

JAMAICA CONSTABULARY FORCE
The Commissioner's Report
2018-2020



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Commissioner of Police
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EXECUTIVE SUMMARY

This report outlines the strategic focus of the Jamaica Constabulary Force (JCF) over the last three years (2018-2020), broadly categorised in the areas of Law Enforcement, Force Development and Stakeholder Engagement.

Crime data shows that an excess of 1000 lives are lost in Jamaica annually, eighty-percent of which are attributed to affiliations with gangs and gangsters. This has led to an inordinate proportion of the Police Force being engaged in the operational responses, even while the majority of the population seeks services related to public safety and public order. In response to these challenges, the Law Enforcement activities, which are clearly defined in Divisional Policing Plans, span a range of initiatives geared at reducing and controlling violence, while improving public safety and security. At the same time, a rapid transformation programme was embarked upon to build the Forces' capacity to respond to the crime challenges and deliver improved policing services. The programme focuses on establishing and restructuring several formations to meet the developmental and infrastructural needs. Improving the staff welfare and job competences, building and renovating key infrastructures, and providing the tools required for modern policing are all key components of this programme.

The active and consistent engagement of internal and external stakeholders continue to be critical, as the crime response initiatives and transformation programme of the JCF are set in motion. Existing partnerships have been renewed and expanded, while new collaborations continue to strengthen the JCF's intelligence and investigative capabilities.

The collective effect of these strategies, initiatives and programmes will result in the desired outcome of reduced violent crimes, increased adherence to the Rule of Law and greater public order and safety. The realisation of these outcomes will be dependent on adequate budgetary allocations, legislative reforms and internal accountability mechanisms for proper management and quality service delivery.

Beyond what is contained in this document there are numerous daily command responses and responsibilities, the execution of which, form the basis of a properly run organization.



COMMISSIONER'S MESSAGE

In March 2018, on assuming the post of Commissioner of Police, I was acutely aware of the organization's over 150-year history with its entrenched cultural mores and reputation of resistance to change. Reports were, that efforts at overcoming this systemic inertia had been met with a closing of ranks, particularly when externally imposed.

The actual experience of leading the men and women of the Jamaica Constabulary Force (JCF) revealed significant talent; policies in place to address most issues that may arise, but requiring updating and adherence; sensible crime fighting strategies and approaches that have been abandoned as the organization's leadership changed and a completely inadequate logistics system to support an organization as large and dispersed as the JCF.

A major trust deficit existed between the JCF and the public with calls for the entire Force to be disbanded coming from some quarters.

It became obvious that a substantial amount of the lack of trust resulted from inadequate engagement with the public. A persistent narrative about police brutality and corruption dogged the organization. It was evident that despite efforts to correct this, the reality, but far moreso the perception, needed a framework through which it could be addressed.

The trust deficit also existed internally to the Force due in part to a promotion system that appeared opaque to the membership and a general lack of attention to the welfare of members, particularly the rank and file. This led to a sense that members were neglected by the formal management structure and therefore had to fend for themselves or rely on staff associations.

Addressing these two issues were a priority as was learning the existing structures and systems in order to gain an accurate perspective.

As closely as I had worked with the JCF over the preceding decades and having access to the numerous studies done on the organization, my own assessment of the actual capacity, personnel, policies and infrastructure was necessary.

The necessity for an aggressive modernization programme to increase the efficiency and effectiveness of the Force was clearly apparent. There had been many initiatives that had started and stopped over a number of years. What they lacked was overall guidance and ownership at the level of Commissioner of Police and the creation of the various mechanisms for implementation and sustainability.

Simultaneously there was an immediate need to halt the three year increase in the homicide rate which had reached a seven year high in 2017 of 1,647 persons. There was a consistent call for better traffic management and public order which also had to be addressed with urgency.

There was also a lack of capital investment for decades which allowed the plant and equipment to deteriorate to unacceptable levels. This forced leaders at various levels to engage persons who were able and willing to assist, some of whom had agendas not in keeping with the good governance of the organization.

More recently in 2020, the requirements of the COVID19 pandemic placed significant demands on the organization. The JCF has had to enforce the measures under the Disaster Risk Management Act (DRMA) and support the Ministry of Health and Wellness (MOHW) in quarantine and other activities. Additionally, the organization continues to adjust many of its operations as it establishes new norms to cope with the impact of the pandemic.

I thank the men and women of the Constabulary for their support, hard work under challenging circumstances, commitment to the safety of the people of Jamaica and willingness to embrace change.

There is much yet to be achieved but the long-mooted transformation of the JCF is happening rapidly.



Major General Antony Anderson CD, JP
Commissioner of Police



Review of
existing reports

Assessment of
policing environment

Development of a
sustainable framework
to respond to crime,
modernise the Force and
engage the public

Internal Assessment of
Force capacity, personnel,
policies & infrastructure



Mr Clifford Blake, DCP
Strategic Operations Portfolio



Mr Richard Stewart, DCP
Administration & Support Services Portfolio



Mr Fitz Bailey, DCP
Crime & Security Portfolio



Dr Kevin Blake, DCP
Force Development & Logistics Portfolio



Mr McArthur Sutherland, Actg DCP
Inspector General
Inspectorate & Professional Standards
Oversight Bureau

PORTFOLIO LEADERS

The Commissioner along with the five Deputy Commissioners form the High Command of the JCF. Through regular consultation and planning, the team develops and maintains the organization's strategic focus and policy direction.

The programmes, projects and policing strategies/activities are delivered through the portfolios led by the Deputy Commissioners. They provide leadership and oversight to over seventy five geographic and non-geographic divisions, branches and units.

The Force Development and Logistics portfolio is the latest to be formed as part of the ongoing JCF restructuring exercise. It was instituted in September 2020 and has responsibility for major projects (technology and infrastructure), research and policy development, procurement and logistic services.

Three of the current Deputy Commissioners were appointed in July 2020 by the Police Service Commission.

**Office of the Commissioner
of Police**

Ms Karina Powell-Hood, SSP
JCF Staff Officer

Ms Tanisha Ellison, DSP
Staff Officer to the Commissioner

Mr Raymond Wilson, DSP
Welfare Officer

Ms Alethia Whyte
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Ms Stephanie Lindsay, SSP
Corporate Communications

Mr Dennis Brooks
Communications Strategist

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Administration & Support Services**

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Administration Branch

Mr Devon Watkis, ACP
Training Branch

Ms Claudette Martin
Finance Administration

Ms Annette Osbourne
Human Resource Branch

Dr George Leveridge
Medical Services Branch

Pastor Dr Gary Buddoo-Fletcher
Chaplaincy Services Branch

**Office of the Deputy Commissioner
Strategic Operations**

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Operations Branch

Mr Ealan Powell, ACP
Community Safety & Security Branch

Mr. Warren Clarke, ACP
Specialised Operations

Mr Karl Bowen, SSP
Border Security Branch

Mr Gary McKenzie, SSP
Public Safety & Traffic Enforcement
Branch

Mr Clifford Chambers, ACP
Area 1

Ms Jacqueline Coombs, SSP
Area 2

Mr Michael Smith, ACP
Area 3

Mr Donovan Graham, ACP
Area 4

Mr Gary Griffiths, ACP
Area 5

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Criminal Investigation Branch

Mr Anthony Mc Laughlin, SP
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Ms Paulette Green, SP
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**Office of the Deputy Commissioner
Force Development & Logistics**

Mr Warren Clarke, ACP
Services Branch

Mr Leonardo Brown, ACP
Technology Branch

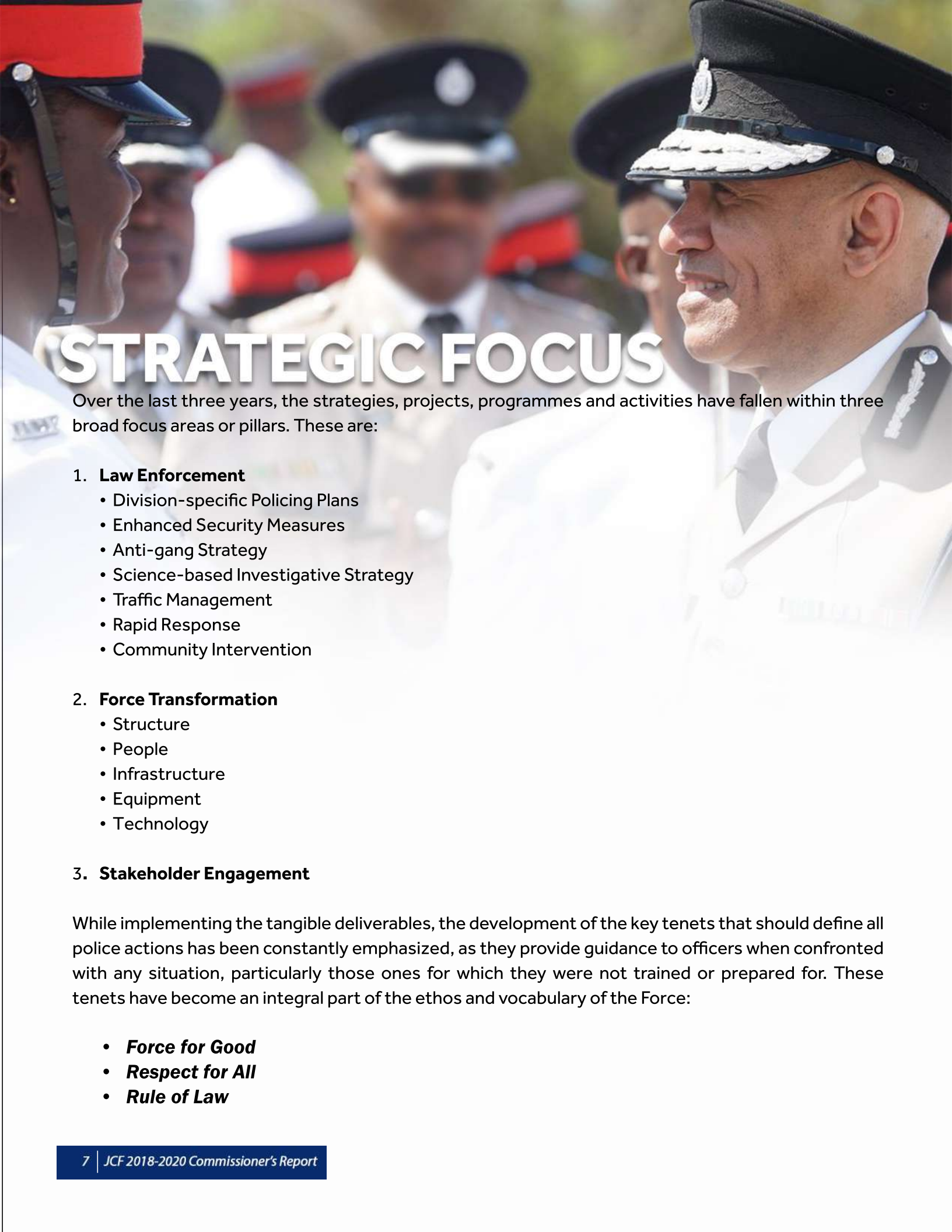
Mr Desmond Brooks, SSP
Planning, Research & Development
Branch

Mr Devaughn Colquhoun
Corporate and Special Services

**Office of the Deputy Commissioner
IPROB**

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Professional Standards
Directorate

Mr Andrew Hill, SP
Internal Affairs Directorate



STRATEGIC FOCUS

Over the last three years, the strategies, projects, programmes and activities have fallen within three broad focus areas or pillars. These are:

1. Law Enforcement

- Division-specific Policing Plans
- Enhanced Security Measures
- Anti-gang Strategy
- Science-based Investigative Strategy
- Traffic Management
- Rapid Response
- Community Intervention

2. Force Transformation

- Structure
- People
- Infrastructure
- Equipment
- Technology

3. Stakeholder Engagement

While implementing the tangible deliverables, the development of the key tenets that should define all police actions has been constantly emphasized, as they provide guidance to officers when confronted with any situation, particularly those ones for which they were not trained or prepared for. These tenets have become an integral part of the ethos and vocabulary of the Force:

- ***Force for Good***
- ***Respect for All***
- ***Rule of Law***



LAW ENFORCEMENT

Jamaica's seemingly intractable homicide rate, which, for over twenty (20) years surpassed 1,000 lives lost, has been the measure of police effectiveness over decades and administrations. This has led to an inordinate proportion of the Force being applied to operational responses to the detriment of other policing services to the public.

The data suggests that homicides are significantly biased towards persons affiliated with gangs or gangsters (approx. 80%). It therefore means that the majority of the population are seeking police services which impact their own circumstance and relate more to anti-robbery, traffic management, public order issues and the services delivered through police stations.

The current law enforcement activities are aimed at reducing and controlling violence while improving public safety, citizen security and service delivery. Of necessity, the violence reduction required a focus on the gangs through effective direct operational action and improved investigations. Simultaneously, other criminal actors required the attention of the police divisions through the implementation of clearly defined and constantly reviewed Policing Plans (See Appendix 1 for matrix of key activities and outcomes/results).



1. Division-specific policing plans

In 2019, the development of the divisional policing plan was revamped to adopt a more holistic and deliberate approach to policing communities. The IIOII (Intelligence, investigations, operations, information and intervention) model replaced the top-down approach to developing divisional plans and allowed for a more specific policing response, guided by the situational analysis within each police division.

As part of the restructured approach to policing plans at the local level, the Operation Review Meetings (ORM) now feature fortnightly updates from Area Commanders using the IIOII approaches employed in their response to crimes and public security in their respective divisions.



2. Enhanced Security Measures

The enhanced security measures (ESM) realised through Zones of Special Operations (ZOSO) and States of Public Emergency (SOPE) have been two of the tools used to reduce the high levels of violence in some of the most volatile communities and high crime parishes.

The Zones of Special Operations (ZOSO) largely based on a Clear, Hold, Build strategy for community development has been declared in four communities:

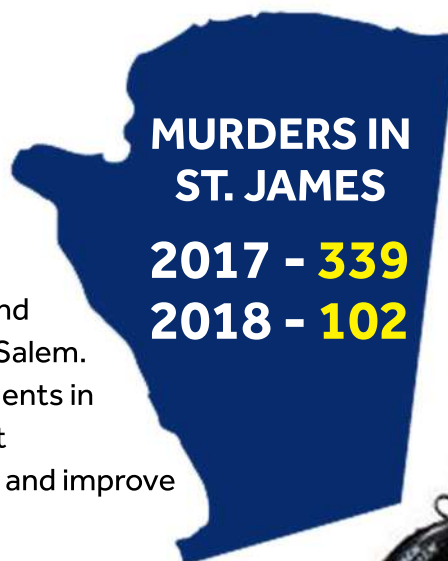
- Mount Salem – September 1, 2017
- Denham Town – October 17, 2017
- Greenwich Farm – July 1, 2020
- August Town – July 8, 2020

These communities have experienced reductions by as much as 89% in murders and 91% in shootings as was the case in Mount Salem. The communities also benefit from investments in infrastructure and community development programmes which engender social change and improve police-citizen relations.

The States of Public Emergency, the other form of the ESM, were implemented across ten of the most violent police divisions for various periods until August 2020. These include parts of Kingston & St. Andrew, St. James, Westmoreland, Hanover, St. Catherine and Clarendon.

In the divisions where the SOPE was instituted, there were immediate and significant reductions in murders and shootings. The first declaration of the SOPE in St James on January 18, 2018 resulted in a 70% reduction in murders in the parish by the end of January 2019, having recorded 102 murders compared to 339 for the previous year. This contributed to the reduction of approximately 22% in murders nationally in 2018.

These operational activities had restored a sustained peace in communities that were otherwise overridden with gang violence and gun crimes.





80% OF HOMICIDES ATTRIBUTED TO GANGS

3. Anti-gang Strategy

The anti-gang strategy, apart from the disruptive operational activities designed to reduce their freedom of movement and action, relies heavily on the use of the Criminal Justice (Suppression of Criminal Organisations) Act - commonly known as the anti-gang legislation, to investigate and prosecute the gang as a collective whole.

With a focus on some of the most established and influential gangs, this effort has resulted in an unprecedented number of gangsters being charged with various serious offences. The landmark case involving the Uchence Wilson Gang was the first case to secure convictions, where nine (9) members of the criminal organisation were found guilty for various offences under the anti-gang legislation in October 2020.

Over the last three years, 167 gangsters have been arrested and 130 placed before the Courts. This has disrupted the activities of ten (10) of the major violent gangs across the island. Fifty-three (53) members of the Clansman Gang are currently in custody awaiting trial.

In September 2020, the Strategic Counter Gang Taskforce – a multi formation partnership including the Counter-Terrorism & Organized Crime Investigation Branch, Specialised Operations and the Financial Investigations Division was established to further enhance the Constabulary's counter gang efforts.



4. Science-based Investigative Strategy

Key to improved investigative outcomes is an emphasis on the use of integrated scientific approaches in solving crimes. The strategy required a shift from investigations and case file preparations being over reliant on witness statements, to the process being heavily supported by science-based evidence.

Over the last three years, there has been a consistent increase in the processing of ballistic material. The growing number of ballistic reports generated and the linkages identified between crime scenes have progressed several major investigations in the Courts. The linkages have aided in the identification of inter and intra gang activity, criminal suspects and has also provided invaluable intelligence that has initiated several investigations.

Additionally, cyber forensics and DNA evidence have played a critical role in the clear up of cases. Increases in our cyber forensics processing output and the routine retrieval of DNA from crime scenes and recovered weapons has directly led to convictions.

This approach to investigations has resulted in better clear up rates. In 2020, the JCF recorded a 53% clear up rate for homicides, compared to 39% in 2019.



5. Traffic Management

Within the last decade, there has been a greater demand for traffic management and enforcement especially within the commercial districts as vehicle ownership and the motoring public continues to increase.

The establishment of the Public Safety & Traffic Enforcement Branch (PSTEB) has significantly improved the command and control of our traffic assets. The merger of the Traffic Headquarters and the Motorised and Highway Patrol Division has fostered improvements in our traffic management and enforcement capabilities.

6. Rapid Response

The ability to rapidly respond is essential as the criminal element becomes more mobile and agile. In addition to the normal deployment of patrol vehicles, the development of a motorcycle-based tactical team has been implemented in St. James.

This unit has been very effective at deterring and intercepting robbers, apprehending other criminals and intervening in several conflicts which could potentially result in loss of lives and properties across the Montego Bay Town Center and surrounding communities. A larger unit is undergoing training for deployment in the KMR.





7. Community Intervention

Community interventions form a crucial component of building relations between the police and citizens. In addition to established community-based programmes, the last three years marked a period of expanding outreach, interaction and interventions within some of our most vulnerable communities to encourage a partnership approach towards solving crimes and other problems.

The revitalisation of the Proactive Violence Interruption Strategy across divisions aided in the prevention of acts of reprisals and through partnerships provided various levels of support to victims of crime and their families.

The expansion of the Domestic Violence Intervention Programme in Kingston and St Thomas along with the establishment of additional counseling centers provides other outlets for members of the public to access conflict resolution and counselling services provided by trained members of the JCF and other trained professionals.

During the Covid-19 pandemic, private entities such as the PSOJ partnered with the JCF to deliver thousands of care packages to hundreds of vulnerable persons. The effort built strong bonds between the police and citizens across many communities in Jamaica and restored trust in the local police. In St James, members of the Quick Response Team couriered homework between teachers and students in several remote communities in the parish.



FORCE DEVELOPMENT

STRUCTURE

Over the three-year period, several formations were established and restructured to meet the Force's development and infrastructural needs as well as to enhance the coordination, management and optimization of resources (See Appendix 1 for matrix of key activities and outcomes/results).

1. Welfare Department – June 2018

Upon assuming command, the lack of attachment to the JCF by members was obvious. This manifested with Officers seeking external support and intervention for any issue. It was apparent that the Police Federation was providing the support that would normally come from the leadership and administration of an organization, especially regarding duty-related matters. There was no single focal point or cultural inclination towards meeting the needs of the rank and file members. Instead of a Force-wide strategy, interventions were left up to individual management styles and personalities.

To address this issue, it was necessary to establish a Welfare Department within Police Headquarters with direct reporting responsibilities to the Office of the Commissioner. This small branch of three persons has developed systems that provide for swift medical care to members who are injured or become ill. This has significantly reduced the processing times for death claims and benefits for the dependents of deceased officers, from as long a period as six years to now realising resolutions within an average six-month period.

Since 2018, there have been approximately 284 medical interventions valued at over JMD\$192 million. The department intervenes in an average of thirty (30) matters each week, including pensions, seniority payments, promotions, transfers, counselling and mediation. With improved partnerships with the Medical Services Branch and Public/Private Health Care Providers, members now benefit from a range of services to ensure their best health and wellbeing. The department also maintains strong

collaborative relations with Staff Associations as it takes primary responsibility of all staff welfare matters and promotes the new welfare arrangements with members of the JCF.

In June 2019 the Change Ambassador Programme was established and by February 2020, 150 rank and file members commenced training in Change Management (funded by Security Strengthening Program) to assist other members with the rapid implementation of the systems needed to transform the JCF. They have been extremely useful and effective during the COVID Pandemic.



2. Public Safety and Traffic Enforcement Branch (PSTEB) – August 2018

There has been a longstanding discussion around traffic disorder – blocked intersections, ignored traffic lights and public disorder in major transport centres such as Half Way Tree with illegal vending. In 2018 there was also extensive road construction across the corporate area which led to further frustration for the commuting public. The public had been underserved in this area as the focus of the JCF had been almost exclusively with crime and violence and less on public order issues.

The PSTEB was established at a critical time in the summer of 2018 when school was on the brink of reopening and major roadworks were being undertaken across main thoroughfares in and around the Corporate Area. The merger of the Traffic Highway Patrol and Motorised Divisions along with the injection of new graduates specifically trained to ride motorcycles, significantly enhanced the response capabilities to public order, public safety threats, traffic management and enforcement. The merger facilitated greater levels of accountability, improved command and control of traffic enforcement assets and coordinated management and enforcement activities. The high visibility of the officers at key intersections and roadways also significantly reassured the public of the Force's capability to keep them safe.



3. Re-organisation of the Legal Department – October 2018

This department was revamped through a civil service establishment and the recruitment of experienced civilian legal officers, as it was necessary to expand the functions and services provided to the Force.

The department provides legal representation and advice to members on civil and criminal matters. The team is actively involved in the drafting and reviewing of contracts, memorandums of understanding and other legal documents and the administrative processes associated with the separation of members, as well as provides training. Importantly, the Legislation Review Committee was established in December 2020 and has already made 80 amendment recommendations for 30 existing legislations for better law enforcement outcomes.

Since its establishment, the department has made submissions on behalf of the JCF before the Joint Select Committees of Parliament that were established to consider amendments to the Criminal Justice (Suppression of Criminal Organisations) Act between 2019 and 2020, the Occupational Safety and Health Bill in 2020 and more recently, made submissions relating to the Law Reform (Zones of Special Operations)(Special Security and Community Development Measures) Act.

The department has been a member of the Ministry of Justice's Child Diversion Technical Working Group and has participated in the public education campaign. The team of ten (10) Attorneys has provided training to various cohorts at the NPCJ, reviews Court of Enquiry Hearings and provides legal support in the States of Public Emergency and the Covid-19 Response.

This department is expanding to provide direct legal support to police areas and divisions and will increase to a complement of twenty-three (23) legal officers.



4. Technology Branch – June 2019

Modernization through technology has been a distinct strategic priority of the JCF's corporate plans for over ten years. The modernisation programme, as part of the overall transformation of the Force required significant investment in technology beyond the capacity of the IT & Telecommunications departments that had existed. Over the last three years, the Jamaica Constabulary Force has embarked on the most aggressive transformation journey ever recorded in the history of the Constabulary.

The Technology Steering Committee was therefore established in February 2019 to guide the Technology thrust which led to the formation of the Technology Branch in June 2019. The Commissioner chairs the Steering Committee that ensures technology projects are aligned with the organizational strategy; reviews and approves business cases for acquisition of major capital equipment and software and ensures adherence to budgetary requirements and timelines.

The Technology Branch, which is the merger of the Information and Communications Technology Division and the Telecommunications Division is responsible for the administration and coordination of all ICT resources. In the ongoing effort to improve service delivery and customer experience through technology, for the first time, the Force obtained a significant capital budget through the Security Strengthening Project (IDB loan). This budgetary allocation has facilitated the implementation and integration of a number of technologies to improve police efficiency and institutionalize the capabilities required with the shifting criminal landscape.

Central to the technological advancements of the Constabulary has been the research, management, maintenance and accountability framework that ensures that the JCF procures and implements appropriate technology solutions that will allow for an efficient modern law enforcement entity.



5. Inspectorate and Professional Standards Oversight Bureau (IPROB)– July 2019

The JCF had lost its internal capacity to investigate complaints of corruption in the Force and audit professional standards, as the former anti-corruption branch was the nucleus for Major Organized Crime and Anti-corruption Agency (MOCA). It was the intention that the agency would independently continue the work of the anti-corruption branch with Independent Commission of Investigations (INDECOM) doing the job of Bureau of Special Investigations (BSI). MOCA however has necessarily focused on broad corruption within Government and Organised Crime.

No organization can be credible unless it has the capacity to self-regulate, therefore it was essential to restructure the Inspectorate of Constabulary to provide a wider service.

IPROB works closely with INDECOM and MOCA and promotes integrity among members, provides oversight of the Forces' professional standards, conducts internal investigations, enforces anti-corruption efforts and investigates complaints made by the public and/or members of the Force.



6. Specialised Operations – July 2019

The Mobile Reserve Branch had been tarnished in the public sphere and used inappropriately, however the need for such a formation is necessary in Jamaica's circumstance. This led to the disbandment of Mobile Reserve and the establishment of Specialised Operations.

Specialised Operations is designed as the highly disciplined para-military unit of the Force capable of rapidly deploying in potentially high violence circumstances to conduct targeted operations.

Within this formation, which has its own command & control and operations centre, are:

- Special weapons & tactics (SWAT)
- Drone Unit
- The Armoured Vehicle Unit

The focused and intelligence driven deployments have resulted in several high value targets being arrested and charged for serious crimes while the permanent presence of operational units within several volatile spaces disrupt gang activities and deter criminals from carrying out acts of violence.

This formation has been highly effective while operating within the Rule of Law.



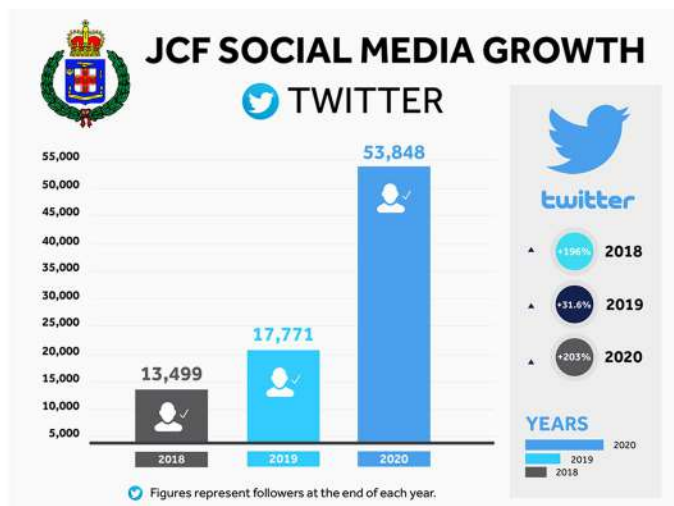
7. Restructuring of the Corporate Communications Unit – September 2019

Consistent internal and external engagement is critical to reshaping perceptions and galvanizing support in our crime reduction, boosting morale and public partnerships. In early 2018 there was no structured strategic communication programme in place and the communications unit operated autonomously largely responding to crises and calendar events without Command guidance.

Instituting the creed - *Force for Good, Rule of Law and Respect for All* was an immediate signal that the transformation of the Force was being implemented and that the culture and behaviour of all members must be informed by those values. The communications campaign reflected this and was driven by the Office of the Commissioner.

In September 2019, the unit benefitted from the addition of senior communications experts to complement the existing team, as the unit readjusted its strategies to build public trust and drive the engagement efforts. With the addition of nineteen (19) Divisional Communication Liaison Officers, the capacity of the unit to obtain and provide accurate and timely information as well as to curate content has been significantly enhanced.

The CCU operates on a 24-hour basis providing news stories to our membership and the media regarding the work of the JCF in all areas of policing. Through our own social media platforms and traditional media outlets, the department keeps audiences informed about specific crime situations and trends, investigative and operational outcomes, wanted suspects, persons of interest, missing persons, traffic situations, safety tips and a plethora of other types of information of importance to the public and our membership. In the age of community journalism and fake news, members of the team spend a great deal of time dispelling misinformation to ensure our publics have accurate and reliable information that informs their safety and security.



The JCF social media pages continue to experience exponential growth as more members of the JCF and the public, access information from various platforms. At the end of 2018, the JCF Twitter following increased by 196% when compared with 2017. In 2019, the following grew further and ended the three-year span of consistent growth with 53, 848 followers, a 203% increase over 2019.

Instagram following increased by 30% surpassing 109,000 followers in 2020, while Facebook grew by 30% with 109,622 followers in 2019 compared to 141,385 followers at the end of 2020. It is expected that all these platforms will continue to grow as we engage with our stakeholders.

This rapid growth in our social media footprint has allowed us to share critical information with the public and our members, respond to numerous enquiries on a daily basis and investigate and identify criminal suspects.

Importantly, the department curates social media campaigns around crime reduction, domestic violence prevention, cyber safety and other crime related and social issues that impact public safety and crime control. The team also undertakes major productions and planning of events to ensure the brand image and standards of the JCF are maintained.

Video content, motion graphics, magazines, digital documents and other products are produced in-house by our team of talented journalists and communications experts. With the re-launch of the JCF website in November 2020, news releases and other resource materials including crime statistics are published weekly on the site.

Additionally, the 'JCF Now' Radio programme aired on Radio Jamaica, the recently launched CommTalk Interaction Series and the JCF Podcast have provided other avenues for reaching various audiences.





8. Force Development and Logistics Portfolio – September 2020

The broad span of development and transformation activities required executive level management and guidance, hence the establishing of the new Force Development and Logistics Portfolio headed by a Deputy Commissioner of Police.

The Portfolio oversees the developmental and reform efforts of the JCF. Since its establishment, the alignment of key departments provides improved coherence and oversight of the Forces' technological advancements, research and procurement activities. It also works with other formations in their restructuring and development processes. The portfolio manages over thirty (30) technology projects and is engaged in the streamlining of several business processes and the institutionalization of logistics systems to ensure efficient management of resources.

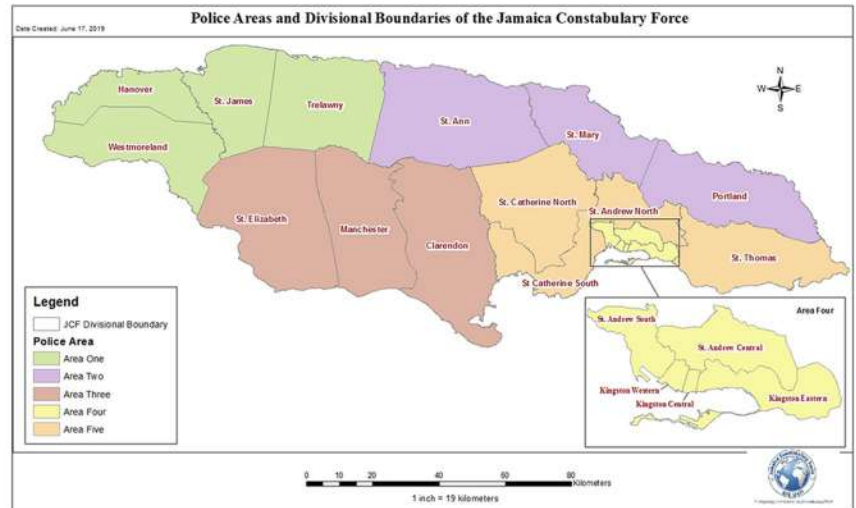
This new portfolio consists of:

- **Planning, Research & Development Branch (PRDB)**, which is responsible for the development of policy, plans, research & development
- **Technology Branch** identifies key technology requirements and develops the processes for implementation and management
- **Support Services Branch**, which is concerned with the storage, distribution, utilization, maintenance & renewal or disposal of assets
- **Procurement Branch/Corporate & Support Services** manages the acquisition of goods and services

9. Kingston Metropolitan Police – planning phase commenced October 2020

The city of Kingston has six police divisions and two separate police areas operating across Kingston & St. Andrew. This creates unnatural boundaries, communication challenges and less efficient use of resources.

The new boundaries have been defined nationally and a possible headquarters identified for acquisition. The establishment of a Kingston Metropolitan Police is consistent with our current circumstances and international best practices.





PEOPLE

1. Force expansion

The right quantity and quality of personnel is critical to the success of an effective police force. The current working strength of the JCF is 11,778 with some 2,159 District Constables supporting members of the JCF. Through innovation and research, the Planning, Research & Development Branch (PRDB) developed a mathematical model to determine the number police personnel required to deliver the dynamic and diverse services to our public. The model was tested against a number of variables to include the population, criminal landscape and police services. The model revealed that the ideal police establishment should be 18,895, that is, 4,802 more police officers than the current JCF establishment and 7,117 more than our current strength.

We have increased our training capacity with the re-acquisition of Tranquility Bay, the refurbishment of Harman Barracks and the construction of additional classrooms at the National Police College of Jamaica. This has increased the training capacity to 1500 officers per year from the current 700.

Over the last three years, the JCF commenced a rigorous recruitment drive to address the current shortage in the current police establishment, while gradually increasing the police personnel to the ideal complement. Over the three-year period, 1,670 recruits graduated. Last year, the Force encountered significant setback brought on by the Covid-19 pandemic, resulting in the unavailability of the Tranquility Bay Facility for training as it was being used as a Quarantine facility for recruits. Additionally, in keeping with the requirements of the Disaster Risk Management Act (DRMA) and the Ministry and Health and Wellness (MOHW), the recruitment intake was reduced by 50%, to ensure the Covid-19 prevention and control protocols were maintained.



2. Training the Trainers

To ensure a more consistent delivery of the recruit training curriculum, the JCF launched its first cohort of the Law Enforcement Instructor's Development Programme, in September 2019. Since its launch, two cohorts, consisting of 34 instructors have been brought through the programme and another cohort is scheduled to commence training in 2021.

3. Transparent standardised system of elevation

One of the most vexing issues that had arisen in the JCF was the arrangements around promotions and the lack of fairness and transparency of the promotions system as well as a perception of nepotism.

In May 2018, a transparent standardised promotion system was created. This has resulted in significant improvements in the transparency of the process, which now utilizes a multi-faceted approach for selection, that is, examinations, assessment centers, interviews, performance reports and integrity screening, which includes polygraph testing. Some of these stages are blind. This new process gives equal opportunity for individuals to be promoted on a merit-based system.

4. Leadership Development

Our leadership development programme has been expanded through the re-introduction of the Accelerated Promotion Programme (APP) in July 2020 with the selection, vetting and training of 14 prospective officers, while the selection process for members of the Criminal Investigations Branch (CIB) to enroll in the High Potential Detective Training Programme (HPDTP) commenced in September 2020.



5. Developing skills and talent

The strengthening of the supervisory and middle management of the Constabulary is an important feature of any progressing organisation. Members of the rank and file benefitted from a series of development courses to include Corporal and Sergeant Supervisory Management, Driving and Search Techniques among others. The Driving School was re-equipped to facilitate this.

To improve the capacity of the CIB, the Crime Analyst Training Course was launched to hone the analytical skills and investigative capacity of our members in order to improve operational and investigative outcomes. Fifty (50) persons have been trained thus far with plans for expansion underway.

6. E-Learning

The establishment of the E-learning platform which goes live in 2021, facilitates virtual learning with the delivery of training courses and programmes online and the conversion of training material to digital content. This will allow the continuous development of key competencies in a shorter time period, locally and internationally, even during crises, disasters or a pandemic. With a Force that is dispersed across the island, it is essential that every member regardless of location can access training tools.



INFRASTRUCTURE

The Police Force has suffered from a lack of capital investment in the infrastructure. This lack of funding created an environment where police stations, for the most part, were in need of refurbishing or rebuilding as opposed to maintenance. This meant that proper services could not be delivered to the public and the working conditions for members were sub-standard.

The improvement of the working environment through the construction and renovation of Police facilities has been a consistent feature of the Force development efforts over the last three years. These ongoing upgrades and constructions of over 116 police facilities (See appendices 1-3) are enhancing the working environment for members, improving performance, enhancing customer service experiences and creating a more welcoming place for members of the public to access police services including those members of the public with disabilities.



EQUIPMENT

Much of the equipment and the normal working dress uniform are outdated, are not fit for purpose and are inconsistent with modern policing.



1. Vehicles

The Force has benefitted from significant investment in building a more standardised, fit-for-purpose and newer fleet in order to improve the response times to calls for service and provide greater police efficiency through the use of integrated database, fleet management and tracking systems. While a more sufficient and efficient fleet will enhance force mobility, the fleet management and tracking systems will also ensure a more accountable workforce.

2. Uniforms

The introduction of a new uniform design and procurement of a standard uniform kit with appropriate technologies will offer more functionality and protection while enhancing the confidence of our members.

3. Body Worn Cameras

The full implementation of the Body Worn Camera System will provide protection for members and the public through the provision of an objective view of incidents. This will have a positive impact on the speed at which incidents are investigated and disposed of.

The process of acquiring and installing the servers, establishing the storage and retrieval system with sufficient data protection for evidential purposes took some time; however, that process is now complete and the roll out of cameras is ongoing.

4. Tasers

Tasers have been introduced and are currently being deployed in small quantities as we field test this option.



TECHNOLOGY

The situation in 2018 was a radio system that had significantly deteriorated, poor to non-existent connectivity and internet access at stations, paper-based records which were not able to be cross referenced or accessed efficiently. This affected all aspects of the Force negatively. Since the establishment of the Technology Branch, over thirty (30) projects focusing on the following key areas are currently underway (see appendix 4 for complete list)

1. Improvement of the Force communication capabilities through the upgrading and expansion of the JCF microwave network and the P25 antennae replacement programme.
2. Upgrading the Command and Control architecture including the Computer Aided Dispatch (CAD) System, establishment of a Command, Control, Communication, Computer and Cyber System (C5 System) and improving the internet connectivity of Police Stations.
3. Improving asset management and accountability including procurement of an asset management system, HR system (My HR Plus) and fleet management system.
4. The implementation of the Citizen's Portal for commendation and complaints.
5. Improved data management through the deployment of the Smart Check, Station Records Management & Case Management Systems.
6. Obtaining ISO 9001 Certification for two pilot stations and the Police Emergency Control Centre
7. Enhancing surveillance capabilities through the continued development of CCTV monitoring (Jamaica Eye)
8. Upgrading of the Automated Palm & Fingerprint Identification System (APFIS)
9. Implementation of video conferencing with the Courts



STAKEHOLDER ENGAGEMENT

In order to police effectively, there are a number of stakeholders that need to be actively and consistently engaged internally and externally. This engagement has therefore been defined as a key strategy in achieving the organisation's goals. Policing impacts and intersects with nearly every aspect of society and thus the list of stakeholders is extensive.

While the Force has had traditional relationships, it has become necessary to renew and expand these with our local, regional and international partners. Gun trafficking and gang violence ordered and funded by criminal actors overseas are specific areas of focus. New arrangements with partner nation law enforcement agencies for intelligence sharing and the investigation of Transnational Organised Crime, have been forged, resulting in convictions across different jurisdictions.

Diaspora outreach has been another important area of focus with the creation of a Returning Resident handbook and liaison programme. Keeping organisations such as the PSOJ and CMOC informed has led to greater understanding of law enforcement challenges and effective collaborations.

A deliberate communication strategy has been crafted to keep our publics informed and importantly, empower them to play their role in reducing crime and improving overall safety. The lead on this has been the CCU and Community Safety and Security Branch (CSSB). While meetings, forums, community and divisional tours have been important features, the use of our own social media platforms has allowed for greater reach and impact, especially with the rapid growth of these platforms in the last three years.

In recognition that internal engagement is critical to the organisation's advancement and success, a number of the structures and programmes have been designed to support this goal. Additionally, more direct communication through our digital platforms complements the traditional means of disseminating pertinent information and encourages feedback.



CONCLUSION

The collective effect of the significant number of strategies, plans, programmes and activities outlined earlier will result in the desired outcome of lower crime rates, greater public order and increased adherence to the Rule of Law. It is critical that the investment continues in the JCF through adequate budgetary allocations, urgent legislative reform and the conditions of service of members. It is equally important that the internal accountability mechanisms continue to be strengthened and enforced so that proper management and quality service delivery define our public interactions.

The foundation for transformation has been set. The direction of the Force is clearly articulated.

It is essential at this stage that the process continues apace to build a JCF that has the confidence of the population, the loyalty of its members and the capacity to deliver modern and effective policing services to the country

APPENDIX 1: LAW ENFORCEMENT

OBJECTIVES	ACTIVITIES	RESULTS/OUTCOMES
Divisional Policing Plans	Intelligence, investigation, Operational, Information and Intervention (IIOI) model established and incorporated in operational planning with fortnightly updates.	<p>Targeted and coordinated policing response</p> <p>Improved operational planning, command & control</p> <p>Improved management & accountability</p>
Enhanced Security Measures	Increased operational focus and policing presence under Zones of Special Operations (ZOSO)	<p>Reduction in Serious crimes (murders and shootings as at 04/02/2021)</p> <ul style="list-style-type: none"> - Mount Salem – 77% - Denham Town – 36% - Greenwich Town – 73% - August Town – 100% <p>Perception of safety and fear of crime:</p> <ul style="list-style-type: none"> - JNVS 2019 Reports that 90% of Jamaicans feel safe at home or in their communities and 80% of persons were of the view that the ESMs were effective. <p>Accountability Framework</p> <ul style="list-style-type: none"> - No report of police abuses - 1748 JCF members trained - Ten-day reporting mechanism <p>Searches and Seizures</p> <ul style="list-style-type: none"> - 48 illegal weapons seized - 366 rounds of ammunition seized <p>Detainment and Arrest</p> <ul style="list-style-type: none"> - 1263 persons arrested and charged for various offences

APPENDIX 1: LAW ENFORCEMENT

OBJECTIVES	ACTIVITIES	RESULTS/OUTCOMES
Enhanced Security Measures Cont'd	Increased operational focus and police presence under a State of Public Emergency (SOPE)	Immediate reduction in violent crimes (murders & shootings) within the first few months of implementation -St. James - 66% (Jan. 18, 2018 to Jan. 31, 2019) -Kingston and Metropolitan Region (KMR) - 80% (Sept. 24, 2018-Jan. 7, 2019) -Tri-Parish : St. James/Hanover/Westmoreland - 25% (Apr. 30, 2019-Apr. 29, 2020) -Bi-Parish: Clarendon/St. Catherine - 21% (Sept. 5, 2019-Sept. 4, 2020) -Kingston East - 69% (Jul. 27, 2020-Aug. 17, 2020)
Anti-Gang Strategy	Disrupt and Dismantle Criminal Gangs	Disruptions - Over 95 gangs being impacted by Area/Divisional Convictions - Nine (9) members of the Uchence Wilson Gang found guilty for various offences under the anti-gang (October 2020) Arrested and placed before the Courts. - 167 gangsters arrested and 130 before the courts., directly impacting ten (10) of the major violent gangs across the island Custody - fifty-three (53) members of the Clansman Gang in custody awaiting trial to commence in 2021.

APPENDIX 1: LAW ENFORCEMENT

OBJECTIVES	ACTIVITIES	RESULTS/OUTCOMES
Science-based Investigative Strategy	Integration of DNA, forensics, and ballistics analyses in crime solving	<p>Increased processing output of ballistic and forensic material (2019/2020 comparative period)</p> <ul style="list-style-type: none"> - 35% increase in ballistics processed - 110% increase in firearms processed - 145% increase in firearms linked to crime scenes - 69% increase in cyber forensic case completion - 15,495 DNA samples processed from 5,832 cases <p>Enhanced investigative outcomes</p> <ul style="list-style-type: none"> - Improved case file preparations resulting in more guilty pleas - Crime clear up rate increased to 45% in 2020, compared to 33% in 2019 - Clear up rate for homicides increased to 53% in 2020 compared to 39% in 2019
Traffic Management	Improved traffic management and enforcement capabilities for public order	<p>Tickets issued</p> <ul style="list-style-type: none"> - 383,343 in 2020 (impacted by Covid-19) - 512,274 in 2019 - 528,163 in 2018 <p>- Partnership with the Road Traffic Council and public education campaigns</p> <p>Increased traffic flow</p> <p>Improved coverage of the highways & major roadways</p>

APPENDIX 1: LAW ENFORCEMENT

OBJECTIVES	ACTIVITIES	RESULTS/OUTCOMES
Rapid Response	Improved mobility and agility	Establishment of Response Teams <ul style="list-style-type: none"> - St. James (17) - Corporate Area (40 in training) Improved Police Response times Interruption of criminal activities
Community Intervention	<p>Strengthened relations between the police and citizens.</p> <p>Proactive Violence Interruption Strategy</p> <p>Expansion of the Domestic Violence Intervention Programmes</p>	Problem-solving approach to policing - Community-based Programmes Improved police-community relations Outreach and Interaction Programmes <ul style="list-style-type: none"> - JCF/PSOJ Programme - Police Youth Club Camps - School Resource Officer Programme - Anger Management Programme (Schools) - Inaugural Music Camp (2020) - Business Watch - Farmers Watch - Neighbourhood Watch

APPENDIX 1: FORCE DEVELOPMENT

OBJECTIVES	ACTIVITIES	RESULTS/OUTCOMES
Modernisation, restructuring and establishment of force structure	Establishment of IPROB	Collaboration with MOCA <ul style="list-style-type: none"> - Information and intelligence sharing - Integrity assurance Programme; polygraph and vetting
	Re-establishment of the internal Anti-corruption department	Investigations and Intelligence <ul style="list-style-type: none"> - 403 complaints investigated in 2020
	Establishment of the Technology Branch	Acquisition and upgrade of major capital equipment and software <ul style="list-style-type: none"> - Upgrade of JCF Microwave Network - Data Centre Infrastructure (Servers) - 817 Computers and laptops for Police Stations (Station Record Management System – SRMS) - Vehicle Tracking Project / Fleet management being increased to cover fleet of 1500 vehicles. - Storage Integration & Data Analytics Project - Automated Fingerprint Information System (AFPIIS) - Computer Aided Dispatch Upgrade - Cyber Security (SMOCS) - Jamaica Eye (Camera, Equipment, Server)
	Establishment of a Welfare Department	Swift medical care for service members <ul style="list-style-type: none"> - Since 2018, approximately 284 medical interventions valued at over JMD\$192 million. Appropriate and increased welfare interventions <ul style="list-style-type: none"> - An average of thirty (30) matters each week, including pensions, seniority payments, promotions, transfers, counselling and mediation.
		Change Management <ul style="list-style-type: none"> - 150 rank and file Change Ambassadors trained.

APPENDIX 1: FORCE DEVELOPMENT

OBJECTIVES	ACTIVITIES	RESULTS/OUTCOMES
Modernisation, restructuring and establishment of force structure	Establishment of the PSTEB	Improved command and control of traffic enforcement assets
		Coordinated management & enforcement activities
		Enhanced response capabilities to public order, public safety threats
	Reorganisation of the legal Department	Expansion of legal services <ul style="list-style-type: none"> - Recruitment of experienced civilian expertise - legal representation and advice to members on civil and criminal matters - Provision of training services Legislative and Policy Review <ul style="list-style-type: none"> - Legislative review committee recommended 80 amendments for 30 existing legislations for better law enforcement outcomes. - Submission for amendments and repeal of existing legislations. - Provision of legal support to ESM and Covid 19 policy responses.
	Specialised Operations	Agile, flexible all-island capability to pursue criminal gangs, high value targets and deliver specialised policing responses in high risk circumstances Newly established branch features: <ul style="list-style-type: none"> - Special weapons & tactics (SWAT) - Drone Unit - The Armoured Vehicle Unit

APPENDIX 1: FORCE DEVELOPMENT

OBJECTIVES	ACTIVITIES	RESULTS/OUTCOMES
Modernisation, restructuring and establishment of force structure	Establishment of Force Development and Logistics Portfolio	Review of core business processes and policies Greater coordination between key departments: <ul style="list-style-type: none"> - Planning, Research & Development Branch (PRDB), - Technology Branch - Support Services Branch - Procurement Branch/Corporate & Support Services Development of workplans, strategic and policy development
	Establishment of a Kingston Metropolitan Police Region	Improved management and optimized use of resources Improved command and control
Development and Training	Staff development and training programmes E-Learning	Enhanced capacity Building <ul style="list-style-type: none"> - Re-acquisition of Tranquility Bay - Refurbishment of Harman Barracks - Construction of additional classrooms at the National Police College of Jamaica (increasing the training capacity to 1500 officers per year from the current 700).

APPENDIX 1: FORCE DEVELOPMENT

OBJECTIVES	ACTIVITIES	RESULTS/OUTCOMES
Development and Training	Staff development and training programmes (cont'd)	<p>Improved skills and job competences</p> <ul style="list-style-type: none"> - Launch of the Law Enforcement Instructor's Development Programme (two cohorts, consisting of 34 instructors trained) - Launch of the Crime Analyst Training Course to improve investigative capacity and analytical. (Fifty (50) persons trained) - The establishment of the E-learning platform in 2021 will facilitate virtual learning with the delivery of training courses and programmes online and the conversion of training material to digital content. <p>Standardised system of promotion</p> <ul style="list-style-type: none"> - Merit-based system established. <p>Leadership Development</p> <ul style="list-style-type: none"> - Leadership development programme expanded through the re-introduction of the Accelerated Promotion Programme (APP) in July 2020 with the selection, vetting and training of 14 prospective officers. - Selection process for members of the Criminal Investigations Branch (CIB) to enroll in the High Potential Detective Training Programme (HPDTP) commenced in September 2020.

APPENDIX 1: FORCE DEVELOPMENT

OBJECTIVES	ACTIVITIES	RESULTS/OUTCOMES
Infrastructural and Technological development	Strengthening the infrastructural and technological capacity	<p>Infrastructural development</p> <ul style="list-style-type: none"> - Improvement of the working environment for members through the construction and renovation of 116 Police facilities. <p>Police vehicles and Equipment Acquired</p> <ul style="list-style-type: none"> - Motor Vehicles: 222 - SUVs: 107 - Motor Cycles: 83 (2020) - Ballistic Plates 400 - Helmets 500 - Ballistic Vests : 4000 (2020) - Uniform - Body worn cameras - Tasers <p>Force communication capabilities</p> <ul style="list-style-type: none"> - Upgrade and expansion of the JCF microwave network and the P25 antennae replacement programme. <p>Upgrading the Command-and-Control architecture and internet connectivity of Police Stations</p> <ul style="list-style-type: none"> - Computer Aided Dispatch (CAD) System (119), establishment of a Command, Control, Communication, Computer and Cyber System (C5 System)

APPENDIX 1: FORCE DEVELOPMENT

OBJECTIVES	ACTIVITIES	RESULTS/OUTCOMES
Infrastructural and Technological development	Strengthening the infrastructural and technological capacity (<i>cont'd</i>)	<p>Improving asset management and accountability</p> <ul style="list-style-type: none"> - Procurement of an asset management system, HR system (My HR Plus) and fleet management system. - The implementation of the Citizen's Portal for commendation and complaints. - Deployment of the Smart Check System, the Station Records Management System & Case Management System. - Obtaining ISO 9001 Certification for two pilot stations and the Police Emergency Control Centre (119) <p>Enhancing surveillance capabilities</p> <ul style="list-style-type: none"> - Ongoing development of CCTV monitoring (Jamaica Eye) - Upgrading of the Automated Palm & Fingerprint Identification System <p>Implementation of video conferencing with the Courts</p>

APPENDIX 1: STAKEHOLDER ENGAGEMENT

OBJECTIVES	ACTIVITIES	RESULTS/OUTCOMES
Ongoing and increased Local collaboration	MOCA Integrity Assurance Programme	Vetting and Polygraph <ul style="list-style-type: none"> - Enhanced screening for JCF recruitment, appointments and promotions
	Independent Commission of Investigations (INDECOM)	Charges and Investigations (2020/19) <ul style="list-style-type: none"> - (2020) Of 657 complaints; Fourteen (14) were recommended for charges and forty-one (41) recommended for disciplinary action. - (2019) Of 614 complaints against members of the JCF; eight (8) were recommended for criminal charges, and thirty-seven (37) recommended for disciplinary action. Police Fatal Shooting <ul style="list-style-type: none"> - (2020) Of the 91 fatal shooting incidents completed, no discipline or criminal charges were proffered in 91% of the incidents. Charges were proffered in five (5) or 6% of the incidents. - (2019) The actual number of recorded police fatal shootings in 2019 was 82. This figure represents the lowest number of police fatal shootings in forty (40) years. - Of the eighty-two (82) investigations, four (4) cases were recommended for charges. Two (2) of those four cases were domestic related.
	Crime Monitoring and Oversight Committee (CMOC)	National Crime Monitoring Targets <ul style="list-style-type: none"> - Satisfactory progress with the JCF targets for 2020 (Strengthening of the Inspectorate and Investigative capacity enhanced)

APPENDIX 1: STAKEHOLDER ENGAGEMENT

OBJECTIVES	ACTIVITIES	RESULTS/OUTCOMES
Ongoing and increased Local collaboration Cont'd	Law Enforcement partnership: JDF, MOCA, Customs	Interruption of gang-related and organised crime activities
	Joint Investigations/Operations	Reduction in serious crimes
		Improved case file preparation
International Partnerships Renewed & Established	Joint investigations Training & Development Policy planning & development	- Progression of Organised Crime investigations <ul style="list-style-type: none"> - USA - Canada - Caribbean - Interruption of international drug trafficking and human trafficking syndicates

APPENDIX 2: COMPLETED FACILITIES

Police Facilities F/Y 2018-2019

- 1 Prospect Police Station
- 2 Newport Police Station
- 3 Balaclava Police Station
- 4 Matildas Corner Police Station
- 5 Denham Town Police station
- 6 Nain Police Station
- 7 Bamboo Police Station
- 8 Rio Bueno Police station
- 9 Greater Portmore Police Station
- 10 Seaview Police Station
- 11 Green Island Police Station
- 12 Kings Vale Police Station
- 13 Mill Bank Police Station
- 14 Castleton Barracks
- 15 Cross Keyes Police Station
- 16 Crofts Hill Police Station
- 17 Freeport Police Station
- 18 Lawrence Tavern Police Station Phase 1
- 19 San San Police Station Phase 1
- 20 Duncans Police Station
- 21 Lionel Town Police Station
- 22 Mandeville Police Station
- 23 Allman Town Police Station
- 24 Rollington Town Police Station
- 25 Duhaney Park Police Station
- 26 HQ Stores
- 27 Narcotics
- 28 Browns Town Police Station
- 29 Cave Valley Police Station
- 30 Guanaboa Vale Police Station
- 31 Area 1 Garage, Kitchen
- 32 Stewart Town Police Station
- 33 Gold Street Police
- 34 Bath

Police Facilities F/Y 2019-2020

- Spring Hill Police Station
Trench Town Police Station
Sandy Bay Police Station
Mountain View Police Station
Hayes Police Station
Negril Police Station
Barrett Town Police Station
Tivoli Police Station
Alexandria Police Station
Riversdale Police Station
Highgate Police Station
Annotto Bay Police Station
August Town Police station
Moneague Police Station
Bethel Town Police Station
Magotty Police Station
Pedro Plain Police Station
Mavis Bank Police Station
Mount Salem Barracks
Gordon Town Police station
Irish Town Police Station
Allman Town Police Station
Darling Street Police Station
Browns Town Police Station
Central Village Police Station
Linstead Police Station
Claremont Police Station
Discovery Bay Police Station
Legal Affairs Unit
San San Police Station Phase 2
56 1/2 Duke Street (IPROB)
Lawrence Tavern Police Station Phase 2
Islington Police Station
City Centre

APPENDIX 3: FACILITIES COMPLETED/IN PROGRESS

Police Facilities F/Y 2020-2021

1. Specialized Operations Monitoring Room	Completed
2. Admiral Town Police Station	Completed
3. Fletchers Land Police Station	Completed
4. Lucea Police Post	Completed
5. Ocho Rios Police Station	Completed
6. Hope Bay Police Station	Completed
7. 56 Duke Street (CRO)	Completed
8. Frankfield Police Station	Completed
9. Williamsfield Police Station	Completed
10. Major Investigations Division	Completed
11. Narcotics Division	In Progress
12. Old Harbour Police Station	Completed
13. Clarks Town Police Station	In Progress
14. Runaway Bay Police Station	In Progress
15. Chapelton Police Station	Completed
16. Orange Bay Lock Up	Completed
17. JCF Pharmacy	In Progress
18. PSTEB West	In Progress
19. Moneague Lock up	Completed
20. Oracabessa Lock up	Complete
21. Spanish Town Lock up	Completed
22. National Police College of Jamaica	In Progress
23. Ulster Spring Phase 1	Completed
24. Falmouth Phase 1	Completed
25. Tranquility Bay	Completed
26. Green Acres Police Station	In Progress

APPENDIX 4: NHT & JSIF PROJECTS

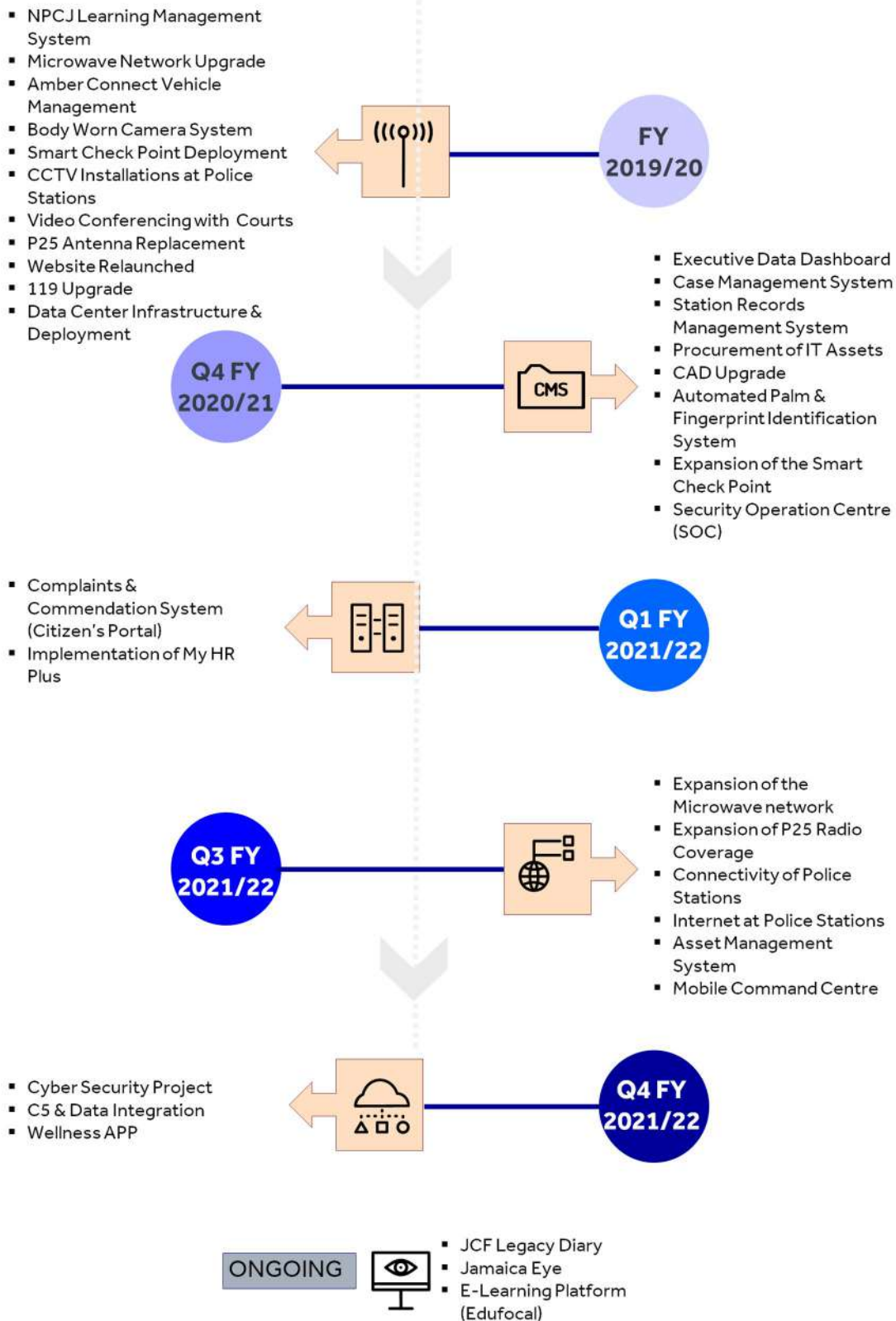
NHT PROJECTS

- | | | |
|-----|-------------------------------------|--------------|
| 1. | Shady Grove | Construction |
| 2. | Port Antonio | Construction |
| 3. | Port Maria | Construction |
| 4. | Buff Bay | Construction |
| 5. | Mobile Reserve
(Harman Barracks) | Renovation |
| 6. | Olympic Gardens | Construction |
| 7. | Savanna La Mar | Construction |
| 8. | Stony Hill | Construction |
| 9. | Little London | Construction |
| 10. | Lacovia | Construction |
| 11. | Frome | Construction |
| 12. | Anchovy | Construction |
| 13. | Summit | Renovation |

JSIF PROJECTS

- | | | |
|----|---------------|---------------------------|
| 1. | Franklyn Town | New Construction |
| 2. | Spanish Town | Pre Construction |
| 3. | Bog Walk | Renovation & Construction |
| 4. | Denham Town | Renovation |
| 5. | Four Paths | Renovation & Construction |
| 6. | Lionel Town | Renovation & Construction |
| 7. | Mount Salem | New Construction |
| 8. | Adelphi | Renovation & Construction |

APPENDIX 5: TECHNOLOGY PROJECTS





JAMAICA CONSTABULARY FORCE

Rule of Law • Respect For All • A Force For Good