PH-AAA-377

SURVEY

OF THE

MUNICIPAL COURT

AND

POLICE DEPARTMENT

"MUNICIPALITY OF SAN JUAN"

RIZAL PROVINCE

BY

OFFICE OF PUBLIC SAFETY

AGENCY FOR INTERNATIONAL DEVELOPMENT

PHILIPPINES

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We would like to thank all officers of the San Juan Police Department for their full support and complete cooperation.

The number of persons who assisted is too large to list individually. However, we would like to especially recognize and thank the following persons who gave considerable time to the survey team.

Municipality of San Juan

The Honorable Nicanor C. Ibuna, Mayor of San Juan

Municipal Court of San Juan

The Honorable Alfredo M. Gorgonio, Judge of the Municipal Court

Mrs. Pilar del Rosario, Clerk of the Municipal Court

San Juan Police Department

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SCOPE:

The government of the Philippines has been aware of the general problem of maintaining law and order and the continued spiraling crime rate. During 1967, a series of meetings of Philippine Government and USAID officials was conducted to discuss means whereby this trend could be checked. It was agreed that a planned cooperative effort would be directed, initially, to a specific area. The President of the Philippines designated Rizal Province as the area for the first project. The first phase of the project was devoted to the organization of a committee to direct the program. The second phase involves the gathering of information on crime and law enforcement. The third phase will be the implementation of the project.

The initial project will include a planned program for selected municipalities within the province of Rizal. San Juan was the first municipality selected for preliminary review and study. This report is a summary of our findings and recommendations.

SUMMARY OF GENERAL FINDINGS:

The municipality of San Juan has a population in excess of 70,000. Recent estimates are 73,000. San Juan Police Department has a total complement of 123 officers.

The department is facing a serious challenge. Crimes continue to occur, demands for police service increases, yet the department's capabilities to respond to the needs of the citizenry decreases. Nineteen year old jeeps and no communications seriously affect the ability of the department to cope successfully with crime. In few other occupations are rapid communications and the ability to respond so crucial to success. Lack of available manpower is critical. Training is very limited. Administrative procedures are basically sound but need to be expanded. The Chief of Police, a strict disciplinarian, is providing aggressive leadership and appears to be receptive to new methods and technology to improve law enforcement in San Juan.

In summary, the San Juan Police Department is in need of:

1. Motor vehicles
2. Communications
3. Training
4. Freedom from political interference
5. Equipment
6. Facilities
7. Reorganization

RECOMMENDATIONS

Organization and Administration

1. The two major functions, operations and services, be placed under the command of the deputy chief.

2. All line operations, patrol, traffic and investigation be brought under the command of one officer.

3. The service functions be brought under the command of one officer. This would include bringing all record functions into central records.

4. An administrative unit be created. Public Information, intelligence, inspection and internal affairs be assigned to this unit.

5. The selection of police personnel conform to Executive Order #58.

6. The department adopt a daily record (daily report) of the performance of each officer.

7. A performance evaluation of each recruit be conducted monthly during his probationary period, and all other officers rated annually.

8. The chief of police play a more active role in the promotional system of the department.

9. A comprehensive department inspection program be implemented, also an adequate inspection record system.

10. A close review of the status of disciplinary cases be conducted to expedite the officer's return to active duty.

11. The mayor discharge any police officer who, after a specified time, fails to report for duty as required by regulations.

12. Policies and procedures of the department be in writing and available to all members of the organization.

13. A system of issuing written orders be developed and established which will provide a standard format and reference system.

14. An agenda be prepared for meetings based upon department needs and that adequate records be maintained of the proceedings.

15. Supervisory practices and procedures in the field be updated to produce better supervision.

Patrol

1. New procedures and techniques be considered to successfully meet the problem of crime through the patrol function.

2. Records be maintained on each outpost that is manned.

3. When mobile and communication facilities are adequate, discontinue the outpost system.

4. The records base for the patrol function be increased.

5. Maximum use be made of data base to distribute the patrol force.

Traffic

1. The patrol and traffic function be a part of the Operations Division.

2. All officers be trained as generalists.

3. Maintenance, repair, erection and construction of signals, signs and markings be discontinued as a police function.

4. An adequate budget be maintained to provide for a continous street maintenance and repair program.

5. The present program of painting crosswalks and centerlining roads be continued.

6. Off-street parking facilities, either private or government be established.

7. Central record files for all reports, including accidents and arrests be established.

8. Accident and arrest statistics be compiled on a monthly, quarterly, semi-annual and annual basis.

9. The department's accident form be revised to comply with the Police Commission's standard.

10. All accident investigations be completed and the disposition of arrests obtained.

11. The municipal ordinances be reviewed and revised.

12. The TVR ticket be revised, also permit all uniformed officers to issue tickets.

Traffic (continued)

13. An activity report be initiated for all officers whereby their performance may be evaluated on an hourly, daily and monthly basis.

14. Accident investigations be transferred to the Operations Division.

15. Accident reports be filed by location, and a spot map be maintained of all accidents.

16. Safety programs be established in the community with active and continous police support.

17. Essential equipment and supplies be provided the police department so they can more effectively accomplish their tasks.

Criminal Investigation

1. Redistribute CID personnel on a time-hazard basis for greater conservation and yet more effective utilization of manpower. 7 - 3 shift, 4 investigators; 3 - 11 shift, 5 investigators; 11 - 7 shift, 2 investigators.

2. Adopt a policy of assigning investigators "around the clock" for a maximum case experience, exposure.

3. Alter the present shift. Change time from 5:30 a.m. - 1:30 p.m., 1:30 p.m. - 9:30 p.m., 9:30 p.m. - 5:30 a.m., to 7:00 a.m. - 3:00 p.m., 3:00 p.m. - 11:00 p.m., 11:00 p.m. - 7:00 a.m.

4. Acquire two "century graphic" cameras and accessories suitable for mug, and crime scene photography (see Criminalistic Report for costs).

5. Mug, full face and profile with appropriate identifying information and utilize a suitable back-ground board.

6. Acquire suitable fingerprint lifting equipment as follows:

   a. Camel hair brushes

   b. 1 inch transparent tape

   c. Black powder - white powder

   d. 3 x 5 cards (backed up) for latent prints

7. Submit lifted latents for file and rolled suspect impressions for comparison to a Central Repository (NBI).

Criminal Investigation (continued)

8. Erect a clean dry evidence room, locker, or cabinet with adequate "in and out" logs, a receipt system and other necessary controls. A portion of this facility should be humidity controlled.

9. Staff each post mortem examination of a questioned death with a concerned criminal investigator so as to expedite notification of discovery of foul play in homicide investigations.

10. Acquire two (2) vehicles for use of the CID.

11. Require all CID personnel to pass through the proposed basic, advanced and specialized training courses to be conducted for San Juan Police Department (SJPD).

12. Relieve the CID of responsibility for conducting traffic accident investigations. Train and then assign this responsibility to the Patrol Division.

13. Adopt Polcom Investigative Report forms, F - No. 1, F - No. 2, F - No. 3, F - No. 4, Technical Report F - No. 5, Arrest Report F - No. 9.

14. Erect effective safeguards for the protection of both the identity and the person of witnesses and informants.

15. Adopt a policy of complete investigation of crime rather than merely establishing a "prima facie" case and then forwarding the matter to the Fiscal's Office for investigation.

16. Relieve the Chief CID of the responsibility for prosecuting police cases in the Municipal Court.

17. Enlist the cooperation of the Provincial Governor in gaining the appointment of a permanent Municipal Fiscal by the Provincial Fiscal's Office.

18. Enlist the cooperation of the Provincial Governor in gaining the appointment of a temporary Municipal Court Judge in order to clear the backlog of one-hundred fifty pending cases.

19. Eliminate the Warrant Section of SJPD.

20. Transfer the three (3) Warrant Section personnel members, if qualified, to the CID, if not qualified, then to the Patrol Division.

21. Assign responsibility for execution of warrants and service of subpoenas to the Patrol Division as a general police duty.

Criminal Investigation (continued)

22. Eliminate the practice of accepting warrants listing only a numbered municipal ordinance from other cities and municipalities. Require that warrants spell out the charge in the interests of safety for the apprehending officer.

23. Improve the current warrant form by printing on the back, a form providing for the insertion of a complete physical description and such other pertinent information as would assist in an apprehension.

24. Assign responsibility to Captain Aguinaldo to act as Court Liaison Officer when he is relieved of prosecutive duties by a Municipal Fiscal.

Criminalistics

1. Establish a Technical Services Unit.

2. Train technical investigators.

3. Provide crime scene processing equipment.

4. Install photo lab and darkroom.

Training

1. Acquire a suitable centrally located training facility for province wide training.

2. Staff the Training Center with US trained NBI-Polcom-PC and local police officers as instructors.

3. Utilize the USAID furnished NBI film library and projection equipment on a scheduled loan basis.

4. Divert the presently unused, police textbooks library, from the incomplete Tagaytay NBI Academy to the Rizal Training Center.

5. Implement a comprehensive training program to include Basic Police Science, Advance Police Service, Specialized Training, Supervisor Training and Command Training.

6. Adopt the long range objective of annual, one week In-Service Training for all personnel upon completion of the initial training program.

7. Adopt the long range objective of assigning responsibility for police training to a specific senior police officer in each participating department.

Training (continued)

8. Require the Chief, Deputy Chief, Lieutenant Colonels, Majors, Captains, and Lieutenants to attend the Basic, Advanced, and Supervisor's courses. Participation by the above - named officers in written or oral examinations in these courses will not be required.

9. Conduct entry and departure interviews of Basic Course participants so as to select those best qualified by virtue of competence and motivation to attend specialized training.

10. Require agreement on the part of the Chief Executive of each participating political subdivision to afford the COP a voice and veto power in the selection of future police recruits.

11. Require agreement on the part of the Chief Executive of each participating political subdivision to submit the names, addresses, and dates of birth on each police candidate to the COP in order that a full background and criminal investigation may be conducted in order to determine suitability.

Records

1. The Police Commission forms be utilized by the department.

2. The index cards of the Wanted File be merged to the General File. That the index cards contain the physical descriptive information as provided by the standard NBI fingerprint card.

3. Three index card filing cabinets (3 x 5 size) be procured for the department.

4. Three legal size four-drawer filing cabinets be procured.

5. A program be developed within the Rizal Province project for a centralized microfilming unit capable of visiting agencies on an annual basis and microfilming those records in excess of five years old.

6. One police department be provided with a Kodak Recordak (microfilm camera) with appropriate film. Each other police department be provided with a reader printer unit with appropriate paper and chemicals.

7. Appropriate 3 x 5 index card guides be procured.

8. Two sets of fingerprints be taken of each person arrested by the police department.

9. Five typewriters be procured.

10. Complaint record (Form 8 blotter) procedures be reviewed.

Communications

1. The department be equipped with:

   a. A Mobile Patrol Radio System

   b. Special Operations/Riot Control Radio Equipment

   c. Portable Radios for walking patrol beats

   d. A Radio Traffic Records System

Logistics

1. Dispose of six jeeps due to their poor condition.

2. Purchase 9 new jeeps.

3. Purchase one 1½ ton 2 x 4 truck, stake, cargo-personnel for riot control, prisoner transportation and supply duty.

4. Purchase six motor scooters for patrol duty.

5. Purchase firearms and support ammunition for normal duties and emergencies.

6. Remodel jail cells.

7. Inspect jail facility daily.

8. Destroy obsolete records.

9. Provide a single secure room for the armor and ammunition.

Court System

1. Plan and prepare legislative draft which if enacted, would empower the judge to remove cases of certain types after a specified time.

SAN JUAN BACKGROUND

San Juan is a municipality within the province of Rizal which is located in the southwestern part of Luzon. Rizal Province is bounded by Bulacan Province on the north, by Quezon City on the east, by Laguna Lake and Cavite Province on the south and by Manila bay on the west. The length of the Province from north to south is approximately 83 kilometers (45 miles) and the width from east to west is approximately 69 kilometers (37 miles).

San Juan has an area of 15.5 square kilometers (6 square miles) and is bounded on the north and east by Quezon City, on the south by the municipality of Mandaluyong and on the west by the city of Manila. There are twenty-one barrios in the municipality: Addition Hills, Balong Bato, Batis, Corazon de Jesus, Ermitaño, Halo-Halo, Isabelita, Kabayan, Latag, Little Baguio, Maytunas, Onse, Pasadena, Pedro Cruz, Progreso, Riveria, Salapan, San Perfecto, Sta. Lucia, Tibagan and West Crame.

The general terrain of the area can be described as hilly or rolling. A portion of the municipality area borders the San Juan River. There is no general street plan in the older part of the municipality; however, in the new sub-division portion of the municipality the streets are of the gridiron pattern. The majority of the streets are narrow but are in good repair. The municipality's main streets are Aurora Boulevard, N. Domingo and Blumentritt. The Municipal Hall, the town market and many business establishments are located on N. Domingo.

The municipality has experienced a gradual growth since the last census which was taken in 1960. At that time, 56,861 persons lived within the area. Today, it is estimated that 73,000 people live in the area. The increase in population is partially due to the migration from other provinces of the Philippines. Also, as the city of Manila grew, the people gradually moved toward the suburbs.

Manufacturing plants are located within the municipal area. There are also many cottage industries in the area. Products range from fertilizer and food seasoning to steel safes and furniture. Approximately 4,000 persons are employed in the large industries. Also, a large number of residents are employed in Manila and commute each day as San Juan is only a few minutes drive from downtown Manila.

San Juan's municipal government consists of a mayor and a municipal council. The mayor is elected for a term of four years. The mayor, being the chief law enforcement officer of the municipality, is responsible for the local enforcement of general laws and certain special regulations. He issues orders concerning police and public safety matters and has control over the police department which includes the selection of the chief of police. The present municipal government is headed by Mayor Nicanor C. Ibuna, who is now serving his third term. The Chief of Police is Eduardo San Pascual.

ORGANIZATION

Organization and Administration Summary

Scope:

Manpower and materials alone are not enough to meet the challenge presented by San Juan's police problems. They must be utilized within an organizational structure that provides the framework for their efficient and effective use. Organization within a police department determines the kind of relationship that exists between people and the functions that are performed.

Span of control, functional grouping, defined responsibility and centralization of functions are several principles of organization that will be considered in viewing the needs of the San Juan Police Department.

Situation

The organizational structure was found to be in need of modification to support the kind of effort necessary to achieve its objectives. There existed deficiencies of supervision, direction of effort, and control.

The survey revealed many excellent administrative procedures which had been implemented by the chief. The chief has received the support of the mayor in all disciplinary actions he has initiated; however, the chief could be more effective if he would have a greater role in the selection assignment and promotion process of the department's operation.

Recommendations:

1. The two major functions, operations and services, be placed under the command of the deputy chief.

2. All line operations, patrol, traffic and investigation be brought under the command of one officer.

3. The service functions be brought under the command of one officer. This would include bringing all record functions into central records.

4. An administrative unit be created. Public information, intelligence, inspection and internal affairs should be assigned to this unit.

5. The selection of police personnel conform to the Executive Order #58.

6. The department adopt a daily record (daily report) of the performance of each officer.

7. A performance evaluation of each recruit be conducted monthly during his probationary period, and all other officers rated annually.

8. The chief of police play a more active role in the promotional system of the department.

9. A comprehensive department inspection program be implemented, also an adequate inspection record system.

10. A close review of the status of disciplinary cases be conducted to expedite the officer's return to active duty.

11. The mayor discharge any police officer who, after a specified time, fails to report for duty as required by regulations.

12. Policies and procedures of the department be in writing and available to all members of the organization.

13. A system of issuing written orders be developed and established which will provide a standard format and reference system.

14. An agenda be prepared for meetings based upon department needs and that adequate records be maintained of the proceedings.

15. Supervisory practices and procedures in the field be updated to produce better supervision.

Justification

The organizational structure as proposed will provide for unity of command. Each individual in the department should be responsible to one commander. The chain of command should be such that the patrolman looks to his immediate supervisor for guidance and direction. Before any organization can function properly, people within the structure must understand their responsibilities and authority and the tasks that make up their job. The responsibilities of each command level and position should be clearly defined. The available record base did not permit an extensive analysis in some areas. It is recommended that a continous and close analysis of crime and traffic experience in the municipality be conducted. Also a close scrutiny of police performance in relation to the crime and traffic problem is essential. Administration and operational procedures should be implemented to obtain maximum police efficiency.

Department

The department is now organized as shown in Chart #1.

1. The San Juan Police Department is organized into four divisions and the staff executive officer function. The divisions are Patrol, Traffic, Criminal Investigation, and Administration.

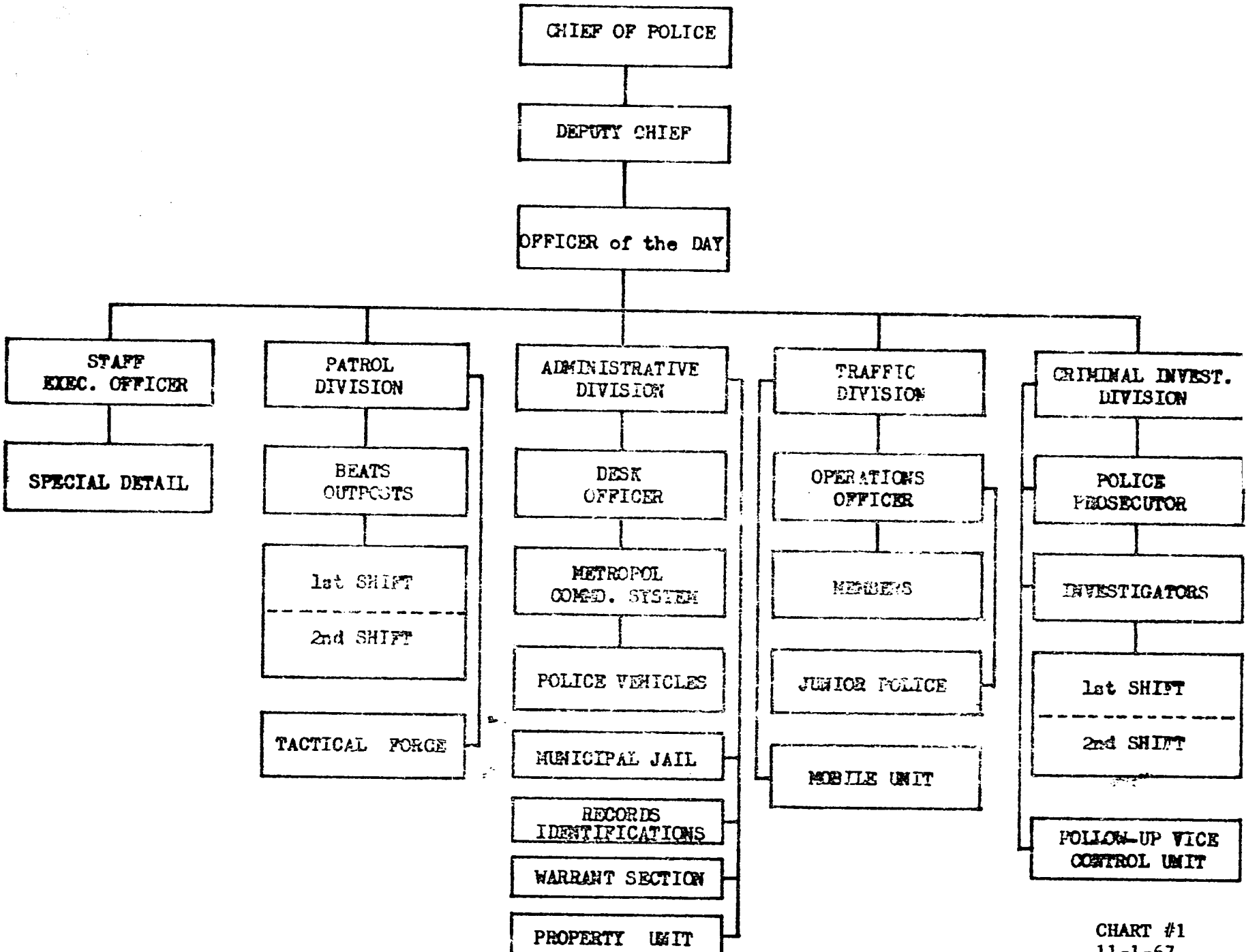

CHART #1
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The department's line functions are directed by the commanders of the Patrol, Traffic and Investigation divisions.

Executive order #58, dated January 17, 1967, sets forth recommended standards for the organizational structure of Police Departments within the Philippines. The directive specifies the organizational structure shall be either a line, line-staff, functional or functional staff type of organization. The type selected shall be the one that would best meet the needs of the department. To provide for uniformity, bureaus, divisions, branches, sections or units may be organized.

The present organizational structure provides for the basic functions normally required by a police department in carrying out its responsibilities to the community. A major weakness of the SJPD is the large number of officers who are not available for normal police duty. Vacant positions result in additional responsibilities for other officers which, in turn, prevents the department from functioning as outlined in the organizational structure.

Office of the Chief of Police

The Chief of Police (COP) is appointed by the mayor and is responsible for the enforcement of laws and the preserving of the peace within the municipality. The COP, to some degree, has several supervisors. As COP, he must meet the requirements of the president, the mayor, the municipal council, the Philippine Constabulary (PC) and the Police Commission (Polcom). It should be noted that the Governor, as chief executive for the province, is responsible for the execution of all laws in the province. He is responsible for the efficient operation of all local police bodies (municipalities). The major responsibility of a COP in a municipality is to implement the policies and directives of all echelons of government. This requires a maximum degree of coordination.

According to the T/O chart, the COP exercises direct supervision over the Deputy COP. However, because of personnel limitations, the COP has a broad span of control. This is due to the absence of the Deputy COP which will be explained later. Consequently, all Division Commanders report direct to the COP; this is not a desireable practice.

Deputy Chief of Police

According to the T/O chart, the Deputy COP has responsibility for the direction and supervision of the Staff Executive Officer and four divisions. The span of control is large when the number of functions are considered.

The Deputy COP has been suspended since March 3, 1965, pending adjudication of his case in the Court of First Instance in Pasig. The Deputy COP was charged with arbitrary detention. The charge was filed by a San Juan police officer who has since been discharged.

The duties of this office have been assumed by the staff executive

officer. The great number of responsibilities of both positions makes it difficult for one person to adequately accomplish the tasks. The Deputy COP is also in command of the Administration Division.

Staff Executive Officer

The staff executive officer has two assistants. He is under the direct supervision of the Deputy COP. The staff executive officer holds the grade of lieutenant. His assistants are a sergeant and a patrolman. He is responsible for major functions such as planning, training, inspection, public relations, intelligence and internal discipline. It should be noted that he has many staff functions yet he does not have a grade equivalent to the other staff officers.

At present, the staff executive officer has assumed some of the functions of the Deputy COP's office.

Patrol Division

The Patrol Division is directly responsible to the Deputy COP. The division's strength varies considerably over a period of time. It is dependent, to a degree, upon the number of special details some of which are apparently permanent. Geographically, the municipality is divided into districts and beats. Outposts are strategically located about the municipality. The patrol is divided into two twelve-hour shifts. A sergeant commands the first shift, a lieutenant the second. The tactical force is not a daily operational force. SJPD does have a trained riot control squad which functions as a special force during emergencies.

The division's responsibility is the prevention of crime and the protection of life and property in the municipality. The patrol's main function is one of prevention as most crimes are investigated by investigation personnel.

Administrative Division

As previously mentioned, this division does not have a commanding officer, the vacancy resulting from the suspension of the Deputy COP. The Administrative Division Commander would report to the Deputy COP assuming the command positions are filled as outlined in the T/O. The personnel function is placed with the Division Commander. The desk officer, communications and jail activities are coordinated within the division. The Commander is also responsible for records, identification, warrants, automotive and property.

Traffic Division

The Traffic Division Commander reports to the Deputy COP. The Commander is responsible for traffic operations, mobile unit and the Junior Police as outlined in the organizational chart. The division is responsible for traffic enforcement and traffic control. At present, they do not investigate accidents.

Criminal Investigation Division

The Criminal Investigation Division is commanded by a captain. There are nine investigators assigned to the division. The division commander also serves as police prosecutor. The Division's main responsibilities are to conduct investigations whereby the Department may identify, apprehend and convict criminals.

The total SJPD personnel by grade is as follows:

Total Police Personnel - (123)

Chief	(1)
Deputy	(1)
Captains	(3)
Lieutenants	(9)
Sergeants	(9)
Corporals	(8)
Patrolmen	(92)

The personnel distribution of SJPD according to grade and job classification is as follows:

Chief of Police (1)

Chief	(1)	

Deputy Chief of Police (11)

Captain	(1)	Deputy Chief

Staff Executive (3)

Lieutenant	(1)	Executive Officer
Sergeant	(1)	Asst. Executive Officer
Patrolman	(1)	Patrolman

Patrol Division (54)

Captain	(1)	Commander
Lieutenant	(1)	Asst. Commander
Lieutenants	(2)	Field Officer
Sergeants	(2)	Field Officer
Sergeants	(2)	Member
Corporals	(4)	Member
Patrolman	(42)	Member

Administration Division (16)

Note: Commander Position occupied by Deputy Chief

Lieutenant	(1)	Asst. Commander
Lieutenant	(1)	Desk Officer
Lieutenant	(1)	Jail Officer

Administration Division (continued)

Sergeant	(1)	Property Officer
Corporal	(1)	Desk Officer
Corporal	(1)	Warrant Officer
Patrolman	(2)	Warrant Officer
Patrolman	(1)	Jail Officer and Radio Operator
Patrolman	(1)	Jail Officer
Patrolman	(1)	Radio Operator
Patrolman	(1)	Records
Patrolman	(4)	Drivers

Traffic Division (18)

Captain	(1)	Commander
Lieutenant	(1)	Operations
Sergeant	(1)	Member
Corporal	(1)	Member
Patrolman	(14)	Member
Civilian	(1)	Clerk (not counted)

Criminal Investigation Division (9)

Captain	(1)	Commander
Patrolman	(6)	Investigator
Patrolman	(2)	Investigator-Follow up

Special Detail (21)

Lieutenant	(1)	Security F. Manalo St.
Sergeant	(1)	Mayor security
Sergeant	(1)	Metrocom
Corporal	(1)	Metrocom
Patrolman	(3)	Polcom
Patrolman	(1)	Presidential security
Patrolman	(1)	Security F. Manalo St.
Patrolman	(1)	Mayor security
Patrolman	(1)	Mayor security
Patrolman	(1)	Mayor security
Patrolman	(1)	Mayor security
Patrolman	(1)	Mayor driver
Patrolman	(1)	Mayor driver
Patrolman	(1)	Chief Driver
Patrolman	(1)	Special Detail
Patrolman	(1)	Special Detail
Patrolman	(1)	Special Detail
Patrolman	(1)	Special Detail
Patrolman	(1)	Special Detail

The Department's responsibilities and functions are delegated as follows:

Staff Executive Officer

Planning
Implementation
Inspection
Budget
Public Relations
Training
Intelligence
Internal discipline
Statistics

Patrol Division

Preservation of Peace and Order
Suppression of criminal activities
Control of Juvenile Delinquency
Regulation of non-criminal conduct
Crime Prevention
Services to the people
Fire Prevention - Control
Typhoon - flood warning and evacuation
Public Disturbances

Administration Division

Personnel
Reception - dispatching
Communications
Central Records
Warrants - subpoenas
Custody of prisoners
Reloading
Supplies and equipments
Maintenance

Traffic Division

Enforcement of traffic laws - regulations
Special events
Junior Police Training

Investigation Division

Crime Investigation
Non-crime Investigation
Prosecution
Vice control

Personnel Distribution

The personnel assignments are dependent upon the available manpower. During the survey, 32 officers were on special duty assignments.

Since these officers were not available for assignment by the Department in its daily operation, the COP was forced to resort to a twelve-hour tour of duty for all personnel in order to provide adequate police service to the community. Departmental personnel work a seven-day week. This work schedule, in turn, contributed to increased absenteeism which further decreased the Department's police capabilities. Every effort should be made to reduce the number of officers on special detail status. The COP requested twenty-five (25) additional officers to fill the positions created by special assignments and suspensions. This request was not approved.

Severe restrictions are placed on a department when special details and suspensions continue for an extended period of time with no information on a termination date.

Our recommended organizational and administrative program is based upon the "generalist" concept. The proposed organizational structure is based upon a review of each function. The organizational structure recommended is illustrated in chart #2.

The basic functions and responsibilities of the proposed organizational structure (office, division, section, unit) are as follows:

Chief of Police

1. Assists the mayor in enforcing the law and preserving the peace through the detection of crime and the apprehension of criminals, the patrol of the streets and the enforcement of the traffic laws.

2. Exercises command supervision over the San Juan Police Department..

3. Maintains discipline.

4. Formulates policies and procedures for his staff and keeps the staff informed.

5. Prescribes training standards for the department.

6. Maintains high proficiency in administration, training and operational activities.

7. Keeps the mayor informed on the status of the force.

Deputy Chief of Police

1. Assumes command when the chief is absent.

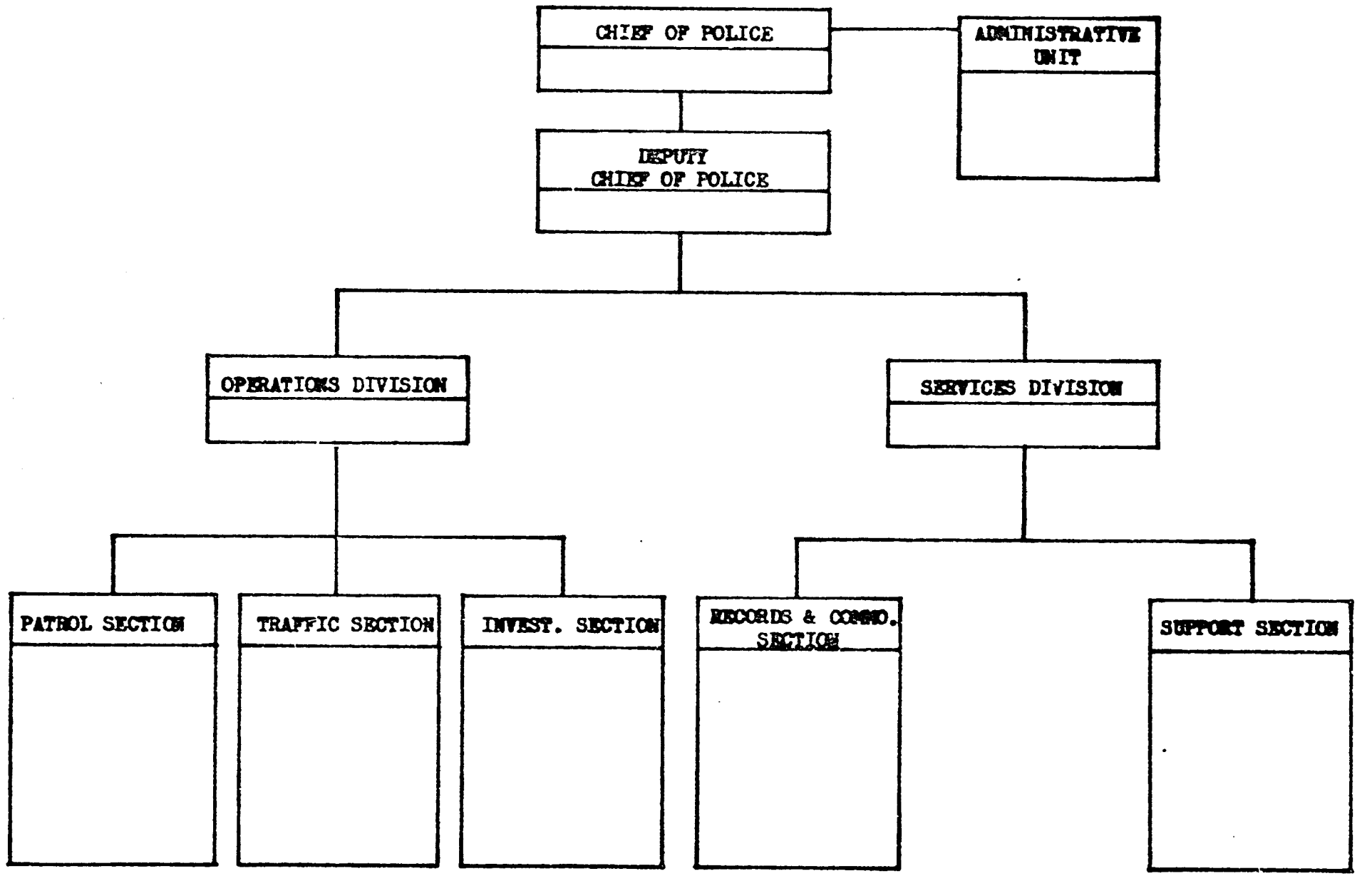

CHART #2
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Deputy Chief of Police (continued)

2. Responsible to the chief for all operational and administrative phases of law enforcement.

3. Reviews the activities . the Department to insure that the policies of the chief are accomplished on a continuing basis.

4. Performs other duties as the chief may direct.

Administrative Unit

1. Assists the chief in the development of department policies, procedures, and organizational structure.

2. Coordinates the development and planning of the department in current or new programs to maintain unity of purpose toward the department's goals.

3. Collects, compiles and analyzes department statistical data for administrative and operational use.

4. Conducts staff studies of procedures, equipment and installation, utilization, paper processing and staffing patterns within the organization and makes recommendations for improvement.

5. Conducts unscheduled and scheduled inspections of the department for adherence to policies, procedures and regulations.

6. Advises the chief on the effectiveness and efficiency of the department's operation.

7. Maintains record on inspection activities, reports and correspondence.

8. Establishes and maintains procedures to insure the policing of the department internally.

9. Establishes procedures to receive, file and process all complaints against departmental employees.

10. Establishes and maintains a public relations and information program.

11. Collects, maintains, and disseminates criminal intelligence information.

Operations Division

1. Responsible for all line operational phases of the department.

2. Supervises and coordinates the activities of the Patrol, Investigation and Traffic Divisions to insure that the depart-

Operations Division (continued)

(2.) ment's program is being implemented.

3. Coordinates the department's activities with other law enforcement and governmental agencies.

Services Division

1. Coordinates the technical and staff services activities of the department.

2. Responsible for the development and promulgation of policies and procedures required to effect maximum utilization of available resources.

3. Establishes and maintains standards and procedures for department administrative controls.

Patrol Section

1. Coordinates and directs the patrol program for the field force.

2. Coordinates activities with other field units.

3. Maintains a continuous crime prevention program.

4. Prepares and distributes crime and traffic support data for the field force.

5. Maintains a juvenile crime prevention program.

Traffic Section

1. Coordinates and directs the general traffic program with the field force.

2. Compiles and distributes accident and traffic data for use by enforcement personnel.

3. Develops techniques for improved traffic enforcement.

4. Prepares procedural instructions for motor vehicle inspection spot check program.

5. Coordinates departmental traffic and related activities with other governmental agencies.

Investigative Section

1. Coordinates and directs criminal related activities with the field force.

Investigative Section (continued)

2. Conducts and/or assists in the investigation of major crimes.

3. Compiles and distributes information for use in investigations.

4. Analyzes reports of criminal investigations made by field personnel.

5. Investigates and develops information pertaining to commercialized vice.

6. Conducts background investigations of individuals seeking employment as police officers within the department.

Records and Communications Section

1. Classifies and maintains fingerprint records on persons arrested.

2. Maintains traffic and criminal arrest reports and investigation reports.

3. Maintains records for providing identification and apprehension of criminals.

4. Provides reference and central records services.

5. Provides accident data.

6. Plans, implements and supervises records retention program.

7. Administers the radio and telephone communications program.

8. Services and maintains communications equipment.

Support Section

1. Administers the training and educational program for the department.

2. Develops standards and procedures for department personnel administration.

3. Maintains personnel records for all employees.

4. Maintains and operates the jail.

5. Requisitions and maintains accountability of equipment and supplies.

6. Administers the automotive fleet program.

7. Develops departmental fiscal plan.

Today, as never before, the police executive operates under pressure from many groups. He is responsible for blending together a group of people into a workable unit and to provide maximum police service to a community. He must devote the majority of his time to the department, yet many demands from governmental bodies and the citizenry require an increasing amount of his time. The COP of today must communicate with the people.

Considering these facts, it is essential that the department function at maximum efficiency twenty-four (24) hours a day, seven days a week. The Deputy COP can supervise and coordinate the department's effort toward meeting this objective.

As the department begins to expand its capabilities to respond to citizen needs through better facilities and equipment, there will be a greater need for coordination of activities. Considering the problems involved among many of the units and the magnitude of the problems with which they deal, it is recommended that the number of officers reporting directly to the Deputy COP, be reduced.

Recommendation

It is recommended that the major functions, operations and services be placed under the command of the Deputy COP.

This, in turn, would provide a narrow span of control throughout the organizational structure. By reducing the span of control, the deputy chief and the chief will be provided with a stronger means of exercising control over the total activity of the department. The main work can then be carried forward by the two division commanders, one in charge of operations and the other in charge of services. This organizational structure will allow the chief and deputy chief of police to have control of the organization with a minimum of complexity in coordination and communication.

The staff executive officer is presently serving as acting deputy chief of police. According to the present organizational structure, he is also responsible for the Special Detail Section.

It is recommended that an administrative unit be created. Placing the Public Information, Intelligence, Inspection and Internal Affairs within this structure.

It is our recommendation that this section serve as the direct staff arm of the COP. It is our opinion that this structure is of extreme importance to the COP and can contribute greatly to the cause of policing.

Officers of this section would have staff authority and will function as an agent of the chief throughout the department. Personnel of this section will have full access to all departmental data and may communicate directly with any member of his department regardless of rank. This section shall exercise every means available to appraise conditions in the municipality relating to organized criminal activity, also other

suspected criminal activity. The image of the police in the Philippines is badly tarnished. The internal affairs' function is most essential if police departments are going to improve their stature and gain the respect of the citizenry. The police must also be policed. They must adhere to a code of conduct more restrictive than that required of ordinary persons. Additional comment concerning inspection procedures will be made later in this report.

Recommendation

It is recommended that all line operations (Patrol, Traffic and Criminal Investigation) be brought under the command of one division commander, i.e. under the command of a captain. Each of the section commanders would report to him. The operations division, under the new organizational plan, will centralize responsibility for all field operations that involve the use of all uniform and investigative personnel under one head. This can be expected to lead to better coordination and more efficient utilization of manpower.

Under the present organizational structure, administrative and services are divided between the staff executive officer and the administrative division.

Recommendation

It is recommended that the administrative and service functions be grouped together in one division to be known as the Services Division. The division would be commanded by a captain.

The tasks directly concerned with the overall administration and support services will be grouped within this division. This includes the functions of training, personnel management, budget control, property and supply, communications, central records and jail operations.

The personnel function should include the development of a comprehensive personnel program covering selection, placement, promotion and the development of standards for personnel at all levels. This branch would also have the responsibility for maintaining up-to-date and complete records on all personnel. A training program needs to be initiated, for it is one of the principal means through which a department increases its efficiency by developing the capabilities of individual members of the organization.

Central records would combine within a single area functions that are now carried out by the records section and the traffic division. This branch would include the processing and filing of all records pertaining to persons, crimes or traffic accidents.

Communications would provide for mobile and point to point communications. The budget and property function would administer the department's resources.

Organizational Structure

If personnel are sufficient in number, and there are numerous tasks to be completed, then certain assignments are in order. In most police departments manpower is limited, however, the tasks continue to increase.

Several personnel distribution formats are presented. The first, chart#3 is based on officer strength available. The second, chart #4 is based on the total strength (123) being available for duty. The third, chart#5 is based upon the grade structure as specified in Executive Order #58.

The organizational personnel structure which conforms to Executive Order # 58, reduces the number of lieutenants from 9 to 3, the sergeants from 9 to 6 and increases the corporals from 8 to 12.

The department's present organizational personnel structure has 25% of its total force in command positions.

In preparing the organizational structure of the SJPD, we recognized the three basic functional groupings within an organization, line service and administrative. Line functions are those functions for which the organization was established. In police service these include, the preservation of order, patrolling streets and investigating crime. Service functions are designed to assist line units in performing their activities as record keeping and logistical support. Administrative functions are those concerned with directing and controlling the other two and involve such activities as training and personnel management.

The largest portion of manpower consistent with the proven needs of other units within the department should be assigned to the Operations Division which has the responsibility for crime prevention, investigation, traffic control, and general service to the public.

The Services Division was structured according to the present needs. Command personnel in this division should have a background in administration and management. Training was not given a section status at this time because a regional training concept is recommended.

However, the organizational structure presented can be used as the department expands or the responsibilities increase. The Operations and Services Divisions can become bureaus; the sections can become divisions. Other units or sections can be organized if the conditions warrant.

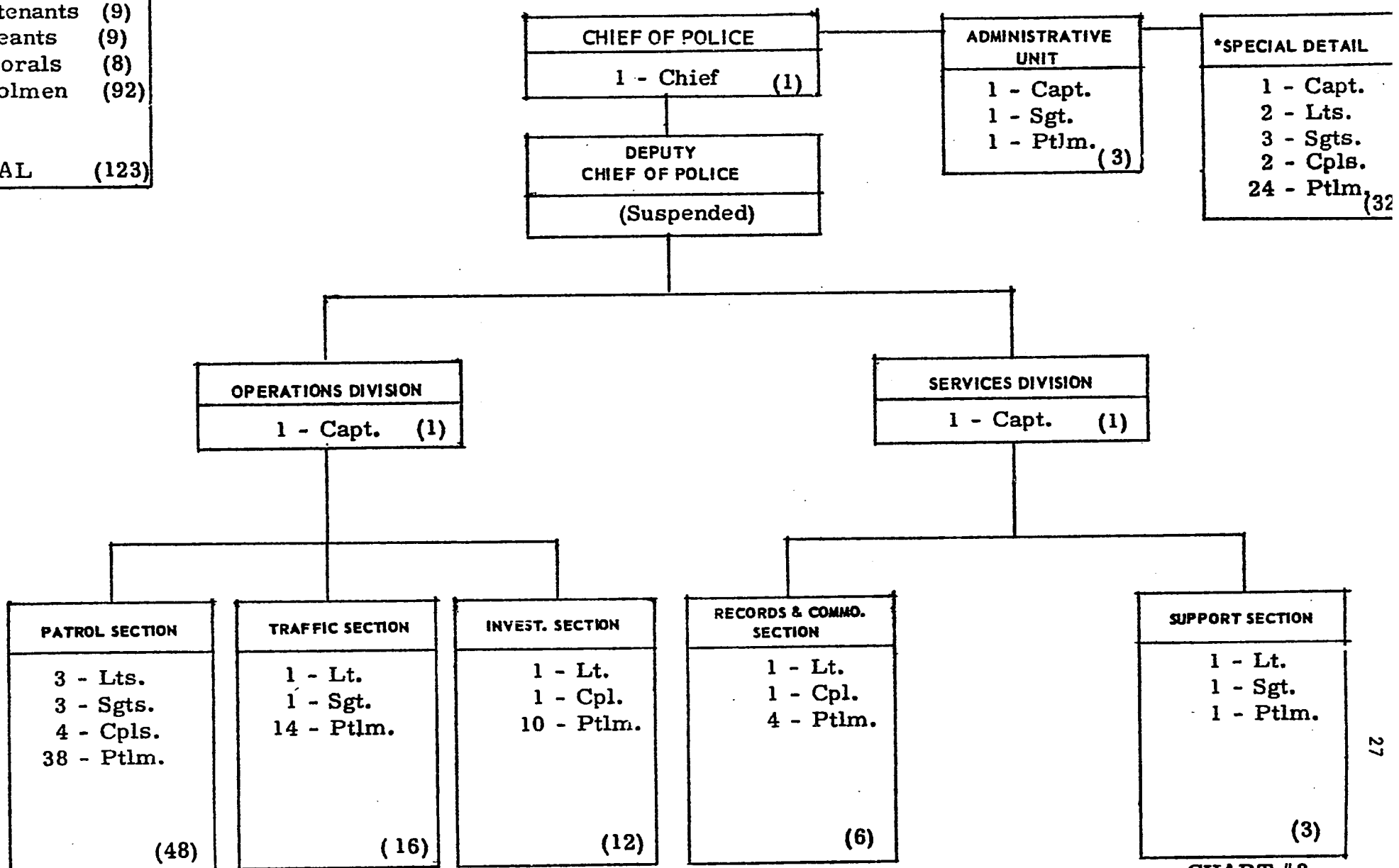
The following is a proposed organization and assignment structure based upon July 3, 1967 General Police Detail.

Department of Police Personnel			Total (123)
Chief	(1)	Corporals	(8)
Deputy	(1)	Patrolmen	(92)
Captains	(3)		
Lieutenants	(9)		
Sergeants	(9)		

Chief	(1)
Deputy	(1)
Captains	(3)
Lieutenants	(9)
Sergeants	(9)
Corporals	(8)
Patrolmen	(92)
TOTAL	(123)

SAN JUAN POLICE DEPARTMENT

Proposed Organization Based On
July 3, 1967 General Police Detail



*Not working within Department structure 7-3-67

CHART #3
11 - 1 - 67

The assignment by function is as follows:

Chief of Police (1)

Chief (1)

Deputy Chief of Police (1)

Suspended

Administrative Unit (3)

Captain	(1)	Administrative Assistant
Sergeant	(1)	Intelligence
Patrolman	(1)	Planning and Research

Special Details (32)

Lieutenant	(1)	Security F. Manalo St.
Patrolman	(1)	Security F. Manalo St.
Sergeant	(1)	Metrocom
Corporal	(1)	Metrocom
Patrolman	(3)	Polcom
Patrolman	(1)	Presidential Security
Sergeant	(1)	Mayor Security
Patrolman	(4)	Mayor Security
Patrolman	(1)	Driver - Chief
Patrolman	(2)	Driver - Mayor
Patrolman	(1)	Special Detail
Patrolman	(1)	Special Detail
Patrolman	(1)	Special Detail
Patrolman	(1)	Special Detail
Patrolman	(1)	Special Detail
Patrolman	(1)	Sick
Patrolman	(1)	Sick
Corporal	(1)	Sick
Deputy Chief	(1)	Suspended
Sergeant	(1)	Suspended
Patrolman	(5)	Suspended
Lieutenant	(1)	AWOL

Operations Division (1)

Captain	(1)	Commander
Civilian	(1)	Clerk (not included)

Patrol Section (48)

Lieutenant	(1)	Commander
Lieutenants	(2)	Field Supervisors
Sergeants	(3)	Platoon Commanders
Corporals	(4)	Squad Commanders
Patrolman	(38)	Patrolman

Traffic Section (16)

Lieutenant	(1)	Commander
Sergeant	(1)	Traffic Supervisor
Patrolmen	(14)	Patrolmen

Investigation Section (12)

Lieutenant	(1)	Commander
Corporal	(1)	Warrant
Patrolman	(2)	Warrant
Patrolman	(8)	Investigators

Services Division (1)

Captain	(1)	Commander

Records & Commo Section (6)

Lieutenant	(1)	Commander
Corporal	(1)	Desk officer and Radio operator
Patrolman	(2)	Desk officer and Radio operator
Patrolman	(1)	Records
Patrolman	(1)	Fingerprint Classifier

Support Section (3)

Lieutenant	(1)	Commander
Sergeant	(1)	Jail and property
Patrolman	(1)	Jail

The following is a proposed organizational and assignment structure based upon the strength of 123 officers and the present grade structure.

Department of Police Personnel Total (123)

Chief	(1)
Deputy	(1)
Captains	(3)
Lieutenants	(9)
Sergeants	(9)
Corporals	(8)
Patrolmen	(92)

The assignment by function is as follows:

Chief of Police (1)

Chief	(1)

Administrative Unit (3)

Captain	(1)	Administrative Assistant
Lieutenant	(1)	Intelligence
Sergeant	(1)	Planning and Research

Deputy Chief of Police (1)

Deputy	(1)	

Operations Division (1)

Captain	(1)	Commander
Civilian	(1)	Clerk (not counted)

Patrol Section (75)

Lieutenant	(1)	Commander
Lieutenants	(3)	Field Commander
Sergeants	(3)	Platoon Commander
Corporals	(4)	Squad Commander
Patrolmen	(64)	Patrolmen

Traffic Section (16)

Lieutenant	(1)	Commander
Sergeant	(1)	Traffic Supervisor
Patrolmen	(14)	Patrolmen

Investigation Section (12)

Lieutenant	(1)	Commander
Sergeant	(1)	Field Commander
Patrolman	(2)	Warrants
Patrolman	(8)	Investigators

Services Division (1)

Captain	(1)	Commander
Civilian	(1)	Clerk (not counted)

Records & Commo Section (8)

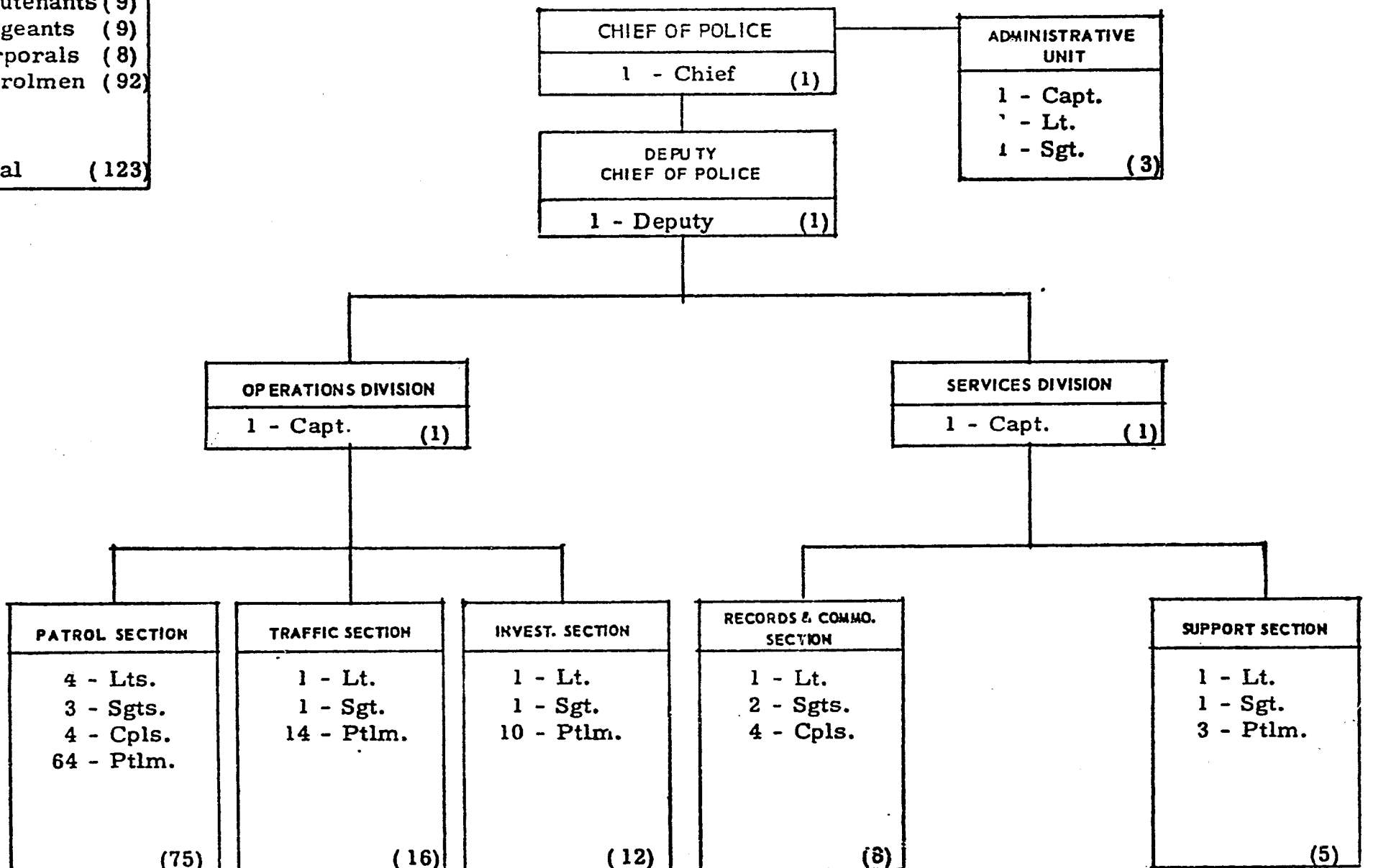
Lieutenant	(1)	Commander
Sergeant	(1)	Fingerprint Classifier
Sergeant	(1)	Analyst
Corporals	(4)	Desk Officer and Radioman
Patrolman	(1)	Statistician

Support Section (5)

Lieutenant	(1)	Commander	Patrolman	(3)	Turnkey
Sergeant	(1)	Jail and property			

Chief	(1)
Deputy	(1)
Captains	(3)
Lieutenants	(9)
Sergeants	(9)
Corporals	(8)
Patrolmen	(92)
Total	(123)

SAN JUAN POLICE DEPARTMENT
PROPOSED ORGANIZATION
BASED UPON PRESENT STRENGTH AND GRADE STRUCTURE*



*It is assumed all officers on special detail status would return to duty, if not replacements obtained.

CHART #4
11 - 1 - 67

The following is an organizational structure and personnel assignment based upon the ratios as prescribed by Executive Order #58:

Department of Police Personnel		Total (125)
Chief	(1)	
Deputy	(1)	
Captains	(2)	
Lieutenants	(3)	
Sergeants	(6)	
Corporals	(12)	
Patrolmen 1/c	(25)	
Patrolmen	(75)	

The assignment by function is as follows:

Chief of Police		(1)
Chief	(1)	

Administrative Unit		(3)
Lieutenant	(1)	Administrative Assistant
Patrolman 1/c	(1)	Intelligence
Patrolman 1/c	(1)	Planning and Research

Deputy Chief of Police		(1)
Deputy	(1)	

Operations Division		(1)
Captain	(1)	Commander
Civilian	(1)	Clerk (not counted)

Patrol Section		(77)
Lieutenant	(1)	Commander
Sergeants	(3)	Field Commanders
Corporals	(4)	Squad Commanders
Patrolman 1/c	(4)	Patrolman
Patrolman	(65)	Patrolman

Traffic Section		(16)
Sergeant	(1)	Commander
Corporal	(1)	Field Commander
Patrolman 1/c	(4)	Traffic Control
Patrolmen	(10)	Traffic Control

Investigation Section (12)

Sergeant	(1)	Commander
Corporal	(1)	Technician
Patrolman 1/c	(2)	Warrants
Patrolman 1/c	(8)	Investigators

Services Division (1)

Captain	(1)	Commander
Civilian	(1)	Clerk (not counted)

Records & Commo Section (8)

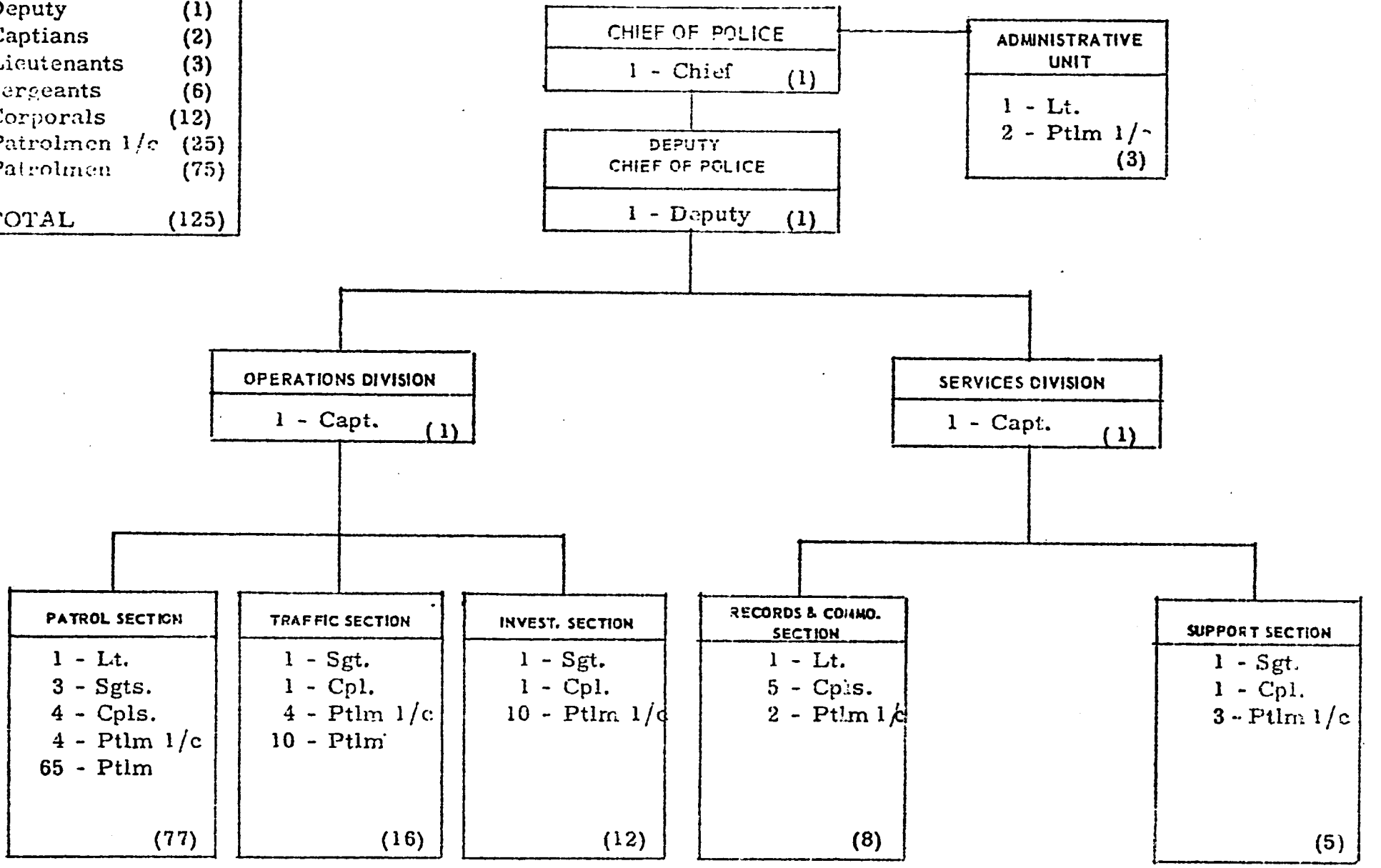
Lieutenant	(1)	Commander
Corporal	(4)	Desk and Radioman
Corporal	(1)	Fingerprint Classifier
Patrolman 1/c	(1)	Analyst
Patrolman 1/c	(1)	Statistician

Support Section (5)

Sergeant	(1)	Commander
Corporal	(1)	Jail and property
Patrolman 1/c	(3)	Turnkey

SAN JUAN POLICE DEPARTMENT
PROPOSED ORGANIZATION *

Chief	(1)
Deputy	(1)
Captians	(2)
Lieutenants	(3)
Sergeants	(6)
Corporals	(12)
Patrolmen 1/c	(25)
Patrolmen	(75)
TOTAL	(125)



*Based upon Executive Order #58 Rules and Regulations - Police Departments Philippines

CHART # 5
11 - 1 - 67

ADMINISTRATION

Direction

The Chief of Police (COP) has distributed a copy of Executive Order #58, dated January 17, 1967, to all police officers. The order prescribes the rules and regulations for the government of city and municipal police agencies throughout the Philippines. Also, copies of the rules and regulations issued by Polcom and copies of the Police Act of 1966, Republic Act. No. 4864 were also distributed to the personnel. The chief is making maximum use of all available data to upgrade the status and discipline of the department.

The chief uses a series of memo orders to direct and control the operation of the department. The memo order - Special Detail is a file of copies of the assignments given to the officers of the department. The memo order - Follow up - Special Mission file consists of orders to serve warrants, also orders regarding other special missions. Memo order - Change of Assignment is a record of all directives advising the officer of an assignment other than his normal duty. Memo order - Conference is a record of orders directing department personnel to attend scheduled meetings. All officers are required to certify their presence by signing the order. Memo order - Explanations is a file on all disciplinary proceedings. Memo order - Monthly Inspection is a record of the officers who were assigned to the monthly PC Inspection. The Daily Service and Time record is used to record the time the officer reports for duty. This is certified by the Division Commander or the field officer. The "Events of the Day" log is maintained. All complaints or requests for police service are logged. The action taken by the police department is also recorded. A copy of this log is posted on the bulletin board and can be viewed by the public. All directives or assignments of a temporary nature are made a matter of written record.

Recommendation

It is recommended that policies and procedures of the department be in writing and available to all members of the organization.

The general rules of conduct and procedure as outlined in Executive Order #58 are excellent. However, they do not cover all department policies. All department policies should be written and distributed in the form of orders to all members of the department. If members of the San Juan Police Department (SJPD) are to move forward toward coordinated objectives, it is necessary that all members of the department be acquainted with the objectives and policies of the department. The practice of depending upon verbal means of transmitting policy decisions from top-level management to the men on the beat is inadequate.

Procedures differ from policies, in that they are usually more specific and, in some cases, actually describe methods for implementing the policies of the organization. Procedures, as well as policies, should be in written form to insure that uniformity of action is achieved by various sub-units

of the deparment. Indeed, it is often by a thorough understanding of procedures that individuals within the organization are able to understand the purposes and objectives of the organization.

It is recommended that a system of issuing written orders be developed and established which will meet the following criteria:

1. Provide a standard format.

2. Provide an adequate reference index system for all official orders in the department.

3. Centralize and restrict the authority to issue written directives.

4. Set a distribution system to insure that persons who need to be informed of certain matters receive the information.

5. Provide for transferring directives into a manual form as needed.

6. Provide for a systematic review of orders and directives to insure their continuing adequacy.

At present, almost all communications are handled by memo. There are no procedures established for systematizing written orders and directives which express departmental policies and procedures. Most of the memos issued by the department are of temporary nature and do not cover department policies and procedures. Verbal instructions are always subject to individual interpretation and misunderstanding. Written policies and procedures are essential. If the orders are not in writing, it is difficult to determine what orders are in effect at a given moment.

A lack of system in the distribution procedures for written orders inhibits the free flow of communications within the department. The dissemination of instructions even on relatively simple matters is a difficult process. In general written directive should take one of the following forms:

1. General orders - these define policy and direct procedures for the indefinite future and for the department as a whole or for subordinate units within the department. These orders should be codified and indexed for inclusion in a manual of rules and regulations for the department. Some examples of the directive found in the general order are:
   Permanent procedures and policies - for example; reporting procedures, policy relating to arrest procedures, investigation procedures and personnel policies affecting working conditions, ratings and discipline.

2. Special orders - these serve to supplement and amplify general orders with specific details of procedure and interpretation.

Also, these may be directives of policy or procedures for special situations or event. The orders normally regard a specific circumstance or event, an example would be, special procedures to follow in a crash injury research project. For sample of a Special Order, see Enclosure #1.

3. Memoranda - these should be used primarily to inform, inquire and direct. This directive is used to disseminate information or instructions which do not warrant a formal order. An example would be, to direct the actions of subordinates in specific circumstances; to specify the uniform and equipment necessary for a detail.

The chief of police conducts weekly staff meetings to discuss the department's policies and procedures. No records were in maintained of meetings held nor of the subjects discussed.

Recommendation

It is recommended that an agenda be prepared for meetings based upon the current department needs and that meeting minutes be maintained to establish continuity and measure progress.

These meetings should be used by the chief as a means of disseminating ideas, obtaining comments concerning proposed action and insuring that a high degree of cooperation and coordination exists between the various units. Maximum use should be made of staff studies to solve some of the problems confronting the police department. An agenda prepared before the meetings will give the staff an opportunity to do a certain amount of planning and research concerning the subjects to be discussed. Written record of the meeting will result in fixed responsibility and a measure of progress.

Even though the divisions may be small in number of personnel, individual division commanders should initiate action to hold meetings with their subordinate personnel at periodic intervals for similar purposes. Even though a department may be small, staff meetings held at all levels help insure an increased flow of communications from the top to bottom, and from bottom to top. In addition, they are an effective means of insuring that the department operates as a single unit rather than as a series of isolated autonomous units.

Supervision

The department is handicapped by the large number of officers in the special detail section: 1 Lietenant, 2 Sergeants and 1 corporal are in this section. The Deputy COP, 1 lieutenant and 1 corporal are on an inactive status. Supervision is critical in field operations. One sergeant is assigned to the first shift, and one lieutenant and one sergeant are assigned to the second shift. Twelve officers are assigned to the first shift and twenty-three officers are assigned to the second shift.

A corporal and three sergeants are assigned regualr patrol duty. Due to the limited mobile capability of the department, it is difficult to provide adequate supervision of the field operation.

Recommendation

It is recommended that supervisory practices and procedures in the field be updated to produce better supervision. The first-line supervisor in a police department has the responsibility for evaluating, training, improving personnel and reporting to and from higher level management. To a large extent, the success of the department's program will depend upon the quality of field supervision.

Supervisors must function as something more than a reserve or fill-in for police units in the field. The supervisor should periodically check his units to oberve how they are performing their duties. In complaint or emergency situations he should assist if needed. It is also important for the supervisor to know how his men are performing in different situations. His observations should include scrutiny of how the officer patrols his beat, his alertness in perceiving incidents of police concern and, in general, how he conducts himself while answering calls or dealing with the public. It is the supervisor's function not only to observe the conduct and performance of the patrolman, but to take steps where necessary to correct bad or poor practices either by pointing out the mistake and/or showing the officer how to perform properly. Supervisory record procedures should be implemented to properly evaluate each officer. This record should reflect the "total" officer; his appearance, demeanor, abilities, job performance, outstanding work, etc. This information can be of great value in preparing the officers efficiency (performance evaluation) rating.

Supervisors should know their men and their districts well. The ratio of supervisors to men or beats will be dependent upon the area and activities within that area. At the time of this survey sufficient information was not available to prepare distribution ratios. It is recommended that the corporals be used as supervisors if they remain on the T/O. Lieutenants should also be able daily to inspect and evaluate the quality of the sergeant's and corporal's supervision.

Inspection

The San Juan Police Department is inspected periodically by the Philippine Constabulary and the Police Commission. Scheduled line inspections are conducted twice each month by the chief of police. An inspection is also conducted at each roll call by the Field Supervisor. The PC conduct a scheduled inspection once each month. An inspection detail report reflected the officers assigned to a monthly PC inspection; however, results of the inspection were not available. There were no records or reports available to reflect the status of the department's inspection program.

Recommendation

It is recommended that periodic inspections be conducted by department personnel. Also, an inventory inspection should be conducted at least annually. Official written records should be maintained of inspections.

Inspection is perhaps the most important single administrative function. It controls personnel and activities by providing a constant check on the manner in which tasks are being performed and the results being achieved.

Squad commanders should inspect their squads, both on-coming and off-going relief. Squad commanders should give particular attention to physical condition, appearance and grooming. Line commanders are in the position of having to perform a task and evaluate its result and assess its effectiveness. The squad commander should ascertain by constant inspection, that members of his command are thoroughly familiar with traffic, criminal and other problems on their beats.

Inspection functions of the Administrative Unit are grouped in three major areas. There are material resources, procedures and personnel. This unit will act on behalf of the chief who can examine every facet of police operations. Communications, equipment, motor vehicles, office supplies, automotive equipment are examples of such resources. Neither the size of the department nor the amount of equipment available should determine whether an inspection should be conducted. Actually, the less equipment available the more critical the need for an inspection to insure that a proper preventative maintenance program is in effect. In addition to the routine and continuing inspection of supplies and equipment, a complete inventory should be made once each year. This inspection would include all buildings and offices, officer equipment, vehicular equipment, riot control equipment, ammunition. It should include all property belonging to the police department.

Inspections reinforce the implementation of the policies and procedures of the department. The inspectional unit must see that the work of the department is being conducted within the framework established by policy and according to the procedures set down for each task, function, or process.

Inspection of personnel is an important facet of any inspection program. This requires the inspection of performance, duty, the exercise of authority, executing of assigned tasks, courtesy in dealing with the public, quality of written reports, etc.

An adequate inspection record system should be maintained. A written report should be made of each inspection. These reports can serve as an effective tool for the COP. The reports will reveal the efficiency of management, the effectiveness and economy of operations, preparedness of personnel to perform their assigned duties, the adequacy of facilities and the compliance with policies and procedures.

Performance

The department does not require a daily activity report. There were no records to identify the work effort of individual officers.

Recommendation

It is recommended the department adopt a daily record (individual daily report) of the performance of each officer.

Every administrator must report the department's activities to someone in higher authority. In order to do this, he must know the activities of individuals, the divisions and the department as a whole. A review of the department's 1967 budget request revealed the needs of the department but failed to provide data of the department's accomplishments. A performance budget is an effective method of presenting the department's role in government.

The report is a log of all activities including investigations, court appearances, patrol time, citizen assists, case assignments, enforcement contacts and other essential performance data.

Daily reports of operations are invaluable aids to the administrator. The reports permit officials to contrast plans with achievements, show to what extent personal obligations have been fulfilled and the relative efficiency of the operations.

Police Performance Evaluation

A performance evaluation system is in effect in the department. Initially, every officer was rated monthly. At the time of the survey, officers were rated every two months. Personnel are rated by their immediate superior. The rating is used to identify employee weaknesses, to determine individual needs and provide corrective measures.

Recommendation

It is recommended that each recruit be rated monthly during his probation period, and that all other officers be rated annually.

A performance evaluation system is one of the most difficult programs to administer. In spite of the difficulties involved, it is necessary periodically to appraise the performance of Police officers on some systematic basis and to arrive at conclusions concerning the various strengths and weaknesses of their performance. The principal reason for doing so, is to give the officer plandits, orally and for the written record, for work well done, and to give him encouragement and an appreciation for improving his performance in areas where improvement can be made.

Our recommendations suggest that the supervisors prepare reports of their inspections and evaluation of the subordinates' work. Deficiencies should be corrected, also outstanding work should be recognized. These data will be of value to the supervisor in preparing the performance rating report. We feel the performance rating should be performed once annually. At a fixed date, preferably at a time when other administrative activities are at least pressing, the immediate supervisor should evaluate and document in writing the performance of men under his supervision for the period concluded on that date. In case of recruits, they should be evaluated monthly until they have completed the probationary period. A review of the performance evaluations of each recruit should provide vital data to determine whether he should be retained as a permanent police officer.

Many times, the performance evaluation program becomes meaningless if reports are required too frequently. A performance evaluation well handled should result in a stronger mutual understanding between the supervisor and the subordinate. Performance evaluations will also provide a permanent record of individual performance for use in promotions, assignments, and other personnel determinations.

Promotions

Promotions are made by the mayor except for the position of investigator. Investigators are selected by the chief. Investigators must be eligibles, be a high school graduate and have the ability to type.

Recommendation

The COP should have more of a voice in the promotional system of the department.

A system should be implemented to insure the citizenry that each officer's skills are utilized in the most efficient manner. In order to operate with maximum efficiency and effectiveness the department must, on a continuing basis, discover its best men and utilize their abilities to the maximum. To do this, an effective promotion system is mandatory. Furthermore, only if there exists a fair and impartial system of competition for promotions, the workings which are well known and clearly understood by all, can police officers be assured of their ability to rise within ther department according to their merit. And only then can policemen be expected to accord those who are promoted the full measure of respect to which they are entitled. It was reported that in situations where a less qualified officer was promoted, other personnel could appeal the promotion to the Civil Service Board. However, in most cases the promoted officer would obtain a waiver from the better qualified officer; therefore, the promotion would not be contested. The COP should make specific recommendations for promotions based upon sound performance and operational data.

Selection and Assignments

The selection of police personnel is made by the mayor from a list of eligibles. If the eligible list is exhausted he may select a person who does not have eligibility status; however, he is required to qualify within a six month period. At present, the department has 33 non-eligibles. All have taken the required examination, however, they have not received notification of the results. For additional personnel data see charts #6, #7, and #8.

Recommendation

The selection of police personnel should conform to Executive Order #58.

When selection, assignment and promotion are controlled by the mayor without proper checks, a police department can easily develop into a personal army for the mayor. All modern methods of the personnel selection process are useless if the mayor is going to use political factors as the major or sole consideration.

For example, character and back-ground investigation is a vital part of the police applicant selection process. This and other important procedures are prescribed by the police manual. These regulations were promulgated January 17, 1967. The chief of police, the man directly responsible for the daily operation of the police department, must play a greater role in the selection and assignment of the department's personnel. If officers can obtain a position with the department, receive favored assignments and promotions as the result of political influence rather than merit, then their allegiance will be to the politician rather than to the chief of police and the department.

PERSONNEL DISTRIBUTION (Chart #6)

UNIT	Chief	Deputy C of P	1/C Insp Maj.	2/C Insp Capt.	3/C Insp Lt.	Sgt.	Cpl.	Det.	Ptlm.		Total
Office of the Chief	1										1
Office of Deputy Chief		1									1
Staff Executive Office					1	1			1		3
Patrol Division				1	3	4	4		42		54
Traffic Division				1	1	1	1		14		18
Investigative Division				1				8			9
Administrative Division					3	1	2		10		16
Special Detail					1	2	1		17		21
T O T A L	1	1		3	9	9	8	8	84		123

PERSONNEL AGE GROUPING

Age	Ptlm	Invest	Corp	Sgt.	Lt.	Capt	Deputy Chief	Chief	Total
23	1								1
25	2								2
26		1							1
27	4								4
28	4								4
29	7				1				8
30	2	2		1					5
31	6	1							7
32	6					1			7
33	5			1					6
34	3								3
35	8	2							10
36	2			1					3
37	4								4
38	2		2						4
39	3	1		1	1				6
40					1				1
41	4				2				6
42	4							1	5
43	2	1	1		1				5
44	1								1
45	2								2
46	1		1						2
47	1								1
48			2			2			4
49					1				1
50					1				1
51-55	6		2	3	1				12
56-60	4			2			1		7
TOTAL	84	8	3	9	9	3	1	1	123

Personnel Background

Rank	Number of Personnel		Elementary				High School					College							Non-Monthly
	Auth'd.	Actual	5	6	7	Grad	1	2	3	4	Grad	1	2	3	4	Grad	Elig.	Elig.	Salary
TOTALS	123	123				10	4	7	16	2	63	5	8	4	3	7	90	33	Pesos
Chief of Pol.	1	1											1				1		400
Deputy C.O.P.	1	1									1						1		300
Majors																			
Captains	3	3				1					1					1	3		280
Lts.	9	9				1		2	2	1	1	1		1			9		215
Sergeants	9	9				1		1			6	1					9		200
Corporals	8	8				1		1			5	1					8		190
Patrolman 1/C																			
Patrolman	92	92				6	4	3	8	1	49	2	7	3	3	6	59	33	180

CHART #8
11-1-67

Salary Structure

The annual salary structure of the San Juan Police Department is as follows:

Chief	₱4,800	per year
Deputy Chief	3,600	" "
Captain	3,360	" "
Lieutenant	2,580	" "
Sergeant	2,400	" "
Corporal	2,280	" "
Patrolman	2,160	" "

Republic Act 4864 (Police Act of 1966) prescribed the minimum salaries as follows:

> Patrolman, ₱2,400 per year. The monthly differential from one rank to the next shall not be less than twenty pesos. The chief recommended the salary structure be brought up to the minimum standard as prescribed in the Police Act.

Recommendation

It is recommended that a study be conducted by responsible officials to determine means to upgrade the salary structure of the Police Department to comply with the Police Act.

Adequate salaries are necessary if the Department is to attract and hold personnel of high caliber. Municipalities must offer compensation that is competitive with other occupations that seek men of education and ability. The annual salary expenditure for the department at the present wage scale is ₱284,820.

One additional clerk would require an additional annual expenditure of ₱2,160.

If the minimum wage scale as outlined in Republic Act #4864 was prescribed for all department personnel an annual expenditure of ₱320,940 would be required. An additional clerk would increase the amount to ₱323,100.

The criminalist section report included a recommendation that the officers who qualify as technicians receive the salary equivalent to that of a sergeant. If all were qualified, an annual appropriation of ₱2,400 would be required.

Twenty-five additional officers would require an annual expenditure of ₱60,000. This is based upon the recommended wage scale as outlined in Republic Act #4864.

Total budget increases would include:

Salary increase to comply with Republic Act #4864	₱36,120
Upgrade technicians	2,400
1 additional clerk	2,160
25 additional officers	60,000
	₱100,680

Rather than increasing the patrol force at this time, it would be more practical to reduce the special detail assignments, thereby freeing officers for patrol duty.

No estimate was made of the pension or health program. If the personnel strength is increased, the budget for these items would have to be increased proportionately.

Discipline

Rule II, Section 2 of Executive Order #58, gives the chief of police disciplinary jurisdiction over all members of the police department for offenses involving suspensions of not more than ten days or forfeiture of not more than 15 days pay and such minor disciplinary punishment of reprimand, forfeiture of days---off not exceeding 15 days and extra duty not exceeding 15 days or 120 hours.

Officers demeanor noted was good. Officers rendered the military salute when contacting their superiors. A review of records indicate the chief has taken positive action when infractions of department rules and regulations occur. The chief reported many cases were originated by the desk and field officers.

In every local police agency there is a board of investigators. The board is composed of the Municipal treasurer, a representative of the Provincial Commander and a councilor elected by a majority of the municipal council concerned. After investigation, the Board will forward the records of the investigation together with its recommendations to the Police Commission. The Police Commission will review the case and render a decision.

When a member of the police force is accused in court of any felony or violation of law, the mayor of the municipality concerned shall immediately suspend the officer until the case is adjudicated.

When the survey was conducted five patrolmen, one sergeant and the deputy chief were under suspension. The deputy chief was charged with improper detention of a prisoner. The case has been pending in the Court of First Instance since March 3, 1965. In this case the charge was filed by a San Juan Police officer who was arrested by the deputy chief. The officer is no longer employed by the department.

The department is also carrying on its roster a lieutenant who has been AWOL since July 22, 1965.

The chief of police is receiving the support of the mayor in his efforts to maintain standards which will improve the image of the department. Drunkenness was the leading charge of the disciplinary records reviewed. The chief has incurred the wrath of some of the officers for taking disciplinary action against them. Police officers must recognize they have to police themselves if they are to gain the respect of the public.

Recommendation

It is recommended that a close review of the status of disciplinary cases be maintained to insure the earliest possible return to duty, providing the decision permits the officers return to active duty.

Republic Act No. 4864, Section 16, states: When an administrative charge is filed.... That trial and disposition of criminal cases agaist members of the police forces shall be accorded priority by the courts.

The details of this case are not known; however, it would appear that it would be in the interest of the community to have the case decided in order that critical positions in the police department can be manned.

Recommendations

It is recommended that the mayor discharge any police officer who, after a specified time, fails to report for duty as required by regulations.

Discipline is a function of command which must be exercised to develop a force amenable to control. Lax discipline has consequences that impair the effectiveness of the department. Officers who are allowed to flout the rules and regulations and still remain a member of the department will affect the morale and efficiency of the organization.

Recognition - Awards

The department does not have a program to recognize or reward outstanding work. The performance evaluation gives the commander an opportunity to praise an employee for a job well done. However, something more than this is needed to stimulate the performance of all personnel.

Recommendation

It is recommended that the department initiate an award program for all personnel.

Police departments should have incentive awards in recognition of, and to encourage proficient and efficient performance of duty. The department, the citizenry and the officer all benefit from this program. For example, a safe driving program that recognizes each individual offier's driving record benefits; the community by reducing accidents, the department by reducing maintenance and repair costs, the officers by reducing injury and in some cases, death. Also, of major importance is the improved police image in the community be setting a good driving example for the citizens to follow. All of this is accomplished by recognizing an officer, by issuing him a medal and a scroll.

There are many events in the life of a policeman that should be recognized. Police officers should be awarded for extraordinary heroism and for exceptionally meritorious service. Departments who recognize their personnel's professional skill, personal courage and devotion to duty soon develop within the department a sense of accomplishment which in turn produces an espirit de corp.

Public Relations

Public Relations means keeping friendly and favorable relations with the people with whom the San Juan Police Department and its employees come in contact, or who hear about the department or whose opinions or actions

affect the department's operations in any way. San Juan Police Department operates an open door policy. Citizens can review the complaints registered during the day the assignments made.

Recommendation

It is recommended that the department utilize every means at its disposal to improve its police - public relations.

This recommendation does not indict the department; however, this facet of police operations is crucial to the success of any police operation therefore, it warrants continous evaluation. The success or failure of the department depends upon what the citizen thinks about the organization and its personnel, and how well he supports it. Public relations, in police work is every contact with the public. The department should initiate policies which will be non-irritating insofar as possible, stress the cultivation of courtesy and the performance of good services. Each day the individual officer comes into contact with more citizens than the chief of police does in a week and it is with these contacts that public relations is developed. It was once said, "No one is compelled to choose the profession of a police officer, but having chosen it, everyone is obliged to perform its duties and live up to the high standards of its requirements." Every department, every officer should be vitally concerned.

Budget

In order to accomplish its aims, a police department must be supported by adequate budget appropriations. This enables the agency to obtain the personnel, equipment and facilities.

It should be noted when an additional geographical area is added to the municipality or there is a large influx of people into the area, the demands for police services increase which results in added patrol miles, extra man hours, added wear and tear on equipment, and added use of office materials. Such additions normally result in a comparable percentage increase throughout nearly all items of the budget.

There was insufficient data available to prepare operational expenditures. For example, data concerning gasoline and oil consumption, mileage, tires, and repairs would be very helpful in estimating the department's needs. If new vehicles are purchased as recommended, maintenance costs should be reduced. However, dependable vehicle capabilities will increase patrol mileage which will result in increased gasoline consumption. A records system should be implemented to substantiate any requests and to provide a data base to determine future needs.

Riot Control Operations

The department has a riot control force of 17 officers. The squad is commanded by a Quezon City Police Officer. During the survey a demonstration of riot control formations was conducted by the squad. The squad

performed with skill and precision. To date, their training has been limited to drill formations. The basic arm of the squad is the 36-inch riot baton. The riot control unit is in need of training, equipment and logistical support.

Recommendation

It is recommended that the riot control force be expanded to platoon size. Also, the force should be provided with additional training, equipment and logistical support.

There is perhaps no more trying situation nor greater challenge, to the competence and impartial performance of police duty than the rioting mob. The protection of life and property and the preservation of peace is the core of every officer's official oath. The police have been called upon to protect life and property and to restore the peace in increasing complex situations. As these problems occur, it is imperative that the police forces be capable of coping with the problems as they are created. A platoon would greatly increase San Juan's riot control capability.

The riot control platoon would be organized as follows:

Platoon Headquarters

(1) Platoon Commander
(1) Asst. Platoon Commander
(1) Liaison officer #1
(1) Liaison officer #2
(1) Communications officer

Riot Control Squad

(1) Squad Leader
(1) Assistant Squad Leader
(10) Patrolmen

Each platoon would consist of four squads. Total complement of the platoon is 53 officers. The platoon would be equipped as follows:

Firearms

Platoon Comdr	--	38 revolver
Asst. Platoon Commander	--	38 revolver
Liaison officer #1	--	12 gauge shotgun
Liaison officer #2	--	12 gauge shotgun
Communications officer	--	38 revolver
Squad Commander	--	38 revolver
Asst Squad Commander	--	12 gauge shotgun
Gas officer	--	37 mm gas gun
Squad officers	--	38 revolver
Sniper	--	1 sniper rifle

Since each officer is presently equipped with a sidearm there will be no requirement for this item. Items required are:

6 shotguns
4 - 37 mm gas guns
1 - sniper rifle
1 - gas disperser

The shotguns can be used in the department's regular operation.

Motor Vehicles

1 - truck or carry-all

This vehicle can be used during regular operations for the transportation of prisoners.

Communications

5 portable radios
1 portable PA system

Individual Equipment

38 protective helmets
55 gas masks
38 riot batons
55 shields
55 pair gloves

Ammunition

24 long range gas projectiles
24 short range gas blast type
24 CN grenades
24 disperser Cartridges (CN)
24 HC grenades
200 rounds 12 gauge bird shot
200 rounds 12 gauge double 00 buck

Riots are not hopeless situations if police officers are properly prepared to cope with the problem. Proper training, proper equipment and the proper use of riot control techniques are essential. This proposal would increase the effectiveness of the San Juan Police Department. It would also increase the capability of the police in Rizal Province to respond to emergency situations as these forces would be compatible with other police agencies. Platoons could be expanded to companies, companies to a battalion.

SPECIAL ORDER

SUBJECT: Accidents Involving Departmental Vehicles

A. Investigation

1. Each accident involving a departmental motor vehicle shall, without exception, be immediately reported by the employee involved and immediately investigated at the scene. An officer nearest the scene shall be assigned to carry out the investigation. A line commander shall be assigned to coordinate the investigation.

2. Necessary photographs shall be taken to portray all relevant circumstances concerning the accident, including skid marks, roadway, point of impact, damage, and general view of accident scene.

3. Written statements shall be taken from all witnesses who have knowledge concerning the circumstances relating to the accident.

4. The coordinating line commander shall be responsible for the completeness of all required reports, including 8 x 10 prints of the accident photographs. All the required reports and material shall be submitted to the District Commander for approval and initialing. The District Commander shall be held responsible for forwarding the required reports to General Headquarters, for the attention of the Business Administration Division, within four (4) clerical working days of the accident.

5. As soon as the required preliminary information has been established, the coordinating line commander shall cause to be forwarded to the Operations Center via teletype:

   a. Unit involved, giving name, grade and PE number.

   b. Commission number involved, and to whom assigned if other than operator.

   c. Time, date, and location of accident.

   d. Type of accident (P.D., P.I., or fatal).

   e. Full names and addresses of all persons injured or killed.

   f. Names and addresses of other operators involved.

g. Apparent cause of accident.

h. Extent of damage to departmental motor vehicle, whether or not driveable, and where held.

B. Required Reports to General Headquarters:

1. Two (2) copies of the Investigator's Accident Report.

2. Two (2) copies of the Operator's Accident Report.

3. One (1) copy of insurance form.

4. Two (2) copies of PD-49A Report. This report shall include actual cost of repair in all cases where estimates are not required.

5. One (1) complete set of 8 x 10 prints of all accident photographs.

6. All statements from witnesses.

7. Three (3) itemized estimates of cost of repair, in duplicate, unless the damage is $15 or less and no other vehicle is involved.

C. Repair of Vehicle:

1. The vehicle shall be repaired only as authorized by the Automotive Section of the Business Administration Division, except when the damage is $15 or less and no other vehicle is involved, in which case the vehicle shall be repaired locally, upon approval of the District Commander, and cost of same paid from the Petty Cash fund.

2. Following satisfactory completion of repairs, the employee driver shall obtain final itemized billing, in triplicate. These bills shall be submitted to his commanding officer who shall review same for correctness and completeness and when approved by him, they shall be forwarded for the attention of the Business Administration Division, except when paid from the Petty Cash fund as stipulated in paragraph 1 above.

3. All release forms and claim settlements regarding state property shall be processed through the Business Administration Division.

D. Accident Review Board:

1. The Accident Review Board shall consist of three (3) designated Division Commanders, and one (1) Executive Officer, and a designated employee of the Business Administration Division who shall serve as Secretary to the Board.

2. The Secretary to the Board shall review all material submitted relative to the accident investigation for completeness, shall review the past record of the employee driver concerned, and shall furnish all pertinent information to the Board for review.

3. The Accident Review Board shall be convened by the Executive Officer for Support Services as required to insure prompt disposition of accident cases.

4. The employee or employees involved shall be present when accident cases are being considered when so directed by the Secretary of the Board.

5. After due consideration of all pertinent, available facts of evidence, the Accident Review Board shall:

   a. Immediately notify the employee involved, through channels, the findings of the Board.

   b. When its findings include an order for disciplinary action in accordance with Section 12D of the Regulations, forward such findings and order to the Division, District, or Operations Center Commander to whose command the employee is permanently assigned.

   c. When its findings include a recommendation for disciplinary action in accordance with Burns Section 47-851, forward such findings and recommendation to the Personnel Board.

E. Classification:

1. The Accident Review Board shall recommend the classification of all accidents involving departmental vehicles, as follows:

   Classification "AA". An accident in which a departmental vehicle is legally and properly parked.

   Classification "A". An accident involving a departmental vehicle in which the employee was clearly not at fault, and which is not classifiable as "AA".

Classification "B". An accident in which a departmental vehicle drivern or attended by an employee who could have used better judgment, more caution, or taken some defensive action which, in all probability, would have prevented the accident.

Classification "C". An accident involving a departmental vehicle and drivern or attended by an employee whose actions contributed to the cause of the accident and who was in violation of Department rules and regulations or State Statutes.

F. The Accident Review Board may order a safe driving mileage penalty, not to exceed 100,000 miles, in addition to any other penalties ordered or recommended. (Cross reference 12D)

BY ORDER OF:

(Signed) _____

Approved: _____

#1 Office - Chief of Police

#2 Municipal Building

#3 Desk Officer

#4 Operations Office

PATROL

The Patrol Division Complement fluctuates from month to month. On October 20, 1967, the division consisted of 43 officers. One Captain, one Lieutenant, two Sergeants, three Corporals and thirty-six Patrolmen, were available for duty.

The division's responsibility is the prevention of crime and the protection of life and property in the municipality. Their primary function of crime prevention is normally accomplished through foot patrols. The municipality has 21 barrios which are divided into two districts for patrol purposes. Twenty-three outposts are located within the area. At present, only four are manned during the first shift and twelve are manned during the second shift. The first shift is from 5:30 a.m. to 5:30 p.m., with the second shift being from 5:30 p.m. to 5:30 a.m.

Every field commander is supported by one jeep. All other officers are on foot. Due to the mechanical condition of the jeeps, the patrol force has very limited, almost zero, mobile capabilities. It is recommended that three jeeps be furnished for patrol duty. Two additional jeeps should be provided for command personnel to supplement the field force, also provide proper supervision.

In reviewing the Department's present manpower distribution, it was noted that thirty-two employees are included in the Special Detail Category. This category is composed of all personnel not working within the current departmental structure. As noted, it includes personnel assigned to the Mayor's residence, Presidential Security Unit, Police Commission, and personnel on definite leave, sick or absent without leave.

We would recommend that as these people return to the structure of the police department that, for the most part, they be reassigned to the Patrol Division.

An "available for duty" survey of the present patrol force for a period of fifteen (15) days, revealed sixty-three (63) absences; twenty-one (21) were absent during the first period and forty-two (42) during the second period. At first glance, it would appear that the work schedule may be a factor in the absence experience of the department.

There were no records available to reflect an analysis of crime nor the utilization of records in the deployment of available manpower. The Division Commander stated assignments were made by the field commanders and were based upon their personal knowledge of the area. No personal duty records were required from the individual officers whereby the command could measure the police effort.

Recommendation

It is recommended that new procedures and techniques be considered to successfully meet the problem of crime through the patrol function.

Justification

One of the principal tasks of the patrol division is to prevent crime and, where that is impossible, to apprehend persons who commit crimes. It is recommended that a study of crime and its trends be conducted. The department is currently maintaining spot maps of various crimes which occurred in the municipality. Data should be collected to determine the extent of crime in the community. The allocation of manpower to each of the shifts should be based upon the need as shown by a study of work load patterns as related to the time of day and day of week.

The patrol force of any police department is the backbone and eyes and ears of that department; and as such, must provide twenty-four (24) hour-a-day service to the total community. To do this effectively means that personnel must be in constant contact with the public. This is accomplished through walking beats and mobile units.

It has been determined that there is a direct response to solution of criminal cases directly proportional to the time required to respond to the incident. Slow response time is indicative of low solution rates, whereas short response time is characteristic of high solution rates. Walking beat officers and mobile patrol officers equipped with radios will be able to rapidly respond to a citizen's request for service. This rapid response time will have two effects:

(1) A high solution rate of offenses.

(2) Increased confidence of the public in the police.

A flexibly trained police force should enable the police department to provide greater assistance to the overall community.

Patrol personnel are assigned to outposts. Twenty-three outposts are located within the municipality, however, only a few are manned. The outposts do not have communication facilities.

Recommendation

It is recommended that records be maintained on each outpost that is manned. When mobile and communication capabilities are increased, discontinue the outpost system.

The outpost system restricts a police officer to a very limited area. There were no records available, to identify the activity of each outpost station. There are many factors to consider in maintaining an outpost facility; the area, the population, the crime experience, the number of requests for police services, etc.

The outpost system does not provide for rapid police response nor does it provide a deterrent effect as the criminal knows where the officer is at all times. The officer on foot patrol can cover a much larger area and provide a greater crime deterrent. Increased mobile and communications capability as recommended in this proposal should provide for more effective police service.

Patrol Distribution by Day and Hour of the Week

Statistical data for an analysis of incidents reported to the police, while limited, is available; however, it has not been developed. This data is reflected in NBI Form ST-1, Monthly Report of Cases Handled by the Police Department; NBI Form ST-1 (Supplement A) Part B, Analysis of the umber of Offenses by Day of the Week and Time Committed and the Events of the Day report to the Chief.

Table No. 1 summarizes the monthly reports of cases handled by the San Juan Police Department. The department has an average of 615 offenses reported per month, with an average of 20.5 offenses reported daily.

Table No. 2 summarizes the day of the week in which major offenses are reported. The 1,850 offenses reported on Table No. 2 represents approximately one third of all offenses reported on Table No. 1.

Two months were randomly selected and studied for the 24-hour period in which offenses are reported. It will be noted in Table No. 3 that the period from 9:00 p.m. to 1:00 a.m. in the combined March/August figures represents 23.63% of all offenses reported during the 24 hours. Also, the period of 8:00 a.m. to Noon represents 23.61% of all offenses reported. These two periods account for 47.24% of all offenses reported to the police during the 24-hour period.

Table No. 4 presents three possible time distributions of personnel by shifts. It will be observed that a varying percentage of incidents are reported in each of these periods. Regardless of what shift distribution is decided upon, the personnel distribution should match that of called for service.

For the purposes of this study, the period of 8:00 a.m. to 4:00 p.m., 4:00 p.m. to 12 Midnight, and Midnight to eight was selected for the development of a theoretical patrol force distribution. Table No. 5, Part I, combines the data developed in Tables No. 2, 3 and 4. From Table No. 2, the percentage of offenses reported each day was taken. Table No. 3 presents the percentage of offenses reported each hour.

These were then organized into eight hour increments for shifts in Table No. 4. Table No. 5 disperses 48 employees over the seven-day, 24-hour period. It will be noted that 40.60% of the offenses reported on the 8:00 a.m. to 4:00 p.m. are matched by 40.60% of the patrol force available or 20 men. This is also true of the other two shifts. The 2,304 man hours of service is also dispersed first by the three shifts, then by the percentage need for each day. Part II of Table No. 5 adjusts the actual man hours available to employees available.

It will be observed that Saturday and Sunday are the days which require the greatest police service. No police personnel would be granted days-off on either of these days. Police personnel are then adjusted to all days off on an inverse need basis. The less need for police service, the greater number of employees would be granted days off. Table No. 6 presents the same type of distribution as Table No. 5, but utilizing 75 employees in place of the 48 of Table No. 5.

TABLE NUMBER ONE

San Juan Police Department

SUMMARY OF MONTHLY REPORT OF CASES HANDLED

January - September 1967

	No. of Offenses Reported	No. Cleared by Arrest	No. not Cleared	Not Cleared Other Period Now Cleared	No. Connected with Alcohol
TOTAL	5,536	4,761	468	104	154
Months:					
Sept.	471	421	50	26	11
Aug.	620	533	50	1	7
July	648	308	61	1	24
June	564	486	7[illegible]	5	13
May	656	599	67	15	10
April	641	600	41	13	18
March	572	528	44	16	24
Feb.	652	612	40	9	17
Jan.	712	674	39	18	30

Average number of incidents per month ---------- 615

Average number of incidents per day ---------- 20.5

TABLE NUMBER TWO

San Juan Police Department

SUMMARY OF SELECTED OFFENSES REPORTED TO NBI ON FORM NBI ST-1 (Supp. A)
January - September 1967

	Totals	%	S	M	T	W	TH	F	S	Day	Night
Totals	1,850		336	241	247	225	227	251	323	923	893
Percentage		100.0	18.16	13.03	13.35	12.16	12.27	13.57	17.46	50.82	49.18
Sept.	170	9.19	36	16	18	27	20	24	29	105	65
August	221	11.94	28	26	37	37	30	27	36	110	111
July	241	13.03	74	21	20	26	17	34	49	97	117
June	236	12.76	35	25	42	25	34	25	50	111	124
May	246	13.30	36	38	36	32	34	32	38	116	132
April	190	10.27	29	29	19	19	16	43	35	94	97
March	181	9.78	25	37	13	20	39	20	27	103	74
February	156	8.43	29	18	29	16	22	19	23	74	77
January	209	11.30	44	31	33	23	15	27	36	113	96

Average number of selected offenses reported per month
Average number of selected offenses reported per month ---------- 205.56
Average number of selected offenses reported per day ---------- 6.85
35.62% of all offenses reported are reported on Saturday and Sunday.

TABLE NUMBER THREE

San Juan Police Department

OFFENSES REPORTED BY TIME OFFENSE REPORTED TO THE DESK OFFICER
March-August 1967

	March 1967			August 1967			Combined March/August 1967		
Time	Total	%	Cum. %	Total	%	Cum. %	Total	%	Cum. %
Midnight	415	100.00%		415	100.00%		830		
Midnight 1:00 a.m.	19	4.58	100.00	17	4.10	100.00	36	4.34	100.00
1:00 a.m. 2:00 a.m.	12	2.90	95.42	10	2.41	95.90	22	2.65	95.66
2:00 a.m. 3:00 a.m.	13	3.13	92.52	8	1.93	93.49	21	2.53	93.01
3:00 a.m. 4:00 a.m.	5	1.20	89.39	1	0.25	91.56	6	0.73	90.48
4:00 a.m. 5:00 a.m.	6	1.45	88.19	4	0.96	91.31	10	1.20	89.75
5:00 a.m. 6:00 a.m.	7	1.69	86.74	9	2.17	90.35	16	1.93	88.55
6:00 a.m. 7:00 a.m.	9	2.17	85.05	18	4.34	88.18	27	3.25	86.62
7:00 a.m. 8:00 a.m.	12	2.90	82.88	17	4.10	83.84	29	3.49	83.37
8:00 a.m. 9:00 a.m.	26	6.26	79.98	17	4.10	79.74	43	5.18	79.88
9:00 a.m. 10:00 a.m.	22	5.30	73.72	28	6.75	75.64	50	6.02	74.70
10:00 a.m. 11:00 a.m.	26	6.26	68.42	25	6.02	68.89	51	6.14	68.68
11:00 a.m. 12:00 a.m.	30	7.23	62.16	22	5.30	62.87	52	6.27	62.54
12:00 p.m. 1:00 p.m.	21	5.06	54.93	15	3.61	57.57	36	4.34	56.27

TABLE NUMBER THREE (Cont'd)

San Juan Police Department

OFFENSES REPORTED BY TIME OFFENSE REPORTED TO THE DESK OFFICER
March - August 1967

	March 1967			August 1967			Combined March/August 1967		
Time	Total	%	Cum. %	Total	%	Cum. %	Total	%	Cum. %
1:00 p.m. 2:00 p.m.	17	4.10	49.87	13	3.13	53.96	30	3.61	51.93
2:00 p.m. 3:00 p.m.	21	5.06	45.77	22	5.30	50.83	43	5.18	48.32
3:00 p.m. 4:00 p.m.	13	3.13	40.71	19	4.58	45.53	32	3.86	43.14
4:00 p.m. 5:00 p.m.	11	2.65	37.58	19	4.58	40.95	30	3.61	39.28
5:00 p.m. 6:00 p.m.	15	3.61	34.93	15	3.61	36.37	39	3.61	35.67
6:00 p.m. 7:00 p.m.	25	6.02	31.32	18	4.34	32.76	43	5.18	32.06
7:00 p.m. 8:00 p.m.	10	2.41	25.30	23	5.54	28.42	33	3.98	26.88
8:00 p.m. 9:00 p.m.	13	3.13	22.89	17	4.10	22.88	30	3.61	22.90
9:00 p.m 10:00 p.m.	28	6.75	19.76	26	6.26	18.78	54	6.51	19.29
10:00 p.m. 11:00 p.m.	28	6.75	13.01	26	6.26	12.52	54	6.51	12.78
11:00 p.m. 12 Midnight	26	6.26	6.26	26	6.26	6.26	52	6.27	6.27

TABLE NUMBER FOUR

San Juan Police Department

ANALYSIS OF SHIFT DISTRIBUTION
Combined March/August 1967

TIME	PERCENTAGE OF INCIDENTS
Total	100.00
6:00 a.m. - 2:00 p.m.	38.30
2:00 p.m. - 10:00 p.m.	35.54
10:00 p.m. - 6:00 a.m.	26.16
Total	100.00
7:00 a.m. - 3:00 p.m.	40.23
3:00 p.m. - 11:00 p.m.	36.87
11:00 p.m. - 7:00 a.m.	22.90
Total	100.00
8:00 a.m. - 4:00 p.m.	40.60
4:00 p.m. - 12 Midnight	39.28
12 Midnight - 8:00 a.m.	20.12

TABLE NUMBER FIVE

San Juan Police Department

PATROL MANPOWER DISTRIBUTION UTILIZING THREE SHIFTS OF EIGHT HOURS AND 48 EMPLOYEES

Part I

Shifts	Percent of incidents per shift	Personnel	Man Hours Avail.	% Distri. of offenses reported to the police (Table #2)	Sun.	Mon.	Tues	Wed.	Thurs	Fri.	Sat
					18.16	13.03	13.35	12.16	12.27	13.57	17.46
Totals	100.00	48	2,304		419	300	307	280	283	311	404
8:00 a.m.-4:00 p.m.	40.60	20	960		175	125	128	117	118	129	168
4:00 p.m.-12 Midnight	39.28	18	864		157	113	115	105	106	117	151
12 Midnight 8:00 a.m.	20.12	10	480		87	62	64	58	59	65	85

TABLE NUMBER FIVE

Part II

Adjusted Distribution Based Upon 8 Hours of Work for Each Employee

Shifts	Percent of Incidents Per Shift	Personnel	Man Hours Avail.	Adjusted Percentage Distribution	Sun.		Mon.		Tues		Wed.		Thurs		Fri.		Sat.	
					16.67		13.54		13.89		12.15		12.50		14.58		16.67	
Totals	100.00	48	2,304		384		312		320		280		288		336		384	
			N		MH	P	MH	P	MH	P	MH	P	MH	P	MH	P	MH	P
8:00 a.m. - 4:00 p.m.	40.60	20	960		160	20	128	16	128	16	120	15	128	16	136	17	160	20
4:00 p.m. - 12 Midnight	39.28	18	864		144	18	120	15	120	15	104	13	104	13	128	16	144	18
12 Midnight 8:00 a.m.	20.12	10	480		80	10	64	8	72	9	56	7	56	7	72	9	80	10

MH = Number of Man Hours
P = Number of personnel to work the shift.

Each employee works 6 days, 8 hours each day. 6 x 8 = 48 man hours per employee.

48 x 48 = 2,304 man hours per week.

TABLE NUMBER SIX

San Juan Police Department

PATROL MANPOWER DISTRIBUTION
UTILIZING THREE SHIFTS OF EIGHT HOURS AND 75 EMPLOYEES

Part I

Shifts	Percent of incidents per shift	Personnel	Man Hours Avail.	Percentage Distribution of offenses reported to the police (Table #2)	Sun.	Mon.	Tues	Wed.	Thurs	Fri.	Sat.
					18.16	13.03	13.35	12.16	12.27	13.57	17.46
Totals	100.00	75	3,600		654	469	481	437	441	489	629
8:00 a.m. - 4:00 p.m.	40.60	31	1,488		270	194	199	181	182	202	260
4:00 p.m. - 12 Midnight	39.28	29	1.392		253	181	186	169	171	189	243
12 Midnight 8:00 a.m.	20.12	15	720		131	94	96	87	88	98	126

TABLE NUMBER SIX

Part II

Adjusted Distribution
Based Upon 8 Hours of Work for Each Employee

Shifts	Percent of incidents per shift	Personnel	Man Hours Avail.	Adjusted Percentage Distribution	Sun.		Mon.		Tues		Wed.		Thur		Fri.		Sat.	
					16.67		13.56		13.77		12.22		12.22		14.89		16.67	
Totals	100.00	75	3,600		600		488		496		440		440		536		600	
					MH	P	MH	P	MH	P	MH	P	MH	P	MH	P	MH	P
8:00 a.m. - 4:00 p.m.	40.60	31	1,488		248	31	200	25	208	26	184	23	184	23	216	27	248	31
4:00 p.m. - 12 Midnight	39.28	29	1,392		232	29	192	24	192	24	168	21	168	21	208	26	232	29
12 Midnight 8:00 a.m.	20.12	15	720		120	15	96	12	96	12	88	11	88	11	112	14	120	15

MH = Number of man hours

P = Number of personnel to work the shift.

TRAFFIC

The San Juan Police Department Traffic Division consists of a group of capable and dedicated men. The Chief of the Traffic Division is well qualified for his position.

The following recommendations are submitted:

1. The Patrol and Traffic function be a part of the Operations Division.

2. All officers be trained as "generalists".

3. Maintenance, repair, erection and construction of signals, signs and markings be discontinued as a police function.

4. An adequate budget be maintained to provide for a continuous street maintenance and repair program.

5. The present program of painting crosswalks and centerlining roads be continued.

6. Off-street parking facilities, either private or government be established.

7. Central record files for all reports including accidents and arrests be established.

8. Accident and arrest statistics be compiled on a monthly, quarterly, semi-annually and annual basis.

9. The department's accident form be revised to comply with the Police Commission's standard.

10. All accident investigations be completed and the disposition of arrests obtained.

11. The municipal ordinances be reviewed and where necessary, revised.

12. The TVR ticket be revised, also permit all uniformed officers to issue tickets.

13. An activity report be initiated for all officers whereby their performance may be evaluated on an hourly, daily and monthly basis.

14. Accident investigations be transferred to the Operations Division.

15. Accident reports be filed by location, and a spot map be maintained of all accidents.

16. Safety programs be established in the community with active and continuous police participation.

17. Essential equipment and supplies be provided the police department so they can more effectively accomplish their tasks.

Organizational Structure

The Traffic Division is comprised of 18 uniformed officers and one civilian clerk.

1 - Captain, Chief of Traffic
1 - Lieutenant, Chief of Operations
1 - Sergeant
1 - Corporal
14 - Patrolmen
1 - Clerk, civilian

The organizational functional chart of the division shows two areas: Enforcement of Traffic Laws and Regulations and Special Events - Junior Police Training.

All traffic officers work from 7:00 a.m. to 8:00 p.m. with two one-hour breaks each day, no one works during the remainder of the day.

The duties and responsibilities of the Traffic Division are traffic direction and control (both foot patrol and fixed locations) and traffic law enforcement.

The accident investigations presently are handled by the investigators in the Criminal Investigation Division.

In a small department such as San Juan having an estimated population for 1967 of 73,000 people, covering an area of 15.5 square kilometers (6 square miles) it is not desirable or wise to specialize in certain fields. All uniformed officers within the entire department should be trained as generalists and be able to perform all basic functions in the field of police activities.

As the department reorganizes, Training would qualify every officer to handle any function of the Operations Division. Traffic officers are only necessary for one shift a day, with their primary functions being traffic control and direction, pedestrian control and parking. The recommended Operations Division would control the traffic section and the patrol section. The patrol section would also handle all accident investigations in addition to traffic law enforcement, as well as other routine functions normally handled by mobile patrol officers.

Included in the current organizational structure of the Traffic Division are two carpenters and one painter who are paid by the Public Works Department. The civilians are supervised by the Chief of Traffic and are used for the purpose of making traffic control signs, their erection and maintenance. They are used for the necessary painting needed in making signs and pavement markings.

It is recommended that this function and responsibility be transferred to Public Works and the Operations Division Chief act as a liaison between Public Works and police for requests and action on signs, signals and pavement markings.

A police department this size cannot qualify for a traffic engineer. Since the responsibility for this function rests with the City Engineer, which San Juan does not have at this time, the Public Works Department should assume this duty.

Roadway and Streets

No information was available on the number of kilometers or miles of streets or roads within San Juan. They do have a total of 197 streets; over 65 percent of these have been cemented. A long range program for cementing the balance of the streets is progressing satisfactorily and it is hoped the balance will be cemented in the near future.

Other than approximately seven main through streets that are normal two or more lanes, which are national roads, the balance of the streets are just wide enough for two jeeps to meet and pass. Very few sidewalks are available and it would be impossible to construct walks due to problems concerning acquisition of property for this purpose. Homes and business places are built very close to roadway.

The condition of the main thoroughfares is good, however, there still exists holes, poor water drainage and poor berms.

At the present time there is no enforcement of pedestrian violations as crosswalks are not marked and signs not erected as required by law. None of the thoroughfares are centerlined, which, as these are national roads, is the responsibility of the Bureau of Public Highways. A request was submitted for centerlining but no action has been taken as of this date.

A new bridge will be completed on Amang Rodriguez Street which spans Ermitaño Creek. The completion of the bridge will increase traffic from the east to northern part of the city and on to Quezon City.

It is recommended that a maintenance and repair program be prepared from year to year and an adequate budget be provided for the project.

Potholes and berms should be repaired and construction of curbing undertaken where needed.

The program for centerlining all streets having two or more lanes and which are wide enough for a normal flow of traffic should be continued.

A continuous program of painted pedestrian crosswalks should be maintained at major thoroughfare intersections where congested pedestrian traffic conflicts with vehicle movement.

It is recommended that off-street parking facilities be built in congested areas around the market and business areas.

Accidents

Accident investigations are currently handled by the Criminal Investigation Division, therefore, the Traffic Division has no responsibility for this function.

Complete statistics are lacking for a good accident prevention program.

Attached Exhibit "A" is a breakdown on the number of accidents for 1961 through September 1967.

Data available for the years 1961-1966 and the first nine months of 1967 revealed a steady increase of accidents. Fatal accidents fluctuated from none in 1962 to a maximum of five in 1966.

Other than the attached accident statistics, no other information was readily available.

A spot map for the current year was posted in the Chief's office with pins designated for fatal and injury accidents. Accident patterns were concentrated mainly in the northern section of the city. The accident report form used by the San Juan Police Department was devised by them.

A series of numbers are assigned and accidents are filed by date. Only one copy of the accident report form is completed, none are forwarded to the Land Transportation Commission as required by law, or to any other interested agency.

Investigations of hit and run accidents are handled by the investigators. The follow-up is conducted by the investigating officer. If the officer fails to follow-up, the record section is unable to determine if the accident case was completed.

They do not have a selective enforcement program nor a safety program to combat the steady increase of accidents.

It is recommended that all officers in the San Juan Police Department be trained in all aspects of traffic law enforcement, traffic control and direction and accident investigation. All officers trained as generalists could then be transfered from one division or section of the department without affecting their ability to perform satisfactorily.

All accident investigations should be the responsibility of the Operations Division, Mobile Patrol Unit.

All accident reports should be filed by location in a central records file. With a spot map in the Operations Division designating fatal, injury and property damage accidents, necessary enforcement can be applied by concentrating patrols in areas where accidents occur.

Accident data should be compiled in relation to location, time of day, day of week, pedestrians involved, etc., to better reflect the needs and priorities.

It is recommended that the accident report be revised to conform with Police Commission recommendation.

The department should submit copies of the accident report to the Land Transportation Commission and to other agencies as required by law.

It is recommended that a "follow-up" file be retained in records section for follow-up on hit and run accidents and any other accidents requiring further investigation.

Traffic Law Enforcement

Municipal Ordinance No. 1 states that only the traffic officers are permitted to be issued TVR books.

Attached is a sample of the department's TVR ticket, Exhibit B, which states that the violator appears before the Chief of the Traffic Division.

A Municipal Ordinance prohibited the use of the TVR form which states, "The defendant must appear before the Court for adjudication". All persons issued TVRs appear at the Traffic Division and if the Chief has not been told to issue a warning or give the defendant a lecture, he is told to appear in Court. It was found that in some cases the Traffic Division has also shown leniency by issuing a warning to the violator and he is released without going to court.

The only statistics available on arrests were the total number issued from January through September 1967. A total of 2,936 arrests was made. Of this total 1,307 were warned or lectured and then released without court action.

The Chief of Traffic is required by law to submit to the Land Transportation Commission information on TVRs issued. He complies with this, and submits a list of all persons arrested. The second list he submits are those persons who were lectured or warned and whose licenses are returned.

Information received indicated that the local Municipal Court has a large backlog of cases which they have not completed. A person has 72 hours to appear for a hearing. It is unknown what the Court at San Juan does if they fail to appear. Unlike San Juan, the Municipal Court at Manila advised that if the defendant did not appear within 72 hours the TVR and license were forwarded to the Land Transportation Commission for further action. This is the reason courts fail to have pending traffic cases. When they forward the license to the LTC the case is closed and there is no further follow up by the Court.

Copies of TVRs are not retained at the Traffic Section, however, they do have a card showing the name, address, etc. of the person's complete arrest record. Attached is a sample of the driver record card, Exhibit B.

All TVR books and numbers are accounted for in the office of the Chief of Traffic.

No daily or monthly functional or hourly activity report is submitted by traffic officers whereby their performance may be evaluated. The Traffic Bureau does not have mobile equipment for Traffic law enforcement.

Vendors have occupied the sidewalks and portions of the street in several sections of the city. One location is the Central Market which is near the police department on N. Domingo and Blumentritt. The police department attempted to correct this, however, they were advised to refrain from enforcement action. It was reported that a new Central Market area is being constructed away from the main thoroughfares.

The law requires that certain signs, signals and markings be in place. Many regulations cannot be enforced because many signs and markings are not in place.

An ordinance was recently passed requiring the erection and placement of international signs. Due to lack of personnel and material they are unable to comply with the ordinance at this time.

It was noted that there is indiscriminate parking, pedestrian violations, and erratic driving in many sections of the city. Animal drawn vehicles were also noted which tend to obstruct vehicular traffic.

It is recommended that all uniform officers in the Operations Division be permitted to carry TVR books, this may require a change in Municipal Ordinance #1. All TVR books and numbers shall be accounted for by the Records Section.

It is recommended that the present TVR be discontinued and the new one used, which requires the defendants to appear before the court within a required time. This will eliminate approximately 50% of the TVRs that are fixed. The Municipal Court should be contacted periodically to determine the disposition of cases.

A selective enforcement program should be initiated to reduce accidents. A record should be maintained of the violations contributing to accidents. Also, the enforcement action being applied to the major contributing violations.

The department should continue to maintain a driver record file in the Records Section; also, add the names of persons involved in accidents.

It is recommended that a daily and hourly activity report be initiated to be used as an administrative tool to evaluate performance of the officers both on activity and how their time is spent.

It is recommended that the mobile patrol units enforce traffic laws as well as criminal laws.

It is recommended that a concentrated effort be made to immediately erect necessary signs and paint all pedestrian crossings so proper enforcement action can be taken against indiscriminate violators.

A review of the Municipal Ordinances reveals they have not been revised since 1956. It is recommended that not only the Municipality of San Juan but other municipalities, also contact the Land Transportation Commission and organize a committee to review and revise Republic Act No. 4136 so that laws and ordinances can be enacted that will conform with Act 4136. The Land Transportation Commission was given a specimen set of Univorm Vehicle Codes printed by the National Committee on Uniform Traffic Laws and Ordinances. One which would apply for use by the Republic of the Philippines and the other a Model Municipal Traffic Ordinance code. Very little work and effort would be needed to revise and adjust these codes to local needs.

Training

At the present time, the Chief of Police is the only person in the Department who has received formal training on Traffic subjects. In 1961 the Chief received eight weeks of training in Traffic Management. In 1967 he attended a 10-week course which was sponsored by the Philippine Constabulary.

It is recommended that all officers in the San Juan department be given sufficient training to qualify them as a generalist, this would include sufficient hours on all necessary traffic subjects. Compliance with this proposal would enable the administrative officers to use their men in any division or section as the need arises. A small department must train their officers to perform in all fields of police work and activity due to manpower limitations resulting from vacations, sick leave, retirements, transfers, etc.

Safety Programs

There is no established safety group or program on a continuing basis. The police make contacts at the various schools in an effort to get the teachers and instructors to train the school children in safety, directed mostly to their walking habits.

Upon request, safety lectures are given to groups by the police department.

It is recommended that an all out effort be made by the police to establish a continuing safety program, including their participation within the school system. Attempt, through interested business and community organizations, to organize a community safety program. Without a citywide safety program to keep the people informed on problems, needs, and activities, all the enforcement efforts of the police will be ineffective.

Commodities

The Municipality of San Juan has eight main streets:

1. N. Domingo
2. Blumentritt
3. Aurora Boulevard
4. P. Guevarra
5. Amang Rodriguez (Santolan)
6. Felix Manalo
7. P. Paterno
8. Ortigas (Private) should be turned over to the City in the near future.

They have five intersections where traffic signals are needed. At the present time they have no signals in San Juan.

1. Blumentritt and F. Manalo
2. N. Domingo and Blumentritt
3. N. Domingo and Pinaglabanan
4. N. Domingo and P. Paterno
5. Aurora Blvd. and J. Ruiz

It is recommended that one legal size 4-drawer filing cabinet with lock be obtained for filing of accident reports. At the present time space is limited in the record room; also, files are crowded and very old.

It is recommended that one file for driver record cards be obtained. At present they have odd size cards 8 1/2 x 5 1/4, if card size can be changed to 3 x 5 or 4 x 6, it would be sufficient to hold present cards and future needs.

It is recommended that one copying machine for the records section be obtained. This machine could be used to make necessary copies of accidents or other reports to be forwarded to proper agencies in compliance with their laws.

Raincoats and boots, reflectorized gloves are needed for traffic direction and control officers. At present most of these officers do not have necessary equipment for inclement weather.

Traffic accident equipment, templates, slide rules, cameras, clipboards, tapes, first-aid kits, fire extinguishers, axes, crowbars, fuses, are needed. Mobile equipment should be furnished officers assigned to investigate accidents.

Exhibit A

SAN JUAN POLICE DEPARTMENT
San Juan, Rizal, R.P.

OFFICE OF THE CHIEF OF POLICE
STATISTICS - CASES INVOLVING VEHICULAR ACCIDENTS

OFFENSES	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sep	Oct	Nov	Dec	Total	Grand Total
- 1 9 6 1 -														
Homicide Thru Reckless Impru.	0	0	1	0	0	0	0	0	0	0	0	0	1	
Phy.Inj. Thru Reckless Impru.	13	10	0	8	3	4	12	8	17	6	14	13	108	
Dam.to Prop.Thru Reckless Imp	16	15	17	17	17	10	11	13	9	19	20	16	180	289
- 1 9 6 2 -														
Homicide Thru Reckless Impru	0	0	0	0	0	0	0	0	0	0	0	0	0	
Phy.Inj. Thru Reckless Impru	15	18	13	15	11	10	10	5	7	7	8	12	131	
Dam.to Prop.Thru Reckless Imp.	19	13	24	16	9	34	21	22	15	17	19	25	234	365
- 1 9 6 3 -														
Homicide Thru Reckless Impru.	0	0	0	0	0	0	2	0	1	0	0	1	4	
Phy.Inj.Thru Reckless Impru.	7	11	10	15	6	12	10	6	7	11	14	8	117	
Dam.to Prop.Thru Reckless Imp.	12	19	19	17	14	26	23	35	18	25	18	28	254	375
- 1 9 6 4 -														
Homicide Thru Reckless Impru.	1	0	0	0	0	0	0	0	0	0	0	0	1	
Phy.Inj. Thru Reckless Impru.	9	12	13	9	4	10	5	6	8	13	8	6	103	
Dam.to Prop.Thru Reckless Imp.	21	27	21	40	26	22	18	23	26	28	17	25	294	398
- 1 9 6 5 -														
Homicide Thru Reckless Impru.	0	0	0	1	0	0	0	0	0	0	0	0	1	
Phy.Inj. Thru Reckless Impru.	18	11	12	8	8	9	8	11	4	12	11	10	122	
Dam.to Prop.Thru Reckless Imp.	34	19	23	21	24	28	19	42	28	31	21	40	330	453
- 1 9 6 6 -														
Homicide Thru Reckless Impru.	0	1	0	0	0	1	1	1	1	0	0	0	5	
Phy.Inj.Thru Reckless Impru.	14	10	11	7	11	16	14	18	6	13	3	5	128	
Dam.to Prop.Thru Reckless Imp.	38	25	29	31	36	39	35	41	17	30	41	51	413	546
- 1 9 6 7 -														
Homicide Thru Reckless Impru.	0	0	0	0	1	0	0	1	1	0	0	0	3	
Phy.Inj. Thru Reckless Impru.	19	12	19	14	16	16	25	18	17				156	
Dam.to Prop.Thru Reckless Imp.	33	24	27	30	36	29	39	50	27				295	454

Exhibit B

SAN JUAN POLICE DEPARTMENT
TRAFFIC VIOLATION REPORT

No. 52759

S U M M O N S

TO:
VIOLATOR _____
ADDRESS _____

You are hereby notified to appear in the Office of the Traffic Section at 3:00 p.m. on _____ 196____. Receipt of your Permit/License No. _____ is hereby acknowledged. This will serve as temporary operator's permit for 15 days from receipt hereof.

_____
Officer's Name Rank Badge No.

Vehicle _____ Plate No. _____
Operator _____
Violation _____
_____

_____
(Date & Time) (Location)

Accident _____ Action _____
(Yes/No) (Released/Arrested)

Previous Records _____ Pending Cases _____

For the Chief of Police

_____

RECEIVED COPY

_____ _____
(Date) (Signature of Violator)

Exhibit B

Driver Record Form for TVRs

Date Apprehended	Violation	Where Apprehended	Arresting Off.	Disposition

True copies.

#1 Traffic Division Office
Captain Castillo (on left) in charge

#2 N. Domingo Street looking northeast
from Blumentritt Street

#3 The market across from SJPD
looking southwest.

#4 Same location as top photograph

#5 N. Domingo Street looking southwest
from Blumentritt Street

#6 Blumentritt Street looking southwest
from N. Domingo Street

CRIMINAL INVESTIGATION

Situation

Captain Enrique I. Aguinaldo commands this nine-man unit. The CID began assigning personnel by three eight hour daily shifts on November 2, 1967 whereas heretofore they had been working two twelve hour shifts.

Personnel Distribution

The recent change to three shifts was accomplished by applying the all too familiar method of considering personnel resources as a pie and then dividing the whole by three. The CID has then, distributed its nine investigators equally into three shifts.

A brief study of investigations handled by the Criminal Investigation Division reveals that the investigators are not now distributed for maximum efficiency.

The San Juan PD including CID personnel is now changing shifts as follows:

1. 5:30 AM to 1:30 PM
2. 1:30 PM to 9:30 PM
3. 9:30 PM to 5:30 AM

The personnel are permanently assigned and do not "swing" after a specific period of time. This failure to assign personnel to duty hours around the clock is detrimental to investigative personnel in that they tend to not gain sufficient exposure to all types of criminal activity. This is due to a high degree of crime against property investigations, occurring during night hours but usually reported and investigated during daylight hours while crime against person complaints tend to both occur and be investigated during the hours of darkness.

Investigative Equipment

The lack of equipment would best be demonstrated by listing that which is required and indicating whether or not it is available to the CID.

1. San Juan PD

   Cameras suitable for crime scene, and mug shot photography (none). However a policeman in the Warrant Section with his personal 35mm camera is utilized in major crime investigations.

   (A) Some crime scene photographs examined, point up the need for suitable photographic equipment and training in its proper use. The photos examined were not properly identified for purposes of admissability. Shots of only the right side of a

murder victime were taken when a minimum of four views one from each corner were possible. No close ups were taken of the fatal wounds: The photos portrayed the victim with his undershirt rolled up to expose the stab wounds whereas proper police procedure calls for prior shots of the body as it actually was found. The investigative report revealed that the suspect abandoned a pair of dark brown slippers at the scene. Not only were the slippers not photographed but no further mention was made of this valuable evidence in the report.

(B) Mug shot photographs which should be taken full face and profile are rarely taken and then full face only. No identifying information (date, charge, case numbers, etc.,) is present. A suitable background board indicating the subject's height is not available.

2. Fingerprint Equipment

The S.J.P.D. presently has a card holder, glass and roller suitable for obtaining rolled impressions. Two impressions are taken on each arrestee with one forwarded to the NBI and the other retained in SJPD files. Printers ink is successfully substituted for fingerprint ink.

(A) The Department does not have fingerprint lifting equipment and instead calls on the P.C. for developing and lifting latent prints. This requires a written request and the added responsibility of providing transportation for the P.C. investigators to and from the crime scene. Present caseloads require calling on the P.C. at least once a week. The P.C. retains the latents and SJPD submits prints of suspects for comparison purposes. Captain Aguinaldo who has been a member of SJPD for eleven years cannot recall one instance of an identification being made as a result of latent prints.

Laboratory Facilities

The CID uses NBI Laboratory facilities for scientific crime investigation purposes. Captain Aguinaldo reports that the evidence is handcarried to the NBI Lab along with a cover letter requesting that it be processed. The Captain stated that the service rendered by the NBI is both prompt and reliable.

Evidence Handling

Presently the SJPD does not have access to an evidence room or locker. It was revealed that the physical location of the storage place was

moved from the Headquarters building to the Traffic Bureau where its entrance was sealed by a new wall that was installed during a recent renovation.

Questions directed to the Captain as to evidence tags - "in and out" logs, receipts, etc., resulted in a partial display of such controls. However since the evidence locker had been moved and sealed up in an almost inaccessible location three months ago without the knowledge of the CID. It is obvious that a complete overhaul of evidence handling procedures is required.

Post Mortem Examinations

The CID request assistance from the NBI for autopsies in questionable deaths. Questioning however, as to a specific current investigation, revealed a lack in this service that could frequently be detrimental to the successful outcome of an investigation.

The case in point "a male, 37 years old, was found dead in bed at 6:45 AM on November 2, 1967 by his wife. Blood was oozing from several small holes on his neck. The body was removed to a funeral home for autopsy purposes."

At three PM on November 2, 1967 no information as to the cause of death was yet available. It was learned that the cause would be furnished in writing after an approximate time lag of one week. Unfortunately this delay could enable a murderer to conceal or destroy evidence, eliminate witnesses or turn fugitive and flee. Some remedy whereby the Pathologist delivers an oral opinion as soon as it is furnished must be applied to eliminate this hazard.

Vehicles

The CID presently uses any departmental jeep available for responding to crime scenes. Captain Aguinaldo reports that public transportation is used most frequently by investigators, since a departmental vehicle is rarely available.

Investigative Operations

According to Captain Aguinaldo all investigators are assigned from SJPD uniformed ranks. They are selected on a basis of aptitude and retained only upon their ability to perform. The foregoing is commendable since in some Philippine police agencies investigators are hired directly from civilian occupations. Another favorable practice conducted by the CID is that investigators usually work alone unless the character or hazards of the investigation requires assistance. Another plus is the fact that investigators do not specialize in any specific category of crime BUT operate as generalists.

Study reveals that the CID is presently investigating traffic accidents. However the proposed provincial training program calls for the training

of, and responsibility for, traffic accident investigation to be assigned to the Patrol Division.

Reports

An examination of SJPD investigative reports of the past and present reveals an obvious effort to update and improve this important phase of criminal investigation. A report form is now in use but it is inadequate. The adoption of the new Police Commission forms coupled with training will resolve the following:

1. Failure to include complete physical descriptions of fugitives.

2. Errors in reports as to the time of the offense (mandatory if alibis are to be broken by interrogation).

3. Failure to accurately reflect the investigation in depth. Murder weapons, important bits of evidence are mentioned in the initial phases of the investigation as being searched for, etc., and are never mentioned again.

4. Failure to completely investigate a criminal offense and to instead obtain a confession and then immediately forward the matter to the fiscal for all further investigation (writer realizes that the prevailing legal system is content with this approach to investigation but improved police service can and must relegate the fiscal to only a responsibility for prosecutive action in keeping with current U.S. methods).

Witness Informant Security

One complaint common to many Philippine police agencies is that witnesses are uncooperative and that the citizenry as a whole tend to hear, see, or speak no evil. This belief is unfortunately augmented by the lack of security in Police files and methods as to safeguarding the identity of informants and witnesses. The following is an excerpt from a SJPD investigative report.

"At about 9:00 PM the desk officer referred to this office for investigation a stabbing incident that occurred at (victim's home). Investigation conducted disclosed that victim was stabbed by the suspect upon learning that the victim was the one notifying the police regarding violations of municipal ordinances committed by the assailant, and this could be the motive of the stabbing."

If the motive implied here is correct some fellow human being lost his life perhaps because of a careless or even an intentional slip of the tongue on the part of someone with official access to this information. Effective security measures must be erected to safeguard witness and informants.

Prosecutive Responsibilities of CID

Captain Aguinaldo as head of the Criminal Investigation Division also is responsible for prosecuting all SJPD cases in the Municipal Court. This role calls for his attendance in court Monday through Friday from 8:30 AM to 11:30 AM.

The Captain has been prosecuting all police cases in court, except those where police officers are defendants since February 1962. This places the Captain who although he has four years of law school, in competition with attorneys at law. It would appear that the only one to gain from this unfair competition would be the criminal.

Investigation into this matter reveals that surrounding municipalities such as Mandaluyong, Marikina, and Makati have fiscals appointed by the provincial fiscals office in Pasig to handle prosecutions. The municipality of San Juan also has a fiscal designated to handle this responsibility but unfortunately he only appears when a policeman is being tried in the Municipal Court.

Captain Aguinaldo reports that even with a backlog of 150 cases the Municipal Court is able to dispose of approximately five cases a day. It is interesting to note that at the present rate it would require a minimum of thirty working days to eliminate this backlog. It is obvious that either the present Judge must initiate a full eight hour stint on the bench or the temporary services of another Judge must be acquired for a period of one month.

Although appointment of a permanent, in place, Municipal Fiscal is recommended in another section of this report. Captain Aguinaldo's invaluable courtroom experience should not be wasted, but could be of great value, if he was assigned, responsibility as Court Liaison Officer for expediting SJPD cases.

Warrant Section

This Section is under the command of Lieutenant Cruz, Chief of the Administration Division and consists of a Clerk and two Warrant-Subpoena Officers. The clerk holds the rank of Corporal whereas each of the Warrant-Subpoena Officers are patrolmen.

Lt. Cruz states that the Section receives approximately 40 warrants and subpoenas daily with the usual breakdown being 35 subpoenas and 5 warrants. The City, Municipal, or C.F.I. Courts of Manila, Quezon City and San Juan are the source of the majority of these orders of arrest or appearance. Lt. Cruz cited November 2, 1967 as being a record day when a total of 139 warrants and subpoenas were received. In addition to the above, sources ranged from Parañaque, Pasig, Malolos and Caloocan. It is apparent the heavy warrant and subpoena problem is due in large part to the mobility of Metropolitan Manila residents who are residing in one jurisdiction, working in another and yet committing or witnessing or becoming the victims of crime in still another. Since

the trend is for an ever greater population in this multiplicity of the warrant and subpoena problem will subside in the foreseeable future. Another forecast would actually call for increases in direct proportion to the rise in capability and efficiency of police agencies.

Lack of Specific Information

This Section which has averaged 1,000 unserved warrants in file for the past five years complains that many warrants and subpoenas received lack specific information so as to enable a policeman to locate a subject by a geographical location and to then single him out from among others for arrest. Other warrants list violation of a numbered ordinance of the originating city. Granted that in serious cases the crime is spelled out but apprehending officers have a need to know for just what crime they are attempting to arrest. Arresting a parking violator usually requires a lesser degree of caution than arresting a weapons violator, or a violence prone, arrest resistor.

Equipment

This Section has no vehicle assigned and relies for the most part on public transportation. Lt. Cruz explained that sometimes this is free but often it requires an expenditure of as much as two pesos a day. The Lieutenant stated that his men have often asked to bring this to the attention of the Chief. Lt. Cruz advised that his efforts have been unsuccessful as no funds are available for this purpose.

The Section presently has two pairs of handcuffs for bringing in or otherwise transporting criminals.

Operating Procedures

The two warrant officers work 8:00 AM to 5:00 PM and divide the city, utilizing the pipeline as a boundary line. One officer works north of the pipeline theother south of it. Lt. Cruz states that this personnel distribution permits an equitable distribution of workload for each. Lt. Cruz states that the Warrant Section will serve warrants during the hours of darkness but only in serious cases.

Lt. Cruz states that he sometimes calls on other SJPD members for assistance when he experiences an extremely heavy warrant or subpoena load. When informed that in this writer's opinion specialization of personnel on warrants and subpoenas was a luxury that San Juan PD could ill afford he did not disagree. It was further pointed out that the Patrol Division could, because of its wide dispersement, and greater knowledge of "beat" residents, perform this responsibility with less effort and more effectiveness.

Recommendations

1. Redistribute CID personnel on a time-hazard basis for greater conservation and yet more effective utilization of manpower. 7-3 shift 4 investigators; 3-11 shift 5 investigators; 11-7 shift 2 investigators.

2. Adopt a policy of assigning investigators "around the clock" for maximum case experience, exposure.

3. Alter the present shift. Change time from 5:30 AM-1:30 PM, 1:30 PM-9:30 PM, 9:30 PM-5:30 AM, to 7:00 AM-3:00 PM, 3:00 PM-11:00 PM, 11:00 PM-7:00 AM.

4. Acquire two "century graphic" cameras and accessories suitable for mug, and crime scene photography (see Criminalistics Report).

5. Mug, full face and profile with appropriate identifying information and utilize a suitable background board.

6. Acquire suitable fingerprint lifting equipment as follows:

    1. Camel hair brushes.

    2. 1 inch transparent tape.

    3. Black powder - white powder.

    4. 3 x 5 cards (backed up) for latent prints.

7. Submit lifted latents for file and rolled suspect impressions for comparison to a Central Repository (NBI).

8. Erect a clean dry evidence room, locker, or cabinet with adequate "in and out" logs, a receipt system and other necessary controls. A portion of this facility should be humidity controlled.

9. Staff each post mortem examination of a questioned death with a concerned criminal investigator so as to expedite notification of discovery of foul play in homicide investigations.

10. Acquire 2 vehicle(s) for use of the CID.

11. Require all CID personnel to pass through the proposed basic, advanced and specialized training courses to be conducted for SJPD.

12. Relieve the CID of responsibility for conducting traffic accident investigations. Train and then assign this responsibility to the Patrol Division.

13. Adopt PolCom Investigative Report forms, F-No. 1, F-No. 2, F-No. 3, F-No. 4, Technical Report F-No. 5, Arrest Report F-No. 9.

14. Erect effective safeguards for the protection of both the identity and the person of witnesses and informants.

15. Adopt a policy of complete investigation of crime rather than merely establishing a "prima facie" case and then forwarding the matter to the Fiscal's Office for investigation.

16. Relieve the Chief CID of the responsibility for prosecuting police cases in the Municipal Court.

17. Enlist the cooperation of the Provincial Governor in gaining the appointment of a permanent Municipal Fiscal by the Provincial Fiscal's office.

18. Enlist the cooperation of the Provincial Governor in gaining the appointment of a temporary Municipal Court Judge in order to clear the backlog of 150 pending cases.

19. Eliminate the Warrant Section of SJPD.

20. Transfer the three Warrant Section personnel members, if qualified to the CID, if not qualified, then to the Patrol Division.

21. Assign responsibility for execution of warrants and service of subpoenas to the Patrol Division as a general police duty.

22. Eliminate the practice of accepting warrants listing only a numbered municipal ordinance from other cities and municipalities. Require that warrants spell out the charge in the interests of safety for the apprehending officer.

23. Improve the current warrant form by printing on the back, a form providing for the insertion of a complete physical description and such other pertinent information as would assist in an apprehension.

24. Assign responsibility to Captain Aguinaldo to act as Court Liaison Officer when he is relieved of prosecutive duties by a Municipal Fiscal.

Justification

The outlook for increasing the capability and performance of the San Juan PD Criminal Investigation Division is highly favorable. This division is presently employing policies and procedures in both administration and operations, superior to the majority of other Philippine police investigative units surveyed.

The immediate need is for investigative training since only Captain Aguinaldo has been trained and this was eleven years ago. Next in order of priority would be adoption of the recommendations of this report coupled with technical assistance in order to gain maximum effect from their implementation. Finally acquisition by San Juan Police Department of the commodities mentioned will enable the CID to reach an effective level of performance.

TRAINING

Situation

The San Juan Police Department (SJPD) presently has nothing more than a rudimentary training program. No training officer is in place nor is any member (other than the Chief himself) designated to act in this capacity. This dearth of training activity is best portrayed by listing the various requisite police training programs and pointing out the few which SJPD has actually been able to implement.

1.	Recruit Training (Firearms Handling and Marksmanship only.)	
2.	In-Service Training	None.
3.	Advanced Training	None.
4.	Specialized Training (Riot Control and First Aid only.)	
5.	Supervisory Training	None.
6.	Command Training	None.
7.	Roll Call Training	None.

Chief of Police Eduardo Alulung San Pascual, has made use, however, of what training resources were available to him in the following manner:

1967 - Firearms orientation conducted by Philippine Constabulary instructors. This course consisted of one hour a day "dry firing" for 14 days. Chief San Pascual then implemented target practice for departmental personnel once a month for a period of six months. This was accomplished with ammunition reloaded on equipment procured by the Chief of Police in the U.S.; unfortunately, the powder supply became depleted and presently none is available to continue this program.

1967 - First aid training conducted by the Philippine Red Cross. One platoon (30 members) participated in this one-month 160 hour course.

1967 - Seminar on the 1966 Police Act. Conducted by SJPD staff. This course consisted of seven hours. One hour a day for seven days.

1967 - Riot control conducted by Sergeant Arsenio Luna, Quezon City Police Department. This course consisted of two hours training daily for a period of four weeks, a total of fifty six hours. The Chief of Police revealed that he has been ordered by Colonel Lukban of the Police Commission to arrange similar training for the remainder of the Department's personnel. The Chief plans to accomplish this in the near future.

Informal Recruit Training

Since no formal recruit training is available, the Chief of Police presently rotates all new hires for one week's familiarization through each of three SJPD Divisions, Traffic, Criminal and Administration. The recruit is assigned under the direct supervision of the Division Chief who in turn provides the COP with an evaluation of the patrolman's performance and potential. It is unfortunate, however, that this evaluation heretofore has been verbal, since use of a written report, particularly an in depth form, would be an invaluable tool for both current and future supervision and personnel purposes.

The Chief further insists that each recruit undergo a twelve hour period of instruction in firearms handling conducted by the Chief of the Traffic Division. Chief San Pascual refuses to issue a weapon to a recruit until he has been notified in writing as to the weapons handling proficiency of the patrolman.

Staff Meetings as a Training Vehicle

Two-hour weekly staff meetings for all supervisors, sergeants through captains, are held in the Chief's office. Chief San Pascual states that the participants are expected to carry the proceedings back to their subordinates. The obvious difficulty with this procedure is of course the probability of distortion of what really transpired. Written minutes of staff meetings with proper dissemination to rank and file are a requisite.

Recruitment

All police recruits are selected by the Mayor and furnished to the COP for assignment. The police department has nothing to do with hiring, or selection and does not conduct a prior background investigation to determine if derogatory information exists against the candidate.

Chief San Pascual states that the Mayor will hire only Civil Service eligibles, however, a check of the personnel distribution roster shows a patrolman with 14 months service as a non-eligible in suspended status and with a criminal case filed against him for murder in Pasig, Rizal Province.

The COP advises that due to lack of other employment opportunities, no difficulty is experienced in obtaining police applicants.

Probationary Period

A police recruit is considered to be in probationary status for a period of six months and may be discharged by the COP if found to be unsuitable during this time. As yet Chief San Pascual has not found it necessary to use this remedy but expects no resistance from the Mayor if a need does exist.

Training Facilities

The COP advised that the department has access to a Session Hall on the second floor of the City Hall for classroom purposes. Inspection of this room revealed it to be clean, bright, air conditioned and capable of accomodating one hundred students. Chief San Pascual revealed that he could obtain the use of this room at any time for training purposes.

The COP reported that the nearby gymnasium of St. John's Academy would also be available for training purposes.

Training Equipment

The San Juan Police Department does not possess any visual aid capability for training purposes. As for police textbooks or reference materials only the following eleven police related books are in the possession of the Chief:

1. Pamphlet - "The Police" published by Center for the Study of Democratic Institutions - Box 4068, Santa Barbara, California.

2. Book - Police Administration by O.W. Wilson.

3. Book - Municipal Police Administration - The International City Managers' Association.

4. Manual on Crime Reporting and Arrest Statistics - NBI, Phil.

5. The Civil Service Law and Rules - Personnel Officers' Assoc. of the Philippines, Inc., Manila, 1962.

6. Revised Penal Code of the Philippines, NBI/USAID.

7. Police Rules and Regulations - HQ, Philippine Constabulary.

8. Rules for the Treatment of Prisoners - Department of Justice, Bureau of Prisons, R.P.

9. Civil Service Memorandum Circulars - 1964 Series - Civil Service Commission, R.P.

10. The New Rules of Court in the Philippines (1964) - Central Book Supply, Inc. 769 Rizal Avenue, Manila.

11. Official Gazette, September 1963 - Page 5711-6805, Vol. 59.

Training Recommendations

1. Acquire a suitable centrally located training facility for province wide training.

2. Staff the Training Center with U.S. trained NBI-PolCom-PC and local police officers as instructors.

3. Utilize the USAID furnished NBI film library and projection equipment on a scheduled loan basis.

4. Divert the presently unused, police textbooks library, from the incomplete Tagaytay NBI Academy to the Rizal Training Center.

5. Implement a comprehensive training program to include Basic Police Science, Advanced Police Science, Specialized Training, Supervisor Training and Command Training.

6. Adopt the long range objective of annual, one week In-Service Training for all personnel upon completion of the initial training program.

7. Adopt the long range objective of assigning responsibility for police training to a specific senior police officer in each participating department.

8. Require the Chief, Deputy Chief, Lt. Colonels, Majors, Captains and Lieutenants to attend the Basic, Advanced, and Supervisors courses. Participation by the above-named officers in written or oral examinations in these courses will not be required.

9. Conduct entry and departure interviews and examinations of Basic Course participants so as to select those best qualified by virtue of competence and motivation to attend specialized training.

10. Require agreement on the part of the Chief Executive of each participating political subdivision to afford the COP a voice and veto power in the selection of future police recruits.

11. Require agreement on the part of the Chief Executive of each participating political subdivision to submit the names, addresses and dates of birth on each police candidate to the COP in order that a full background and criminal investigation may be conducted in order to determine suitability.

Justification:

Provincial Training Center

The practial approach to training for either five or for fifty police agencies within the Province of Rizal is centralization. The Provincial Governor has agreed to provide a training site and facilities at Pasig, the provincial capitol. This centralized academy can call on the following on-hand resources:

1. Instructional Staff - the proximity of the tentative site, Pasig the provincial capitol, to the Manila area will permit access to and the use of the most highly qualified police instructor cadre in the Philippines.

   (a) NBI Training Academy personnel including the Ambulatory Training Team.

   (b) Police Commission Training personnel.

   (c) PC, MPD and local police department, U.S. trained members covering a wide range of police specializations.

   (d) USAID Public Safety Advisors.

2. Visual Aids - The NBI is now in possession of a comprehensive film library on a sufficient number of police and related topics to more than meet the immediate needs of the Rizal Province project. Careful scheduling of filmings will, of course, be necessary so as to meet NBI, MPD and the Pasig Training Center requirements. The NBI agreed in March to loan films to the MPD Training Academy and would certainly not refuse access to these films for the Rizal Provincial Project.

   A sufficient quantity of USAID furnished film and slide projectors, including speakers and screens is available with the NBI and MPD to meet our Visual aid requirements. Tape recorders and both opaque and overhead projectors are also available at NBI and MPD.

Library

A basic supply of USAID furnished police textbooks have recently been acquired by the NBI. The original destination for this library was the Tagaytay Academy. Since the Tagaytay Academy is unfinished and apparently will remain so for some time it is recommended that these books be temporarily utilized at the Pasig site until Tagaytay is completed.

Weapons Training

San Juan Police Department has on hand an operational Star progressive reloader. Chief San Pascual states that 6,000 rounds of .38 caliber ammunition can be reloaded in an eight hour shift. This capability would easily meet the requirement of 60,000 rounds for the six-weeks of basic training by a total of ten days of reloading. San Juan PD would require that lead, powder primers and shell casings be provided.

Training Site Requirements

Although it is advisable to instruct smaller groups, the magnitude of the training base dictates that we instruct as many as 100 students, if we are to achieve the police professionalization desired within a tolerable time limit. Therefore, if five departments are selected, twenty men will represent the input for each department so as to reach a level of one hundred students to a class.

Proposed Training Schedule

I. Basic Police Science Course (for all ranks Patrolman to Chief)

a. One hundred (100) students.

b. Duration of training - two weeks.

c. An entry interview will be conducted to determine which participants would both desire and be qualified for specialized training.

d. A departure interview and written examination to further determine suitability for specialized training.

II. Specialized Training

a. Criminal Investigation - duration two weeks.

b. Traffic Control - duration two weeks.

c. Evidence Technician - duration two weeks.

d. Police Records and Statistics - duration two weeks.

e. Identification - duration two weeks.

f. Twenty five students.

III. Advanced Training

a. Police Science - duration four weeks

b. For all ranks - patrolman to Chief.

IV. Intermediate Supervisor Training

a. Training for First Line Supervisors

b. Duration of course - two weeks.

c. To be attended by ranks from Sergeant to Chief.

d. Twenty five students.

V. Senior Officers' Course

a. Command Training

b. To be attended by ranks Lieutenant to Chief.

c. Twenty five students.

VI. In-Service Training

a. One week each year.

b. To be attended by all ranks except the Chief of Police and such staff officers as he may excuse for cause.

Facilities

Because of travel time, not distance alone, the students should be housed and fed at the Training Center. The optimum standards would require:

1. Dormitory space and messing facilities for 125 students.

2. One classroom for 100 students. Two classrooms each for at least four 25 students capacity.

3. Outdoor areas suitable for drill and physical training.

4. An outdoor target range or close proximity to one.

5. A gymnasium-auditorium would be a valuable plus for the Training Center.

Training Objective

All training conducted will be beamed at fielding a police officer who will assume a role and function heretofore largely unused in the Philippines, the "Generalist" as opposed to the "Specialist."

At the completion of the training phase, a uniformed patrolman will be capable of conducting accident investigations and many routine criminal investigations in their entirety as well as preliminary investigations in major crimes. It is expected that the generalist approach to police operations will eliminate the "too many chiefs and not enough indians" problem common to many police agencies.

Participant Training

In order to provide a continuing capability for the training needs so vital to the professionalization of the Philippine police service, it is mandatory that eventually complete responsibility for such training must pass to the police themselves. This objective can best be achieved through U.S. training of specific departmental members. Participant training in the U.S. can best impart the democratic concepts of responsible and humane police administration so urgently needed in Philippine police administration. U.S. training should be programmed as follows:

1. International Police Academy, General Course with specialization in "Instructor Methods" for maximum multiplier effect as a first priority with "Patrol Operations", "Traffic Control" and "Criminal and Security Investigation" following in that order.

   a. One officer of commissioned rank from each of the five participating police agencies. Each should possess a high degree of instructional capability in order to disseminate the knowledge and techniques acquired through U.S. training.

Fiscal Year 1968

5 participants IPA General Course (Instructor Training)	$12,500

   b. One officer of commissioned rank from each of the five participating police agencies for specialization in "Police Patrol Operations".

5 participants IPA GC (Patrol Operations)	12,500
Total FY 68	$ 25,000

Fiscal Year 1969

5 participants IPA GC (Traffic Control)	$ 12,500
5 participants IPA GC (Criminal Security Investigation)	12,500
Total FY 69	$ 25,000

#1 Session Hall, San Juan Municipal Hall
is a suitable classroom site.

RECORDS

Situation

The records of the San Juan Police Department for the most part are centralized criminal and identification records. Warrants and subpoenas are in a second division. The records facilities are adequate for the time being. However, the criminal records are filed in an area approximately 6 ft. x 6 ft. with a secondary area directly overhead that had been constructed, reducing head space in the second floor area to less than 5 ft. in some places.

The facility is clean, however, there is no humidity or temperature control. The index cards are made of light weight material and through use normally associated with the processing and searching of names, wear and develop ragged edges quickly.

Procedure for Incoming Request for Police Assistance

As in most law enforcement agencies throughout the Philippines, the police officer is not going to the field observing crime and making arrests but rather because of lack of adequate transportation and communications waits for the citizen to report crime incidents at the police headquarters.

The complaint desk is manned by an inspector 3rd class (lieutenant) who receives complaints, develops the temporary complaint book, acts as an information service to citizens, authorizes the use of vehicles and conducts miscellaneous business as required of a person acting in the capacity of a desk officer. Directly opposite the desk is a small communications center. This center handles on the average 10 incoming and outgoing messages from the Police Commission a day. When a citizen comes in to the police department or calls in on one of the three separate telephone lines, the complaint officer receives the information and records it in the complaint book commonly called a Form 8 book. The keeping of this book is required by administrative code. The desk officer (lieutenant) evaluates the incident and makes the decision as to whether or not the incident is to be investigated. It it is to be investigated, he refers the victim or incident to the Criminal Investigation Division (CID). The CID is commanded by a captain. This captain is also in charge of the Central Identification Records Division (CIRD). The CID then enters the information on their blotter or what is commonly called, "logs the case in." This is in reality a duplicate of the original Form 8 complaint book. In addition to the information, a case is then assigned to an investigator who interviews the victim and witnesses of the incident and takes appropriate statements. After the report has been written it is forwarded to the CIRD where a docket record number (DR) is assigned. The DR number or folder will contain the following information: (1) statements; (2) report; and (3) complaint.

The written statements, generally in the appropriate dialect, are the basis for the written report. After the report has been finalized, the prosecutor, the captain in charge of this division, receives a copy and either forwards it to:

1. Municipal court for prosecution;

2. Fiscal's office for preliminary hearing;

Through the Municipal Court the procedures are as follows:

1. File with the Municipal Court

2. If evidence supports, warrant is issued.

3. Offender is arrested.

4. Prosecution.

If the process is through the Fiscal's Office the following are the steps:

1. Preliminary hearing.

2. If prima facie case, forward them to the Court of First Instance.

3. Warrant of arrest issued.

4. Complaint filed with court.

5. Suspect arrested.

6. Prosecution.

The criminal reports date back to 1946. Those observed were in good condition, clipped together and well preserved. Upon inquiry it has been learned that there is no follow-up system, and in reality the case report is a court case report not a police report. All material developed and generated is done primarily in conformance to court requirements, and not to police needs in apprehending the suspect.

Arrest

A person arrested by the San Juan Police Department is housed in a Municipal jail with the capacity of approximately 20 inmates. The average daily population is nine with a weekend population of 20 or more. If the population exceeds 20, those in excess are transported and housed in the Provincial Jail which is under the custody of the Provincial Warden.

It is recommended that this department photograph prisoners with more superior equipment than is currently being utilized. A splitback 35mm camera or sub-miniature be attached for this purpose with proper lighting will greatly enhance identification of subjects. Mug cameras with proper lighting equipment could be provided through USAID with the cost factor of approximately three hundred to four hundred dollars.

Recommendations

1. The Police Commission forms be utilized by the department. The Chief of Police has indicated that these forms have been ordered, however, not received as yet.

2. The index cards of the Wanted File be merged to the General File. That the index cards contain the physical descriptive information as provided by the standard NBI fingerprint card.

3. It is recommended that three index card filing cabinets (3 x 5 size) be procured for the department.

4. Three legal size four-drawer filing cabinets be procured.

5. A program be developed within the Rizal Province project for a centralized microfilming unit capable of visiting agencies on an annual basis, microfilming those records, both administrative and criminal, in excess of five years old. These records, after microfilming, shall be destroyed.

6. One police department be provided with a Kodak Recordak microfilm unit with appropriate paper and chemicals costing approximately $2,900 for the microfilming unit and $1,350 for the microfilm print reader and approximately $680 for supplies which would include film, paper, chemicals, and one filing cabinet for each department.

7. Appropriate 3 x 5 index card guides be procured at the cost of approximately $275.

8. Two sets of fingerprints be taken of each person arrested by the police department. One copy to be forwarded to the NBI and one copy to be retained at the police department; that all fingerprint cards retained by the police department be classified and filed according to the Henry system. The department currently has several thousand fingerprint cards on file. A few have been classified and there are adequate file guides available and of adequate quality to provide a number of years service. Currently, the fingerprint cards are serving no purpose. Additional fingerprint card filing space should be held pending a complete revitalization of the existing facilities.

Two sets of fingerprints are taken of each person arrested. One set is forwarded to the NBI. The second set is filed by fingerprint card number at the police department. However, the fingerprints are not classified. It was observed that an index card is made on all persons coming into contact with the police. However, the basic physical information commonly associated with height, weight, date of birth and age are not included, making a positive identification difficult. Wanted notices are filed separately in a small index file. There is a small growing stolen property file. This is the first file of this kind I have observed in the Philippines. Each prisoner is photographed and mug books are now being used. The photographs are filed by type of offenses.

Chief San Pascual states that he has on order through the City Treasurer's office 1,000 of each of the Police Commission forms to implement a records program. One thousand forms will last the police department approximately 100 days or three months using at the rate of 10 complaint forms per day, therefore, on receipt of the first forms it is anticipated that an additional thousand should immediately be ordered so as to compensate for delay in receipt of materials.

Crime Scene Examinations

The San Juan Police Department utilizes the services of the NBI in the search for latent fingerprints at crime scenes. This is again a problem of court's refusal to accept local personnel as competent in their work. While this particular problem is beyond the scope of the normal Public Safety project, it is quite applicable to the Rizal Project and should be carefully approached for some type of resolution. The local police should be able to process evidence at the crime scene and then forward that evidence requiring additional analysis to the appropriate agency.

Report Writing

A police department must be able to record the incidents brought to its attention. Normally recording is accomplished through the use of typewriters. The San Juan Police Department does have some typewriters, however, they are not sufficient. Additional typing equipment should be procured.

Criminal Statistics

It is recommended that the department utilize the statistical data collected on the NBI forms for distribution of patrol force. (See Patrol Report). It will be noted that the offense pattern appears to be somewhat stable with a slowly increasing personnel need beginning on Wednesday peaking on Sunday and then declining Monday and Tuesday.

9. The space for housing of records will be inadequate in the near future. The space available is in reality an expanded closet. Utilizing records microfilming procedures this space will be adequate for the next few years. However, as the index card file grows additional space may be necessary to house this card file.

10. Five standard typewriters be procured at the cost of approximately $200 each. These would be dispersed as follows: Desk officer, one; Report writing, one; Service Division, one; Operation Division, one; Central Records, one. A total of five typewriters would properly support the units now in place.

11. There is duplication with respect to the Form 8 blotter maintained by the complaint officer and the Criminal Investigations Division blotter. The complaint officer types a daily activity report to the Chief from the complaint blotter, this then gives three separate reports. Chief San Pascual states that the courts are not accepting a typed original complaint form but rather require the police department to produce the original, handwritten statement in the Form 8 book. It is recommended that an original and two carbon copies be typed by the desk officer which would speed up this procedure. However, the requirements of the Administrative code must be considered.

Justification

The San Juan Police Department has demonstrated through its Chief of Police an understanding of police service needs. The equipment provided either regionally or locally is modest and represents an introductory effort to assist these police agencies in dealing with its crime problems.

The current index card filing cabinets are not of the appropriate size required. The cards shift about and become dislodged through opening and closing the drawers which enhances their deterioration. The additional legal files are required because the current filing cabinets have reached their capacity. Microfilming of records would relieve congestion now developed. The 3 x 5 card guides would enable a more accurate filing and search. In this filing the expanding space will be required if the fingerprint card files are brought to the first floor from their current location in the records loft. This area is approximately 4 ft. in height and an inconvenient and awkward area in which to work. Space, light and ventilation are added problems.

The requirement of appropriate mug or identification photographs is necessary for proper identification. It is recommended that if at all possible, mug cameras be standardized throughout the project area.

COMMUNICATIONS

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Situation

San Juan Police Department has no means of radio communications between headquarters and patrol, traffic, foot-patrol or riot control forces. Their entire intra-city communications consists of telephone and three "Citizens band" portables with less than a mile range; a Metropol UHF set (provided by USAID) connects San Juan to the Police Commission.

The benefits which would be derived by the addition of radio communications to police operations, are too numerous to mention in this report. The most important of these, however, increased police efficiency, quicker response to citizens complaints and improved police image, are precisely those areas in which vast improvements are needed throughout the Philippines. Each area of San Juan Police Department operations has been investigated resulting in recommendations included elsewhere in this joint Public Safety survey report. It is obvious, that to effect such improvements, an efficient method of communications must become an integral part of San Juan Police Department operations.

Recommendations

San Juan Police Department be equipped with:

1. A Mobile Patrol Radio System.

2. Special Operations/Riot Control Radio Equipment.

3. Portable Radios for walking patrol beats.

4. A Radio Traffic Records System.

Commodity Cost

$11,629.07 including transportation.

Mobile Patrol

Presently, no means of communications exists between police vehicles and headquarters, once the vehicle has been dispatched. Although the majority of complaints answered are telephoned into headquarters,only a few citizens are telephone subscribers, the remainder must locate a telephone which in itself, can be difficult especially at night when most shops are closed. The same difficulty confronts the police officer if he must contact headquarters once he has reached the complaint scene.

Upon completion of each assignment, the officer must telephone or drive to headquarters to determine his next assignment. A radio system should become an integral part of all San Juan Police Department -- patrol operations and a radio should be installed in each of the ten vehicles recommended by the transportation section of this survey report.

Further, it is recommended that each vehicle assigned to Mobile Patrol, while in service, be equipped with a portable radio as well. This represents a small investment but would greatly improve the officer's ability to maintain contact with the patrol system, while he is outside his vehicle. Many times, the officer is a considerable distance from his vehicle, therefore, he is without communications. However, a portable hand-carried radio would permit him to contact patrol vehicles, foot patrol, or in most cases, headquarters. More immediate assistance to the citizens' needs could be realized if the officer is not without communications. Occasionally, in the course of handling a complaint, the officer is confronted with an environment hostile to him, and it is then that some means of summoning assistance is imperative.

Recommendations

1. Equip ten vehicles with two-way radio.

2. Equip patrol vehicles with portable radios.

3. Install base station in headquarters.

Portable and Tactical Communications

Walking Patrols

Situation

The lack of telephone call-boxes or other means of communications, isolates the foot-patrolman from headquarters, thus, no directives can be issued, his location is unknown, and he becomes quite lax in the performance of his duties simply because he knows there is no way to check on his activities. To effect any appreciable improvements in foot-patrol operations, some means of communications between the officer and headquarters is necessary. A conventional telephone call-box system would offer some improvement, but would prove too expensive and inflexible. These men should be provided with a means of communication which would neither restrict their movements nor require them to use citizens private phones. A portable transceiver is ideally suited to these requirements. With such a set, the patrolman and headquarters could maintain communications without interruption of patrol activities.

The sets should operate on the same frequencies as Mobile Patrol, since both services are intended to augment each other. The combined number of sets involved would be less than 12, thus, a common working frequency would pose no problems.

Recommendations

1. One portable transceiver be provided to each walking beat.

Riot Control Forces

One squad has been trained in riot control, and it is anticipated that a platoon will be assembled, although San Juan Chief of Police intends that every man on the force be trained in riot control. A suitable means of communications should be included in these operations.

Any equipment provided to these forces should be compatible with all other sets in the system and should contain the same frequencies, although riot control and all other special operations should use channel 2 (patrol using channel 1). A transceiver monitoring channel 2, should be mounted in the headquarters operations console. This would allow Patrol and special operations to operate simultaneously, but on separate frequencies. Interchangeability of equipment and/or personnel would pose no problems; simply the flip of a switch would permit Mobile Patrol, Walking Patrol, or any other set in San Juan Police Department to assist. A back-pack set (O.P.S. FM5 type) should be assigned to the Platoon Commander and carried by a communications man. A hand or shoulder carried portable (O.P.S. FM1 type) should be assigned to each squad.

A hand held public address system should be provided to the Platoon Commander.

Recommendations

Equip riot control with:

1. Base station VHF radio.

2. Back-pack VHF radio.

3. Hand-held/shoulder carried portables.

4. Portable public address system.

Communications Center

Sufficient space should be provided near the complaint desk, for a basic dispatch console which would contain two base station radios, one monitoring patrol operations on channel 1, and the other monitoring channel 2, special operations (i.e.) riot, detective, etc. The Metropol radio should also be included in that console, since it provides a valuable service by interconnecting all surrounding municipalities, Manila, and other law enforcement agencies. A single operator could easily handle the above traffic, maintain logs, and answer complaints phoned in.

The dispatcher should also be assigned the responsibility of distribution of all portable radios as authorized by the officer in charge of shift. A secure rack should be constructed to display these sets which should be individually numbered and placed in correspondingly numbered slots when not in service. Details regarding distribution, badge number, etc., should be recorded in a separate equipment log.

A system visually indicating the status of all patrol vehicles and radio equipped walking patrol beats, should be included in the console. A wall map, large enough to be read at a distance should also be available to the dispatcher.

Each vehicle and foot patrol beat should be required to originate a position report on pre-arranged schedules. A simple logbook type of entry would suffice for routine reporting.

Records

A system of radio traffic records should be inaugurated concurrently with commencement of radio dispatch operations. Incoming telephone and walk-in complaints should be recorded on individual forms, consecutively numbered, time/date stamped, when received and when dispatched. All formal radio traffic with the exception of routine position reports (logged in) should be recorded on these forms. All messages not completed, or investigations still in process at time of shift change should be held in an INCOMPLETE OR HOLD bin and a few minutes overlap in shifts be allowed to brief the oncoming dispatcher.

The forms used should be approximately 5 by 8 inches with a suitable number of carbon copies, and be of the check-off type rather than narrative construction.

Commodities

1. Time/date stamp

2. Message forms

Maintenance

Situation

The effectiveness of any radio system depends upon adequate attention by a capable technician with complete service facilities at hand. To equip such a shop represents an investment of several thousand dollars, but a highly skilled technician would also be required, which would add at least ₱3,500 pesos ($875.00) per annum. The condition of San Juan Police Department's radio system would depend entirely upon this technician, and if for any reason he was not available, (sick, quit, etc.) repair work would come to a halt.

There are, however, many independent two-way radio service organizations in and around Manila. The writer has inspected several, some of which were found to be fully equipped, well staffed with competent technicians, and offering service contracts to owners of all types of radio systems. If, for example, the Hallicrafters O.P.S. FM5/FM1 radios were used, service would be no problem since this company is represented here in Manila, and they contract service for many private and government systems, although several other shops are equally capable.

Recommendations

It is not considered feasible that San Juan Police Department performs its own radio service in view of the initial and continued investment represented and that

1. San Juan Police Department enter into a service contract with a reputable service organization.

2. A two years supply of parts be provided with any radios supplied to San Juan.

3. Said parts be inventoried and retained in San Juan. And replacement of defective parts to the service organization on a one-for-one basis, following which they should purchase parts from the contractor.

4. The contractor should agree to provide sufficient parts stock to assure timely repair and return to service of all San Juan Police Department equipment.

If in the future, a sufficient number of other municipalities become equipped with similar radio systems, a joint service shop should be set up in one police department, the financial support to be distributed among those departments using these facilities. Two or three such systems could support a service shop and as additional systems were added, the cost to each would be lessened to a point which would represent only a fraction that of a service contract. Such a plan is highly recommended by the writer.

Training

Sufficient training in the application of radio communications as an aid to law enforcement, should be given to all officers and men of the San Juan Police Department. This training should include:

Mobile and foot patrol operations.

Tactical, Riot and special operations.

Dispatch procedure.

Telephone techniques.

Each man should become proficient in each of the above, since in the course of rotation, he will be assigned to different services. Dispatch operations and telephone techniques, when handling citizens' complaints, should be given special emphasis during said training.

Commodity Support

Several factors have been considered in determining the type, quantity and deployment of the equipment which is required by San Juan Police Department, namely:

1. A sufficient quantity of sets to provide adequate element support without proliferation of equipment.

2. Standardization as far as possible.

3. Lowest initial cost consistent with proven dependability.

4. San Juan's ability to support and maintain said equipment.

The above prompts recommending the use of radio equipment similar to (or) the recently developed OPS FM1/FM5 VHF fully transistorized sets, throughout San Juan Police Department. All equipment would be interchangeable, initial cost one half to one third that of more powerful sets, and their reliability has been proven throughout the world. San Juan, Rizal, is less than 16 sq. km., thus, a low power radio is ideally suited. Two frequency operation is standard production in these sets, and in visualizing other municipalities eventually improving their own police radio systems, it is recommended that as each designs its network, they use a channel 1 frequency different from San Juan; but that they share channel 2, thus, any municipality could integrate sets/vehicles/personnel, into another on an emergency basis simply by switching to a common working frequency, channel 2.

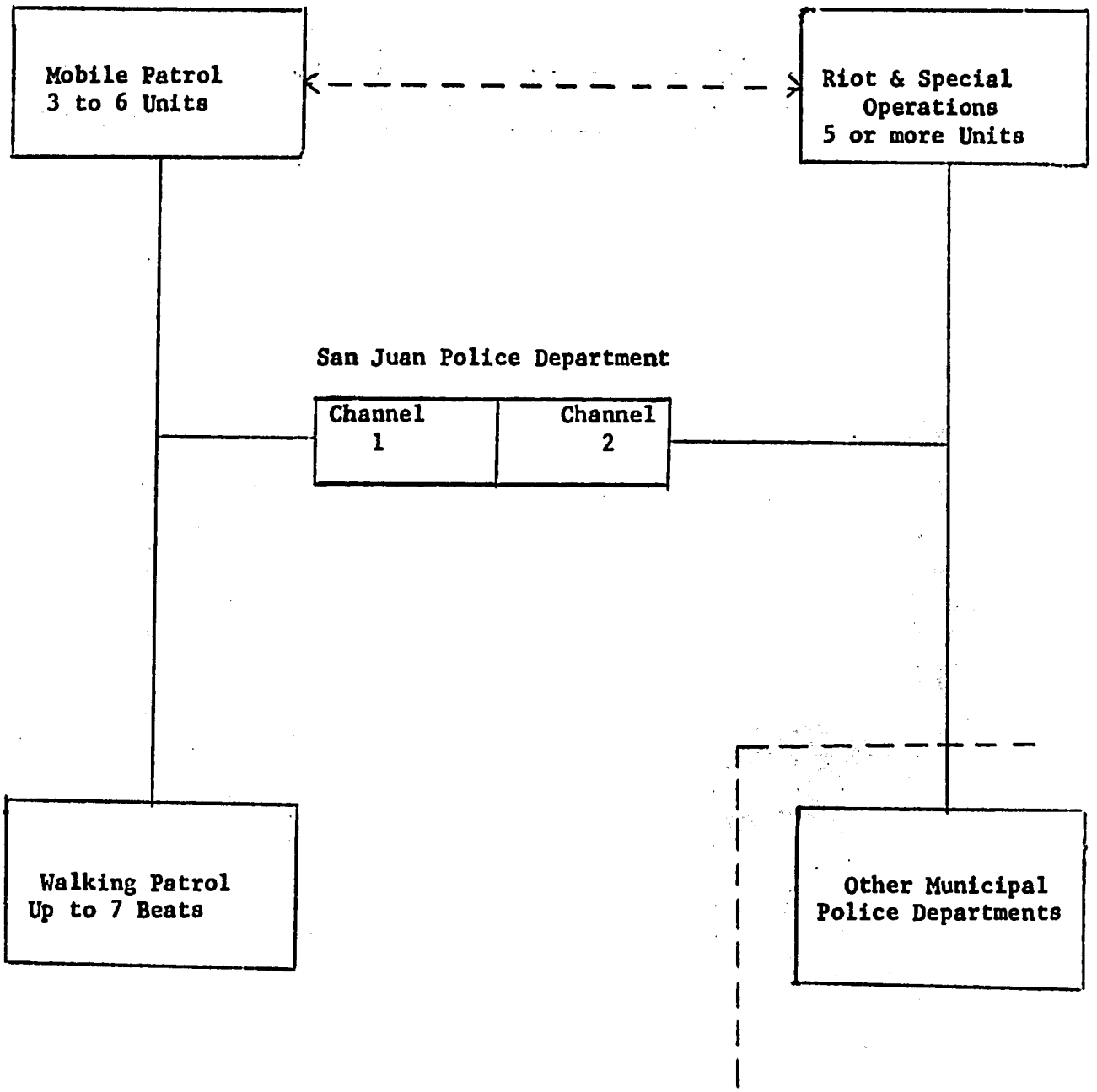
Commodity Support (continued)

Attachment No. 1

ITEM	MOBILE	FIXED	RIOT	WALK PATROL	RESERVE	TOTAL	COST	TOTAL
							$	$
Mobile Mtg. Bkt.	10				2	12	7.95	95.40
Mobile Antenna (HY-gain MG150)	10				4	14	10.00	140.00
AC Power Supply		1	1		1	3	135.61	406.83
Fixed Antenna (HY-gain EC150A)		2				2	30.00	60.00
Carry Harness Back pack			1		1	2	13.86	27.72
O.P.S. FM5 Radio	10	2	1		1	14	301.00	4,214.00
Spare Parts Kits						5	80.00	400.00
Power Supply Spare Parts kits						1	37.50	37.50
O.P.S. FM1	3		4	7	4	18	177.00	3,186.00
Carry Strap	3		4	7	8	22		59.40
Antenna & Adapter	3		4	7	8	22		66.22
FM1 Spare Parts						6	60.00	360.00
Misc. Cable & Hardware								250.00

	$9,303.07
Transportation & GSA	2,326.00
TOTAL	$11,629.07

ATTACHMENT


Mobile Patrol
3 to 6 Units
Riot & Special
Operations
5 or more Units
San Juan Police Department
Channel
1
Channel
2
Walking Patrol
Up to 7 Beats
Other Municipal
Police Departments

LOGISTICS

Transport and Motor Maintenance

Situation

There are eleven vehicles in the department of 123 personnel. These vehicles are intended for patrol, investigation and routine police duties.

Seven of the vehicles are Jeeps and have been in service at the San Juan Police Department from 21 to 3 years. Of the seven Jeeps, one of which is a converted fire engine of unknown vintage, four are rebuilds and were bought commercially and two were U.S. surplus which were rehabilitated and put in the department three years ago. All seven Jeeps are at least 10 years old and two are at least 25.

"Enclosure #1" will show general condition and body fatigue.

Without question one Jeep is permanently unserviceable and five others are in worse than "poor" condition. All uneconomical to continue them in service. One is in "fair" condition.

There are four Volkswagens in the department of which three are 1200 series and one a 1500 series station wagon, all of which are in good condition.

Of the eleven vehicles none are electrically equipped to operate radio.

There are no motorcycles, scooters or bicycles in the San Juan Police Department.

There is no motor maintenance facility operated by the SJPD. The police vehicles are maintained by the City Hall garage.

No maintenance records are kept by the PD and parties concerned in the PD are happy with the arrangement. The chief and motor officer claim there is sufficient POL, tires and batteries at all times. Spares are not as readily provided but since there are plenty on local market anything needed is picked up in one or two days.

All maintenance records are kept by City Hall budget-fiscal section.

The City Hall garage is a dilapidated shed with mostly dirt floor. There is a small office, tool and parts room; "enclosure #2." Practically no spares are stocked but there are adequate tools and equipment and six mechanics that seem to keep things moving.

There is a semblance of order and aside from a few very old vehicles that require constant repair ordinary vehicle maintenance moves in and out quickly.

Recommendation

Six of the seven Jeeps should be disposed of as they are performing limited service to the department because of their poor condition and at great expense.

One Jeep (#RC 7) and the four Volkswagens should be retained for investigation and routine police duty.

Nine new Jeep type vehicles with two-wheel drive (Jeep DJ6 or equal) w/12 volt electrical systems, alternators, sirens and revolving red lights should be installed in PD patrol duties. The vehicles should be assigned as follows:

3 - Patrol
1 - Traffic
2 - Investigation
1 - Staff Car
2 - Field Supervisors

In addition, six motor scooters should be installed for patrol, messenger and escort work as most streets other than the main thoroughfares are quite narrow and many times a four-wheel vehicle cannot pass through.

Bicycles are not recommended at this time because policemen are reluctant to take responsibility as a small boy can carry one away while the officer is attending duty only a short distance away even if he had had opportunity to lock it.

Motorcycles are not recommended as SJPD duties seldom require excessive speed or power.

There is also a requirement for one 1 and ½ ton 2x4 truck, stake, cargo-personnel, with dual rear wheels, 12' bed, longitudinal collapsible seats, five bows and tarpaulin, 12 volt electrical system, siren and revolving red light. This vehicle would be used in riot control, hauling prisoners, supply, etc.

Since the City Hall garage is capable of servicing seven old and four average vehicles for the PD, there should be no problem for them to support four additional vehicles if they are in new and good condition. There is no recommendation to change the arrangement at this time. However, it is strongly recommended that the SJPD keep a vehicle maintenance, mileage, and service record including POL and costs of materials and labor hours and labor costs, although it does not control the budget nor does the servicing.

Armor and Ammunition

Situation

The San Juan PD Arsenal has an inventory of 136 weapons for the staff of 123.

Type	CAL/GA	Qty.	Make	Issue
Pistol	45	2	?	0
Pistol	9mm	17	Llama	17
Pistol	38	108	S&W Colt	108
Carbine	30	3	U.S. Mil.	0
Shotgun	12 Ga.	1	Rem. 870	0
Sub. Mach. Gun	45	5	MI-A3	0

The SJPD ammunition inventory

Cal.	Qty.	Type	Issue
45	64 Rds	Service	0
9mm	119 "	"	119 to 17 officers 7@
38	1296 "	Reload w/c	648 to 108 officers 6@
30 Carb.	45 "	Service	0
12 Ga.	10 "	Bird	0

20,000 Primers, small, pistol.

20,000 Brass, 38 special

Recommendation

Based on other TA's requirements for training, riot control, service, etc., it is recommended that the following items be disposed of:

1. Two 45 cal. side arms. Colt?

2. Seventeen 9mm side arms. Llama.

3. One hundred and nineteen rounds of 9mm ammunition, and the following items be installed in the SJPD to make it a forceful and respected organization.

1.	S & W Revolvers	50 each.
2.	Carbine, 30 cal. US M2	10 "
3.	Shotguns 12 Ga. Riot	6 "
4.	Gasgun, 37mm	4 "
5.	Helmets, R/C	38 "
6.	Masks, Gas, FV-Snout & Canister	55 "
7.	Gloves, [illegible]	55 "
8.	Projectile, T-G, L/R burning	24 "
9.	Projectile, T-G, S/R blast	24 "
10.	Grenade, CN	24 "
11.	Grenade, HC	24 "
12.	Cartridge, disperser	24 "
13.	Shells, 12 Ga. bird	200 "
14.	Shells, 12 Ga. 00-B	200 "
15.	Cartridge, carbine 30 cal.	2,500 "
16.	Baton, rattan, riot	38 "
17.	Shield, rattan riot	55 "
18.	Powder; pistol (60 lb.)	4 kegs
19.	Primers, small pistol	10,000 each
20.	Primers, large,pistol	10,000 "

21.	Bullets, ball 38 cal.	30,000 each
22.	Bullets, ball 45 cal.	10,000 "

There is adequate capability at the SJPD supply and armor section to fulfill reload requirements if ingredients are available; "Enclosure #3."

San Juan Police Department Jail

Situation

There are two small room type cubicles used to secure the apprehended. One for men and the other for women. Each has a shower, toilet and wash basin. There is a wide double two tear bunk structure in the women's room without pad or matting. There are no beds or bunks in the men's room. Conditions of cleanliness change from day to day according to the occupants. "Enclosure #4" shows the room are dingy, poorly lighted and poorly ventilated.

Recommendation

According to the records prisoners are not kept long and the rooms are seldom crowded by the department's standards. It is therefore, recommended that both rooms be repainted and re-screened. That six narrow double or tripple bunk type structures be built in each room and carpets installed on each bunk. More lighting should be provided and a ceiling fan installed in each room.

The plumbing should be inspected daily and if found not to be functioning properly, repairs should be made immediately. Cell inspection of utilities can serve to benefit both the detainee and the police.

Storage and Supply

Situation

There are two small rooms and a loft that are used to store old records, office supplies, ammunition, reload equipment and reload ingredients when they have it. The room used for reloading and storing of reload ingredients and ammunitions, is also used as an office and general storeroom ("Enclosure #5"). However crowded and how great the danger of fire the rooms are clean and orderly.

There are no uniforms or daily use police equipment items kept at the Police Department Headquarters. Whenever new items are purchased, they are only in immediate need quantity and are issued when delivered.

Recommendation

To make more room, it is recommended that many records could be destroyed as it is reported some are 18 years old.

Regardless of how it is done, the ammunition, reload equipment and reload ingredients must not be in the same room with records and other supplies nor in an office where there is working office equipment either manual or electrical.

It is recommended, a single secure room be provided for the armor and ammunition alone even if it has to be built on the outside of the main building. There should be a written agreement between San Juan Police Department and USAID that such a room be guaranteed if the USAID is to support the arms and ammunitions survey proposed to any degree.

Enclosures: #1
#2
#3
#4
#5

MUNICIPAL COURT

Situation

The Municipal Court has an average of ten criminal cases filed per day or about 60 per week. The Municipal Judge hears from 70-100 cases per month. (These figures supplied by the Clerk were disputed by the Judge who said it used to be that way but that now he settles cases and has cleared the docket). Criminal cases are heard from Monday thru Thursday mornings and civil cases are heard on Fridays. Saturday is used by the Judge to hear motions and study pending cases. The Municipal Prosecutor, Captain Enrique Aguinaldo is Chief of the Investigation Section and a Law School Graduate. His section is composed of 9 investigators (3 each three 8-hour shifts). The Municipal Judge may impose a jail sentence in the municipal jail from 1-30 days; an offense requiring 31 days to one year is imposed by the Court of First Instance and served in the provincial jail; prisoners with over 1 year imprisonment are held in the National Prisons.

Steps in Processing a Case

A. Complaint From Citizen

1. Complainant files statement with police.

2. Police take complainant, statement and any witnesses before judge.

3. Judge decides if case is valid.

4. If case is valid, a warrant for arrest of accused is issued and bond is fixed.

5. Court Clerk prepares the warrant.

6. Police warrant officer serves warrant on accused.

7. Police (in most cases) take accused to Police Station for booking.

8. Accused remains until bond is approved by judge, or

9. Prisoner is taken before judge next day for arraignment and released, put on bond, or committed for trial.

    a. If plea is guilty - sentence is passed.

    b. Plea not guilty - trial date is set.

10. Trial held - judge makes decision.

11. Prisoner released, sentenced or sent to higher court.

B. Police See Crime Taking Place

1. Police catch (or see) criminal in act.

2. Prisoner is taken to station and booked.

3. Police make investigation.

4. Complainant (against whom crime was committed) must sign statement.

5. Police take complainant, his written statement and any witnesses before judge.

6. Judge decides if case is valid.

7. If case is valid, judge signs commitment order and sets bond.

8. Arraignment is held next day.

   a. If plea is guilty - sentence is passed.

   b. If plea is not guilty - trial date is set.

9. Trial held - judge makes decision.

10. Prisoner released, sentenced or sent to higher court.

Even if case is dismissed without hearing, the booking record is maintained by the Police Department. A copy of each of accused fingerprints and the judge's decisions is sent to the NBI.

C. Timetable of Proceedings

The timetable for case prosecution under ideal circumstances can be completed in three days, but more likely within 6-10 days. In the majority of cases for which warrants are issued, the cases never come before the judge.

a. First Step -- apprehension or complaint signed.

b. Second step -- judge decides if there is a case.

c. Arraignment

d. Case held -- if witnesses are available and there are no other delays.

e. Conviction and sentencing or dismissal.

In cases where the Municipal Court does not have original jurisdiction, the prisoner can request preliminary investigations in Municipal Court or that the case be sent directly to CFI. In case local court takes action, the judge holds the second stage of the preliminary investigation where the accused presents evidence and witnesses. Judge can either dismiss the case or send it to the CFI.

D. Court Records Maintained by Court Clerk

The following steps give the procedure of a case from the standpoint of the records kept by the Court Clerk.

1. Complaints.

2. Statements

3. Docket

4. Supporting Documents.

5. Statements of injuries, property damage, etc.

6. Notes are taken by Court Clerk and judge during trial for recording (not stenographic notes).

7. Copies of each motion filed by counsel.

8. Judge's decision (copy to NBI).

9. Appeals from judgement, either oral or written.

10. Papers transferred to CFI if case is appealed.

11. Provincial Fiscal takes over from Municipal prosecutor.

12. CFI does not return papers nor inform local court of its decision.

E. Records Processing Routine

The records compiled by the court that go into a case file are prepared by different offices, but are tunneled eventually to the Court Clerk for filing and maintenance. The sequence of records follows:

1. Booking - Police Department.

2. Complaint - Police Department prepares (but is really the job of the Court Clerk). It is interesting to note that the police have taught themselves to type and prepare well written and comprehensive statements for signature and affidavits.

3. Statement to go to judge - Police Department.

4. Statement - placed in docket by Court Clerk.

5. Warrant - is issued by Court Clerk - judge signs.

6. Warrant - served by Police Warrant Officer.

7. Court Proceedings and Records - Court Clerk.

8. Order of Commitment - Court Clerk and Judge

9. If prisoner escapes, Police notify Court Clerk.

10. If prisoner serves out his term, Court Clerk is not notified.

General

Although the case load would appear to be heavy from the number of criminal cases filed each month and the backlog of cases, the judge only hears from 70 to 100 cases. This is considered a light case load due to the nature of a majority of the cases. Most cases are inter-family or neighborhood feuds where hot words are exchanged perhaps with some physical contact.

The backlog of cases appears relatively high because the Police Warrang Officer(s) does not or cannot serve the warrants. In some cases, it is certain that accused people do now respond to warrants, It is doubtful if many of the cases would be prosecuted even if the accused were found. Due to the nature of the cases, it is further doubtful if the cases should be prosecuted.

There does not appear to be any unusual or unnecessary steps in the court record system that need to be changed. The second greatest cause of delay is the practice of postponing hearings to "wear out" the Complainant. (Note: The Judge says that this is no longer permitted in his court). The Court Clerk reports that this particular judge does not tolerate capricious postponements, so it is not a major problem here.

Recommendation

It is recommended that the Judge be empowered to remove cases of certain types from the docket after a specified time, such as 3 or 5 years. This will take legislative action.

PUBLIC SAFETY RURAL/URBAN PROJECT COSTS

Technicians

Chief Public Safety Advisor	FR - 3	-	25,000.00
Organization and Administration	FR - 4	-	22,000.00
Traffic Advisor	FR - 4	-	20,000.00
Criminalist Advisor	FR - 4	-	20,000.00
Communications Advisor	FR - 4	-	20,000.00
Training Advisor	FR - 5	-	20,000.00
Log./Sup/Mtr. Veh. Maint. Advisor	FR - 4	-	20,000.00
Records and Ident. Advisor	FR - 5	-	20,000.00
Training Advisor	FR - 5	-	10,000.00
	Total Cost	=	$177,000.00

Participant Training - (Rizal Province)

5 participants	IPA-GS	(Instructor Training)	FY68	$12,500.00
5 participants	IPA-GS	(Patrol Operations)	FY68	12,500.00
5 participants	IPA-GC	(Traffic Control)	FY69	12,500.00
5 participants	IPA-GC	(Criminal Security Investigation)	FY69	12,500.00
		Total Cost =		$50,000.00

Commodities - San Juan Police Department

Traffic	$ 16,772.87
Criminalistics	3,750.00
Records	8,394.69
Communications	11,629.07
Vehicles-Logistics-Ammunitions-etc.	43,710.00
Total Cost =	$84,256.63

TRAFFIC COMMODITY LIST

Commodities and approximate costs for Traffic Section are listed below:

San Juan has four intersections which require traffic signals. Within the next year, a fifth intersection will need to be signalized due to a new bridge being opened. Two intersections are four-way, the other three are three-way lights.

QTY.	ITEM DESCRIPTION	U/C	TOTAL
5	Traffic signals, control boxes and accessories	$ 2,300.00	11,500.00
1	SCM Copier Model 33 or equal	895.00	895.00
2	35 BX Legal size paper (250 to a box) for Model 33 SCM	152.50	305.00
2	16 BX letter size paper (250 to a box) for Model 33 SCM	41.00	82.00
5	Measuring tapes (50') stainless steel W/C	6.90	34.50
5	First-Aid kits w/Metal case, 24 units	9.40	47.00
5	Templates	2.00	10.00
5	Fire extinguishers #5 dry chemical w/bracket	10.00	50.00
5	Slide rules	16.46	82.30
5	Flashlights, three cells	1.00	5.00
5	Axes, single cutting edge	3.40	17.00
5	Pry bars, pinch end 36" each	1.35	6.75
5	(gross) Fuzes, 15 minute	.20	144.00
5	Clipboards for legal size paper	.30	1.50
1	File, 10 drawer 3 x 5	108.25	108.25
1	File, 5 drawer W/L, legal size	62.00	62.00
200	pkg. 3 x 5 blank, white cards (100/pkg)	.90	18.00
1	(lot) First-Aid supplies, items most needed	50.00	50.00
			$13,418.30
		25%------	3,354.58
			$16,772.87

Contingencies for procurement of commodities for the Traffic Section of San Juan Police Department.

1. Traffic signals will require a continuing program on the maintenance and repair.

2. Filing cabinets purchased for the purpose of filing accident reports by location and maintaining a spot map. Also, maintaining a card file in alphabetical file on all persons arrested for crimes, traffic and accidents.

3. Commodities to equip vehicles and officers in accident investigation to be used for this purpose and be carried in vehicles while on patrol

4. In-service training course will be required for all officers designated or assigned to traffic accident investigation and enforcement to become acquainted with proper knowledge and use of commodities.

5. Copying machine will require a continuing maintenance and repair program. The machine will be used for copying reports for proper distribution to eliminate excessive hours wasted by personnel typing additional copies.

CRIMINALIST COMMODITY LIST

Evidence Collecting Equipment

Case for carrying equipment to the crime scene
Cloth measuring tape 30 meters
Steel measuring tape 2 meters
Pocket magnifying glass
Plastic bags for evidence
Chalk or yellow crayon
Clipboard
Tags and gummed labels
Vials with preservatives for blood samples
Ball of string with lead fish sinker
Small level for grade and slope measurement
Assorted envelopes
Plastic sheet
Wire screen
Medicine dropper
Emery cloth
Small cardboard pill boxes
Squared paper for sketches
Pocket ruler
Small glass vials
Pair scissors
Pair tweezers

Photographic Equipment

Flashlight
Camera with Tripod (3)
Developing tank
Photo chemicals
Darkroom lamp
Flashgun and bulbs
Printing and enlarging paper
Developing trays
Film

Fingerprints

Bottle black powder
Bottle white powder
3 x 5 cards for latent prints lifts
Fingerprint cards
One inch transparent tape
Camel hair brushes
Rubber roller
Tube of black printers ink

Casts and Impressions

Plaster of Paris
Plastic bottle of water
Fly spray can with Shellac
Can Talcum powder
Putty or plasticine

Preliminary Examination of Evidence

Magnifier
Small microscope
Ultra-violet light

COST.....	$ 3,000.00
25 %.....	750.00
TOTAL COST.....	$ 3,750.00

Photo lab and Darkroom (Provided by San Juan Police Department)

Storage facility
One table and benches
Cupboards and drawers
Sink

Contributions under the Project Agreement

AID/Public Safety Division will provide:

a. Training of technicians

b. Furnishing of functional commodities

Municipality of San Juan will provide:

a. Vehicle and logistic support to the Warrant/Criminalistics activity.

b. Furnishing of a suitable darkroom and storage area, installation of ventilators, sinks, running water, electrical outlets, transformers, as necessary.

c. Paying of transportation and other costs to officers during their training program at a place designated by AID.

RECORDS COMMODITY LIST

3 Index card filing cabinets (3x5)	@ 108.25	324.75
3 Legal size 4-drawer filing cabinets	@62.00	186.00
1 Kodak Recordak (microfilm)		2,900.00
1 Microfilm print reader		1,350.00
Microfilm supplies, film paper, chemicals, etc.		680.00
Card guides (3 x 5)		275.00
5 Typewriters	@200.00	1,000.00
	TOTAL COST	$6,715.75
	+ 25%	1,678.94
		$8,394.69

COMMUNICATIONS COMMODITY LIST

ITEM	MOBILE	FIXED	RIOT	WALK-PATROL	RESERVE	Total	COST $	TOTAL $
Mobile Mtg. Bkt.	10				2	12	7.95	95.40
Mobile Antenna (HY-gain MG 150)	10				4	14	10.00	140.00
AC Power Supply.		1	1		1	3	135.61	406.83
Fixed Antenna (HY-gain EC 150A)		2				2	30.00	60.00
Carry Harness Back pack			1		1	2	13.86	27.72
OPS FM 5 Radio	10	2	1		1	14	301.00	4,214.00
Spare parts kits						5	80.00	400.00
Power Supply Spare parts kits						1	37.50	37.50
OPS FM 1	3		4	7	4	18	177.00	3,186.00
Carry Strap	3		4	7	8	22		59.40
Antenna & Adapter	3		4	7	8	22		66.22
FM 1 Spare parts						6	60.00	360.00
Miscellaneous Cable & Hardware								250.00
								$ 9,303.07
					Transportation & Gsa			2,326.00
					T o t a l			$11,629.07

LOGISTICS COMMODITY LIST

	Item	Qty.	Price
1.	Truck (1½ to 2 tons)	1	$ 5,000.00
2.	Trucks (Jeep D-56)	9	24,000.00
3.	Scooters (Lambretta-India)	6	2,000.00
4.	Revolvers (38 S & W Armory finish)	50	3,250.00
5.	Carbines (EP-608 - USM-2)	10	500.00
6.	Shotguns (Hi-Standard-Riot 12 ga. 7 shot)	6	550.00
7.	Gasguns (37 mm)	4	350.00
8.	Helmets (R/C)	38	1,150.00
9.	Gas masks (FV-Canister w/snout)	55	1,050.00
10.	Handcuffs	100	2,500.00
11.	Gloves (leather)	55	220.00
12.	Projectile, RL/ ., gas burning	24	90.00
13.	Projectile, S/R, gas, blast	24	80.00
14.	Grenades, CN	24	150.00
15.	Grenades, HC	24	150.00
16.	Cartridge, disperser	24	90.00
17.	Shells, 12 ga. Bird, plastic	200	50.00
18.	Shells, 12 ga. 0 0 , plastic	200	40.00
19.	Cartridge, 30 Cal. Carbine	2,500	250.00
20.	Powder, Bullseye, pistol	60 lbs.	300.00
21.	Primers, small pistol	10,000	320.00
22.	Primers, large, pistol	10,000	320.00
23.	Bullets, ball, .38	30,000	900.00
24.	Bullets, ball, .45	10,000	400.00
			* $43,710.00

* Transportation and GSA costs included.