- 20 Sedans
- 49 VHF-FM mobile radios
- 7 VHF-FM base stations
- 9 Telephones
- 1 AC power supply unit
- 5 modules; power supply units
- 5 modules; SSB
- 10 - 22 cal. pellet gas guns
- 256,000 pellets for gas guns
- 600 handcuffs
- 4300 holsters
- 2 prison vans
- 2 ambulances
- 4 trucks
- 2 tow trucks
- 2 pick-up trucks
- 10 portable radios FM
- Vehicle maintenance tools
- 35 shotguns
- 4 busses (excess)
- 6 generator sets
- 1 lot photo equip. (Ident. Bur.)
- 1,000 Tear gas grenades
- 37 Fingerprint sets (cabinet)
- Training Aids (visual)

Commodity Profile

FY 68 \$ 34,874

- 1 Truck, Panel
- 6 Mechanical Tool Sets
- 1 Battery Charger
- 8 Jack Stands
- 1 Air Compressor
- Miscellaneous auto repair equip.
- 2 VHF-FM (Base)
- 2 SSB (Portable)
- 6 FM-5A's
- 1 lot telecommunications spare parts
- 1 Carbine Mock-up
- 25 Revolvers .38
- 60 Tear Gas Guns
- 60 Tear Gas Dispensers
- 1,773 Tear Gas Cartridges
- 309,000 Pellets
- 636,000 Primers (Pistol)
- 22 Kegs Powder
- Miscellaneous Office Equip.
- Supplies (Excess Property)

FY 69 \$ 166,800

- 4 Megaphones
- 250 Handcuffs
- 18 Stretchers
- 30 Gun holders
- 1 lot miscellaneous police equipment
- 3 Fingerprint kits
- 100 Recording tapes
- 1 lot auto maintenance equipment
- 2 lots auto hand tools
- 4 M School patrol safety belts
- 2 P.A. Systems w/Sirens
- 20 Red warning lights
- 12 Pulsator sirens
- 200 Pr. Traffic Glasses
- 1 lot miscellaneous photo supplies
- 1 lot miscellaneous office supplies
- 15 desks
- 2 Office tables
- 56 Filing cabinets
- 76 Chairs
- 39 Standard sirens
- 1 Camera w/case
- 1 Slide projector
- 650 Construction helmets
- 1 lot auto shop equipment

Commodity Profile

FY 69 (Cont.)

40 Spotlights
10 M Shotgun shells
20 Pellet guns
200 Saf-T-Cones
25 38 Cal. Revolvers
96 Grenades, T.G. CN
96 Grenades, Blast, CN
96 Grenades, Mult discharge, CN
50 Gas Masks
50 Canisters
30 Shotguns
20 Safety shields
125 Tear Gas dispensers
1 VHF-FM Base
1 Antenna
2 HF SSB Portables
1 lot test equipment
1 lot spare parts
25 FM 1B
55 FM 5B
1 VHF-FM Repeater
1 Police Call Box
4 Sedans
23 Pickup Trucks

FY 70 - Vehicles	\$200,523
Telecom	95,919
Weapons	44,718
General	<u>24,320</u>
	\$365,480

2 Lift, Automotive
1 50 Ton press
2 Sling, 2,000 lb.
1 Gear Puller
4 VHF-FM Base
13 Antenna
2 lots spare parts (VHF-FM)
2 lots radio crystals
1 lot teaching aids, electronic / commo
2 lots tools, electronic / commo
3 projectors
6 screen, projection
1 lot spare parts - projector
1 lot fingerprint equipment
8 Sedans
55 Pickup Trucks
3 lots automotive tools
250 riot shields
10 gas guns
3,000 tear gas grenades
245 tear gas projectile

6

Commodity Profile

FY 70 (Cont.)

- 250 gas masks
- .100 gas mask cannister
- 4 pepper fogger
- 55 shotgun 12 ga.
- 40,000 shot shell 12 ga.
- 65 2 CH-LB UHF-FM mobile
- 1 tower 100 ft.
- 1 Diesel generator
- 1 lot Police lab equipment
- 21 Camera and case
- 1 Flash gun
- 1 lot Photo supplies

FY 71 - Vehicles \$34,425
 Telecom 4,925
 Weapons 8,975
 General 1,225
 \$49,550

- 4 Busses
- 35 Auto batteries
- 24 1/4 ton trucks (Jeeps)
- 1 lot Vehicle spare parts
- 1 lot Electronic tools
- 40 Battery chargers.
- 4 Transformers
- 1 lot Radio components
- 1 lot Radio spare parts
- 1 VHF Receiver, portable
- 95 Shotguns 12 ga.
- 1 Bomb disposal unit
- 25 Gun holders (Vehicle)
- 1 Visual identity kit
- 1 lot Photo supplies

FY 72 - Vehicles \$111,000
 Telecom 0
 Weapons 0
 General 0
 Total \$111,000

- 20 Sedans
- 12 Utility vehicles, passenger
- 15 Emergency lights, revolving

Public Safety
Commodity Profile

FY 73 - Vehicles	\$ 55,700	1 lot	Office supplies
Telecom	91,850	110	Gas masks
Weapons	10,800	220	Canisters
General	<u>17,300</u>	12 pr.	Handcuffs
		1	35 mm Camera
Total	\$175,650	36	Safety shields
		1	Transfrisker
		24	Grenades, smoke burning
		110	Helmet, protective
		2 lots	Fingerprinting equipment
		2 lots	Fingerprinting supplies
		1 lot	Police laboratory supplies
		33	Radios, mobile VHF/FM
		1 lot	Radio installation accessories
		1 lot	Weapons repair parts
		20,000	Targets
		1	Cartridge reloading set
		1 lot	Vehicle maintenance tools
		2	Sedans
		1	Truck, utility
		20	Narcotest kits
		23	Radio transceivers, base station
		3	Spare parts kits, for base station transceivers
		10	Trucks, pickup, 3/4 ton
		1	Truck, flat bed, 1-1/2 ton
		2	Boats, 18 ft., aluminum
		2	Outboard motors

FY 73 Type "O" (Mission Procurement)

PIO/C O-30088 - \$5,700	500	Handcuffs
	500	Whistles
	500	Flashlights
PIO/C O-30077 - \$1,796	1	Mimeograph
	1	Photocopier
PIO/C O-30072 - \$3,450	17	File cabinets

Government of Guatemala Contributions

Commodities: CY-1974 40 Ford Compact Sedans
 10 Harley-Davidson Motorcycles
 500 S & W Revolvers, .38
 1 (lot) Ammunition, 20,000 rds
 1 Ford Van

 1 Ford Van (\$4,300)
 7 Radio SSB (\$11,000)

 CY-1973 11 Ford Compact Sedans
 20 Ford Bronco Wagons
 1 Ford Full Sedan
 10 Harley-Davidson Motorcycles
 32 Sirens
 20 Revolving Emergency Lights
 200 Handcuffs
 500 Revolvers, .38
 1 Radio Repeater Station
 19 Radio Mobile Units
 4 Radio HF-SSB

 1 Telephone Central Exchange (\$26,000)

RESUME
OPS SPONSORED TRAINING FOR GUATEMALA
.. 1958 - 1974

INTERNATIONAL POLICE ACADEMY

Senior Course	4
<u>1/</u> General Course	326
<u>2/</u> Technical Specialist Training	63
Prevention & Investigation of Contemporary Violence	6
Police Executive Training	5
Inter-American Police Academy (Canal Zone)	<u>31</u>
TOTAL	435

1/ General Course Specializations

Criminal Investigation	106
Patrol Operations	51
Instructor Methods	29
Narcotics Control	19
Dignitary Protection	11
Border Patrol/Customs	<u>34</u>
TOTAL	326

1/ Specialization (3 to 4 weeks) follows 12 week Inter-American General Course.

ATTACHMENT L

2/ Technical Specialist Training

Criminalistics	20
Technical Investigation	18
Telecommunications	8
Riot Control	7
Penology & Corrections	4
Motor Transport	3
Rural Policing	2
Audio-Visual	<u>1</u>
TOTAL	63

2/ Technical Specialist courses consist of 6 to 52 weeks training.

FINAL EVALUATION REPORT
POLICE TELECOMMUNICATIONS OPERATIONS IN GUATEMALA

Alfred W. Naurocki
May, 1974

INTRODUCTION

The Purpose of this report is to evaluate the status of police telecommunications activities in the Republic of Guatemala, Central America. This study represents observations and findings derived through on-the-scene inspection of police facilities, reviews of past and present program documents and activity reports, plus personal discussions with cognizant U. S. and Guatemalan officials.

I. Summary

The USAID Public Safety telecommunications activities in Guatemala have been focused upon the planning, development, organization and technical support of police telecommunications networks and facilities for the National Police and Treasury Police. These agencies are responsible to the Ministry of Government.

The basic telecommunications system technical arrangements for each of these two police agencies has been firmly established and has proven effective for current and projected needs. Supplementary communications equipment inputs may be necessary from time to time, as population increases demand more police services. The Government of Guatemala has already made several large equipment purchases using their own funds with USAID Public Safety advisory assistance to assure correct specifications and suitability to National Police needs.

In the early years of the telecommunications program, USAID undertook to introduce additional radio equipment and accessories which gradually began to impress police officials with such convenience as well as the attendant responsibilities to sustain its effectiveness. The AID-furnished equipment has allowed increased

ATTACHMENT M

radio coverage and situation reporting in more city and rural areas. Coincident with these improvements, the local government has been moved to complement them with trained operators, better maintenance practices, upgraded operating procedures and increased budget support.

One of the most significant and visible accomplishments has been the construction and operation of a new Communications Operations and Dispatch Center for the National Police. This facility has contributed to improved coordination and efficiency of the entire police organization.

In general, the majority of the original communications program objectives have basically been attained. The ability of the host country to capably support USAID-provided equipment, as well as their own, is now at a satisfactory level. The quantities of new equipment that the Government of Guatemala will buy in the future is expected to be at moderate levels.

An area of concern for the host country is the basic need to assure that all equipment is properly utilized, that prompt maintenance is available and that adequate budgets for parts and related materials are received. Similarly, centralized organization and management of all telecommunications functions related to administration, operation and technical services are required.

It is considered that the USAID Public Safety assistance in telecommunications has substantially contributed to improved police services and that the gains shown in the program can be sustained by the National Police and Treasury Police in the years to come.

II. Program Objectives

The overall communications program effort in Guatemala has been to develop an effective communications system to support civil police/security functions in metropolitan and rural areas. The program is directed to the two principal organizations responsible for civil law enforcement, i. e., the National Police and the Treasury Police. The Detective Corps within the National Police are included within the scope of the program also. In the

earlier years of the program, limited advisory guidance was occasionally rendered to smaller agencies such as Immigration, Customs and Para-Military Units for those cases where their collaborative actions with the National Police or Treasury Police would be beneficial to improved civil security.

Police communications development activities have been directed to:

- a. introduce technological improvements and knowledgeable maintenance support practices;
- b. upgrade communications operations procedures;
- c. modernize obsolete Communications Control Center facilities; and
- d. strengthen organizational procedures to allow centralized management and increased budget support for new equipment, spare parts and for technical personnel recruitment, training and compensation.

Briefly described, these A.I.D. Public Safety communications program input has focused on the following general areas:

a. Technological Improvements

Consider, plan and implement new or modified telecommunication networks and services to support the overall operations and security objectives of the enforcement agencies.

b. Maintenance and Technical Services

This activity is intended to implant long-term self-sufficiency in procurement of spare parts, inventory controls and proper radio servicing procedures. The overall capability of the equipment maintenance function and its personnel are to be upgraded and expanded to establish a (combined) maintenance center for the National Police, Detective Corps and Treasury Police.

c. Communications Center Operations

Review current radio room practices to establish uniform and efficient procedures for operators and to introduce standardized police communication forms. Establish a modern radio communications operations and dispatch center in Guatemala City to act as a command and message center for city and country-wide National Police operations on a 24-hour per day basis.

d. Training

Develop the job proficiency of all radio operators in each security agency to enable them to perform their responsibilities more effectively. Initiate training programs for interested and qualified individuals as maintenance technicians through local and U. S. participant training programs. Police telecommunications management personnel are also to be trained through U. S. participant programs.

e. Inter-Agency Communications Coordination

Provide the technical means and advisory assistance to encourage greater message liaison between the National Police, Treasury Police and the Detective Corps as well as other agencies, both civilian and military, to strengthen and coordinate their operations, when unified action is anticipated or required during emergency periods.

f. Organization

Elevate the present diverse National Police communication functions into a unified command element under a qualified staff officer who will coordinate all police communications operations, administration, technical functions and training, to better support various police division operations. The integration of National Police and Treasury Police communications maintenance shops into a unified facility is to be undertaken to avoid duplication and to equally serve both organizations.

III. Local Government Contributions

U.S. commodity grants and advisory assistance have been coupled to Government of Guatemala support in a manner commensurate to their available resources. The Government of Guatemala has:

- a. provided potentially qualified administrative and technical manpower as required to achieve the mutually accepted telecommunications program goals;
- b. furnished the physical space, minor construction materials, transportation, personnel, maintenance arrangements and related services, as required to support new communication station installations for USAID technical assistance projects;
- c. provided the required administrative and budgetary support for the effective functioning of a new communications operations control and dispatch center for the National Police;
- d. assured continued employment of AID-trained specialists with police/security agencies through assignments related to their advanced skills; and
- e. conducted periodic appraisal conferences with Public Safety technical advisors to review activity progress, results and refinements as may be necessary to meet various project objectives.

IV. Current Telecommunication Systems

A. National Police

1. Country-wide Departmental System. A network of twenty-eight VHF-FM base stations is operated and maintained by the National Police. Voice communications from the capital city of each department is transmitted to headquarters in Guatemala City. All National Police stations in the capital city of each department are equipped with radio sets as well as other key towns in the interior. For the more distant stations in the interior, radio

information is received at a high site (San Pedro Sac.) and voice-relayed to Guatemala City.

The installation of an automatic radio repeater to eliminate message repetition at this site is scheduled following the delivery of the equipment in a few months.

Due to long distances, the cities of Puerto Barrios, Izabal and Flores, El Petén, use single-sideband, high-frequency (HF-SSB) radios for voice contact with National Police Headquarters in Guatemala. The same type of equipment and frequencies are also employed in the Treasury Police system which allows radio liaison with that agency.

The Departmental National Police frequency is 39.86 MHz. Operating schedules are from 7:00 a.m. to 9:00 p.m. The stations report in once per hour during this period.

Chart I shows the location of National Police radios throughout Guatemala.

2. Mobile Radio Patrol (Radio Patrullas). VHF-FM radio-equipped vehicular units are operated by and distributed among GOG and National Police officials. Supervisory personnel and radio patrol vehicles, a total of about one hundred mobile radio units, are utilized for vehicular purposes.

The police vehicles are equipped with two-channel mobile sets. Radio patrol cars within the city operate on a primary channel frequency of 39.44 MHz. Vehicles assigned to interior department capitals have a secondary frequency of 39.86 MHz to permit contact with the departmental base station.

No radio-equipped motorcycles are used. Hand portable radio sets operating on 155.620 MHz are available for special situations to police officials.

3. National Police Detective Corps. The Detective Corps operates a two-channel VHF-FM base station, mobile and portable radio system (voice) on their own assigned frequencies. The remote control unit in the Detective Corps radio room activates the main

transmitter in the National Police building next door. A common radio tower on the National Police building supports Detective Corps antennas along with National Police FM antennas. An identical remote control station is located in the National Police Communications Operations and Dispatch Center for liaison purposes. Five vehicular radios, six portable units and the two base stations are currently used for the detective purposes. The Detective Corps operate on 154.580 MHz and 154.410 MHz. The system has a coverage throughout Guatemala City and its suburban areas. A base station on the National Police departmental frequency is also operated by the Detective Corps. This permits liaison with the National Police as well as a control and operation of several National Police mobile radios utilized by detective units.

Chart II illustrates the basic operating arrangement for Detective Corps communication services.

4. Metropolitan Area Radio Network. Within the metropolitan area of Guatemala City, the National Police sub-stations, traffic checkpoints and nearby towns operate over a high-band, VHF-FM network on 155.620 MHz. The National Police Communications Operations and Dispatch Center controls all message traffic over this network. The radios are installed to operate from rechargeable battery power to permit uninterrupted communications during main power failures. A complete listing of these metropolitan area stations is given in Chart III.

5. Escuintla Model Department Project. Within the Department of Escuintla a network of nine VHF-FM radio stations are located at National Police stations in key towns. The high crime rate in this particular department prompted the application of radios to demonstrate for National Police officials, the effects of adequate communications in controlling criminality throughout rural areas. The radios operate on a frequency of 155.620 MHz. There is no interference to the metropolitan network due to terrain and distance between the two areas. The location of the stations in this network is shown in Chart I.

6. Telephone Service. The National Police purchased in late 1973 a Siemens automatic telephone system for their headquarters building. This replaced the telephone plant donated by A. I. D. in 1966 which was formerly used in the U. S. Embassy.

Telephone extensions are available to the Detective Corps in addition to all National Police offices within the main police building. National Police stations in other parts of the city have standard subscriber lines from the city exchange. Citizen inquiries or requests for radio patrol vehicle assistance are called to the communications center in a direct 3-digit line (No. 120).

7. Radio Maintenance. The National Police Communications Maintenance Section services all base, mobile and portable units for the National Police and Detective Corps. The repair facility is located on the top floor of the National Police Headquarters building. All radio transmitters, which are remote controlled by the National Police and Detective Corps, are also located in this same area for prompt checks and servicing. Three of the six technicians employed in the shop are considered reasonably skilled. Two of these three are former U.S. participants trained by A.I.D. in a six-month radio maintenance course. The shop is spacious with sufficient work benches, tools and test equipment. Telephone repair service is performed by two other technicians who are assigned to the telephone section. It is expected all personnel and resources of this facility will be eventually transferred to the combined central radio maintenance facility when its construction is completed at Los Cipresales. This will unify National Police and Treasury Police maintenance shops for improved coordination and service to both organizations. The proposed organizational plan for this joint maintenance center is given in Chart IV.

B. Treasury Police

1. Country-wide Radio System. A network of seventeen, out of a projected twenty-four, single sideband (HF-SSB) base stations is operated and controlled by the Treasury Police from their headquarters at Los Cipresales. The radio communications room is strategically located near the office of the Director General. The rural base stations of this voice network are located in Treasury Police posts at key border crossing points and select towns. Any one of four radio channels on the equipment can be selected for transmissions. The current equipment is twelve years old and was originally provided by USAID/Public Safety.

The Treasury Police are currently undertaking purchase of new HF-SSB units to replace old equipment and expand their existing country-wide network. A program is underway to buy new HF/SSB radios. This equipment will be purchased by the Government of Guatemala and will replace the original A. I. D. radios provided in 1962. Radio-equipped vehicles and portables are not used or available to this agency for their operations.

Radio operating hours throughout all departments are normally from 8:00 a. m. to 8:00 p. m. with an hourly check in by each interior station. Interior base stations are turned off after the hourly check in.

2. San Marcos Departmental Network. A network of eleven VHF-FM radios has been located in remote posts of the Department of San Marcos and in neighboring departments for use by Treasury Police personnel. This area is near the Pacific Coast region, the Mexican Border. It has experienced a high incidence of criminality and other internal security problems which prompted the installation of battery operated radios in this sensitive region. The operating frequency is 155.620 MHz and all posts can communicate with each other over the flat terrain. Chart I indicates the locations of these Treasury Police posts in San Marcos which utilize this network.

3. Radio Maintenance. The Treasury Police operate a small radio maintenance shop within its headquarters compound to support their networks as well as other electrical/electronics needs of the organization. A basic quantity of test equipment is available within the maintenance shop. One radio technician is employed with an apprentice assistant. The technician has attended the 6-month radio maintenance training course in the U.S. and is carrying out his responsibilities in an effective manner.

C. Other Methods

1. High-Level Security/Administrative Network. A VHF-FM intra-city network was established among the major security and government agencies. The network interconnects on a private frequency the principal officials of the National Police, Treasury Police, Detective Corps, Ministry of Government, the Presidential House

and Guatemalan Military Communications Center. This network is intended for liaison among high-level officials and security forces for both administrative and general emergency situations.

2. Central American Security Telecommunications Network.

This radio-teletype network was initiated in October of 1964 for the exchange of criminal and security information among the Central American and Panamanian Republics. Each of these countries owns, operates and maintains its respective station equipment under the control of the major security group in that country. In Guatemala, the "Centro Regional de Telecomunicaciones" under the Casa Presidencial controls and operates the station. This station provides transmission services for any security agency desiring to send messages including narcotics trafficking information to other CAP countries. It is currently operational and continues to maintain contact with other CAP stations on the network.

V. Communications Operations and Dispatch Center

In 1972 the National Police began operation and control of all police radio and telephone operations from a modern, especially-constructed facility within the National Police Headquarters building. This new center replaced the out-moded provisional arrangements used since the police began to use radio communications and has significantly advanced their telecommunication capabilities. This facility was financed and designed by A. I. D. Public Safety with construction performed by craftsmen within the National Police and the Ministry of Public Works.

A. General Description

The design and proposed operation of the new facility is in accordance with accepted police practices for security-oriented telecommunication control centers.

All telecommunications dispatch center operations are grouped into five principal functions as follows:

1. Command and Administrative Offices. The Chief of the Radio Patrol Division and his staff administer all activities associated with their mission from this room. Various records for communications purposes are located in this area. The only entry and exit to

the Dispatch Center is through this room for better control of all personnel and visitors.

2. Radio Operations Room. The transmission of all incoming and outgoing radio message traffic for the various networks employed by the National Police are controlled from this location. This includes Radio Patrol, Departmental Investigative, Administrative and other networks. Radio liaison with other security organizations are also maintained from this locale. Radio control consoles for all networks are located in this room. The room is fully lined with acoustical tile for reducing sound reflections. A dividing wall contains wide observation windows for situation monitoring by supervisors or the joint planning officials when necessary.

3. Joint Operations Planning Area. This section facilitates conference and planning sessions for all GOG security directors during any special or emergency operations. Access to and participation in radio operations by high-level command personnel are available during such situations. Immediate coordinated action to changing conditions as received from radio or telephone reports throughout the country can be efficiently accomplished within this special area.

4. Telephone Operations Area. From this section, telephone calls with the public are handled. The National Police 3-digit special line, No. 120, and regular public subscriber lines are individually connected to a series of telephone answering booths each with its own telephone operator. Messages are forwarded to a telephone operations supervisor for appropriate action. Requests for police assistance are directly forwarded on to the adjacent radio control room where a patrol car can be immediately dispatched.

5. Telephone Switchboard Room. All outside calls on the National Police telephone numbers are received here. The main PABX switchgear exchange remains in its present site on the first floor. Requests for police assistance are immediately switched to the telephone operations area. Other calls are routed to the appropriate office or individual in the National Police building.

B. Special Features

1. The entire Dispatch Center has its own electrical power and illumination system independent of other offices in the National Police building. Line voltage regulators are employed for the radio operations room and the radio transmitter room to assure proper operation of all electronic equipment.
2. An emergency electric-generator plant is utilized in a separate location to provide emergency power for the entire Dispatch Center when needed.
3. All radio transmitter equipment is located in another especially-prepared room about 200 feet away from the Dispatch Center. These transmitter/receivers are remotely controlled by multi-conductor wire connected to remote control consoles in the radio operations room. This arrangement fulfills technical requirements to have transmitting equipment located close to the radio antenna tower and also eliminates such bulky heat-producing equipment from the radio operations room.

VI. Observations and Conclusions

Like its sister Central American Republics, Guatemala is a rapidly developing area with an increasing need for improved facilities in communications, transportation and other services. The need for security-type communications to enable an interchange of timely information and appropriate responses to urban and rural security problems is critically underscored for this country due to its greater than average share of such problems. The communications improvements gained for the country through A. I. D. Public Safety advice and equipment have been accepted and appreciated by police and security officials as a step toward modernizing their organization.

Traditionally, they have looked upon communications services strictly from the individual users' viewpoint without regard for its supportive needs. A coordinated and functional relationship among the operational, technical and administrative phases of a well-organized Department of Communications was essentially not recognized.

Such early attitudes were understandable many years ago when few commodities were available and the major emphasis was centered on acquiring capital equipment as quickly as possible without any view toward long-term planning or implications of its use. A meager repair facility usually followed when it was later appreciated that the communications equipment required occasional maintenance.

The initial years of the Public Safety Program discovered and worked to correct chronically deficient support measures, such as the retention of skilled operators and maintenance personnel, budgetary shortages to support spare parts, replacement equipment, tools, etc. These, when coupled with organizational and administrative weaknesses, had previously curtailed the effective deployment, utilization and dependability of police communications systems.

The program objectives were carried out through technical advice, provision of basic commodities, training programs and the support of the assisted agency even though their local abilities and resources were limited. It has been evident that program objectives, operational requirements, useable local resources and anticipated schedules have been discussed with appropriate officials for their understanding and acceptance prior to formal initiation of Public Safety-sponsored activities for their respective agencies.

A concentrated and continual effort has been directed to assure each assisted agency's follow-up support and proper usage of presently established and future technical improvements and operational techniques.

The overall results of the joint U.S. /Guatemalan efforts have shown a significant change for the better in the telecommunications capabilities of the National Police and Treasury Police. These agencies are now able to more effectively support their individual or coordinated police operations.

The principal emphasis of USAID assistance has been directed to the National Police to develop, modernize and expand their city and rural communications networks.

A modern National Police Communications Operations and Dispatch Center has been established at the National Police Headquarters facility to coordinate all present and new communication services under National Police jurisdiction. Liaison with

the networks of other security groups such as the Detective Corps, Treasury Police, military and presidential units, are also provided for.

Technician maintenance proficiency, spare part procurement procedures, equipment inventory methods, stock control techniques and general logistics for both the National Police and Treasury Police maintenance center in Guatemala City has been improved in accordance with accepted practices. Future incorporation of the current Treasury Police communications repair section with the National Police facility for unified maintenance resource is also currently underway and is to be effected upon completion of the new Police School where the combined maintenance center will be located.

Training of both operator and technical personnel in country as well as in the U.S. has been a part of the program and has increased the skilled manpower needs for maintenance support of city and country-wide operations for the National Police.

The administrative, operational and technical areas normally associated with a functionally unified communications organization are fragmented under separate officials within the National Police. Attempts to unify these areas under one qualified police official to oversee management of all telecommunications activities has not been notably successful. Nevertheless, the present dividend arrangement has been a customary practice for the National Police and has been reasonably functional to suit their minimum demands.

The majority of USAID communications assistance have been centered in the National Police, who by virtue of their large organization and more complex needs, have required the greater amount of technical assistance. The communications needs of the Treasury Police were of a simple nature and most activity with them was toward improving network performance, budget allotments, maintenance practices and general technical support.

The National Police during the past years has purchased major items of police equipment, i. e., vehicles, communications equipment, etc., with their own funds. This was to complement existing equipment furnished by the Public Safety Program. The Government of Guatemala has to date, continued to follow the

recommendations of Public Safety Advisors as to the technical requirements of the equipment and its intended application within their existing communication networks.

It is concluded that the accomplishments of the USAID Public Safety Communications Program in Guatemala will be enduring over the years. The original program objectives have been substantially achieved. Future refinements should be undertaken to further upgrade the effectiveness of civil security communications, mostly in the organizational, administrative and budget support areas.

VII. Recommendations

1. It is recommended that the National Police and Treasury Police continue to provide an adequate annual budget to support an effective maintenance program on their respective telecommunications networks.
2. It is recommended that the National Police eventually seek to establish a Division of Communications, to include all currently dividend sections, where management of administrative, operational and maintenance functions can be centralized under one responsible police telecommunications official.
3. It is recommended that the respective communications repair facilities of the National Police and Treasury Police be transferred and unified into a joint maintenance facility, to serve both groups, when the on-going construction of the combined maintenance building is completed.
4. It is recommended that the National Police and Treasury Police continue with their periodic purchase of new communications equipment to meet new operational demands or to expand the AID-provided radio systems as may be required in future years.

CHART 1

RURAL INTERDEPARTMENTAL RADIO STATIONS OF THE NATIONAL AND TREASURY POLICE

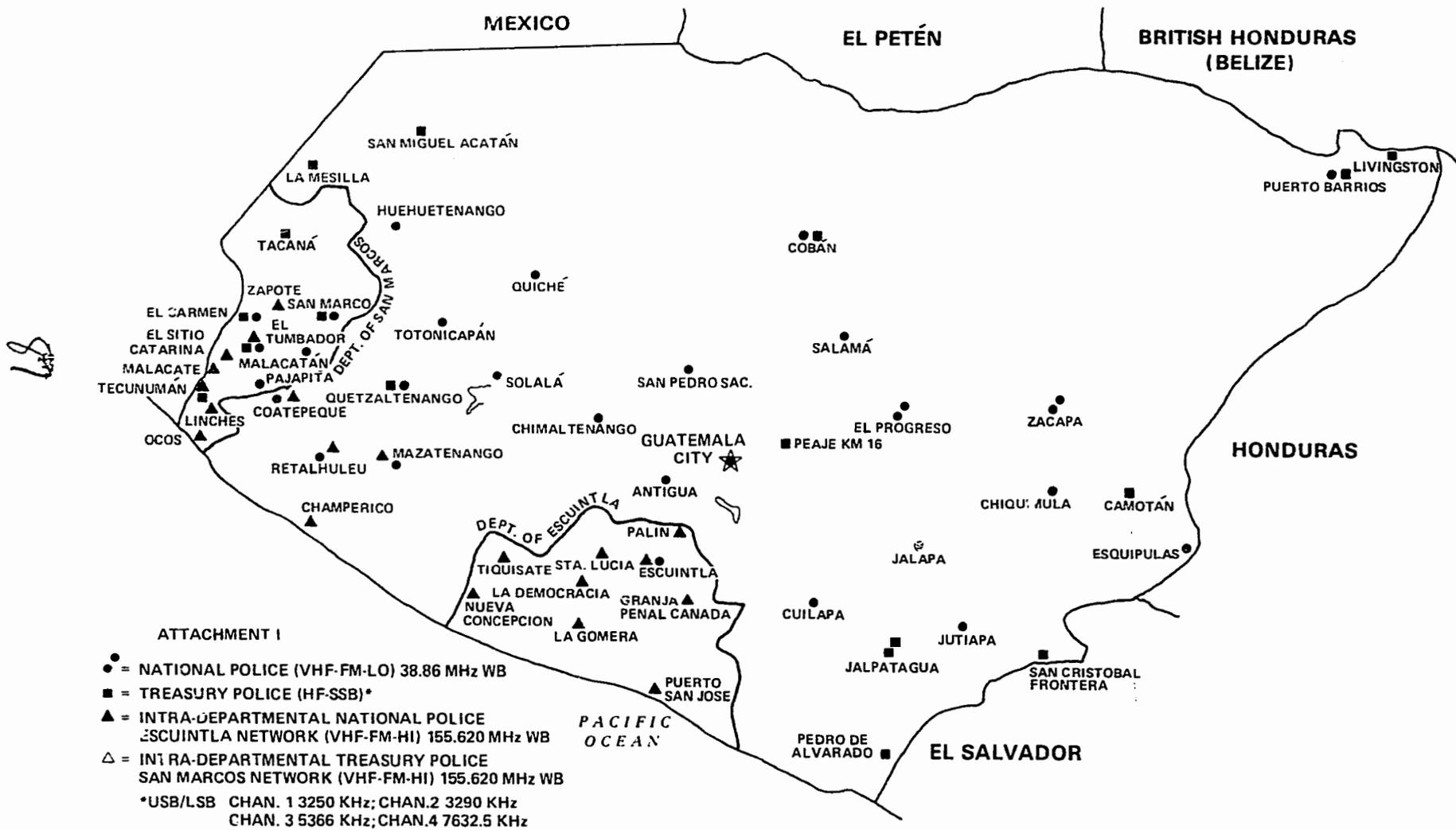


CHART II

BASIC RADIO SYSTEM ARRANGEMENT
FOR THE DETECTIVE CORPS OF THE NATIONAL POLICE

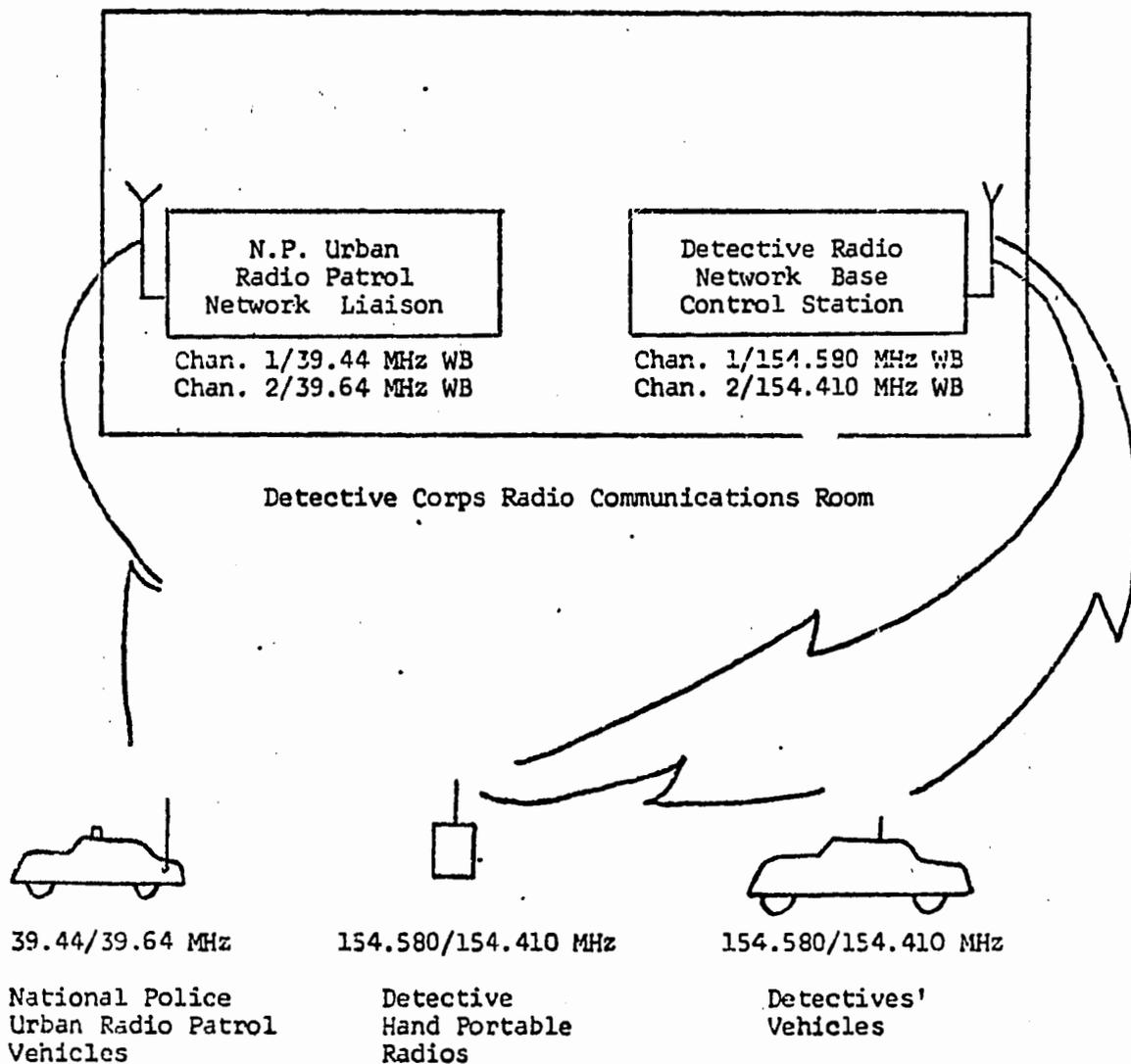


CHART III

NATIONAL POLICE

FIXED POST METROPOLITAN AREA FM RADIO NETWORK

FOR

PRINCIPAL STATIONS IN THE DEPARTMENT OF GUATEMALA

A. Corps & Stations

1. First Station Guarda Viejo, Zone 3
2. Second Station Ciudad Real I, Zone 12
3. Third Station Barrio "El Gallito", Zone 3
4. Second Corps, Zone 1
5. Station Colonia San Antonio, Zone 6
6. Station Colonia Jocotalas, Santa Luisa, Zone 6
7. Station Atlántida, Zone 18
8. Third Corps, Zone 5
9. Station Villa de Guadalupe, Zone 10
10. Fourth Corps, Zone 7
11. Station Colonia Florida, Zone 19
12. Station Colonia Milagro, Zone 19
13. Station Colonia 1° de Julio, Zone 19
14. Station Bethania, Zone 7
15. Traffic Corps
16. Station Colonia Monserrat, Zone 19
17. Station Colonia Maya, Zone 18
18. Station Colonia Justo Rufino Barrios, Zone 21
19. Station La Chacra, Zone 5
20. Station Colonia Belén, Zone 7

B. Checkpoints

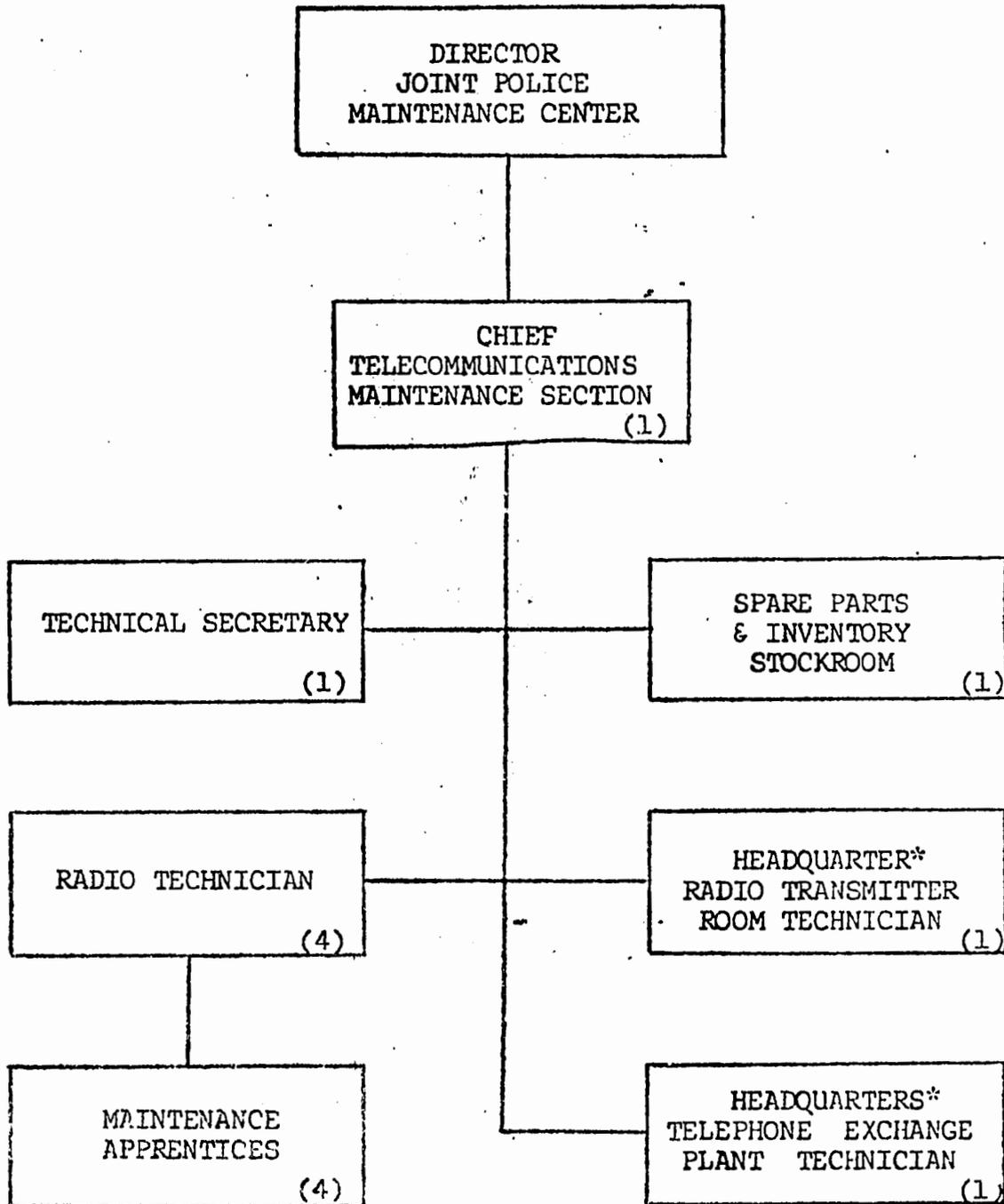
21. No. 1 - San Juan Sacatepéquez, Km. 17 to San Juan
22. No. 2 - Antigua
23. No. 3 - Amatitlán, Km. 10
24. No. 4 - Salida Morán, Km. 8 to Villa Canales
25. No. 5 - Road to Santa Catarina Pinula, Km. 6
26. No. 6 - Road to El Salvador, Km. 14
27. No. 7 - Atlantic Highway
28. No. 8 - Road to Chinautla, Km. 4
29. No. 9 - Road to San Pedro Ayampuc, Km. 6
30. No. 10 - Road to Santa Rosita, Zone 5

C. Municipalities Surrounding the Capital City

- | | |
|---------------------------|-----------------------|
| 31. Mixco | 36. Villa Canales |
| 32. San Juan Sacatepéquez | 37. San Miguel Petapa |
| 33. San Pedro Ayampuc | 38. Amatitlán |
| 34. Palencia | 39. Villa Nueva |
| 35. San José Pinula | |

CHART IV

PROPOSED ORGANIZATIONAL PLAN FOR THE
JOINT NATIONAL/TREASURY POLICE COMMUNICATIONS MAINTENANCE CENTER



* Assigned and located at the National Police Headquarters Building.

() Indicates No. of personnel recommended for each job function.