

**Statement of Work for  
Community Policing Training Program  
Panama City, Panama**

**BACKGROUND**

The International Narcotics and Law Enforcement Affairs (INL) Section is the office in the U.S. Embassy to Panama that manages assistance activities funded under the Central America Regional Security Initiative through the Department of State, Bureau of International Narcotics and Law Enforcement Affairs. .

The concept of “community policing” (CP) developed in the late 1960s and early 1970s after police responses to social unrest and activism severely damaged the public’s trust and confidence in law enforcement institutions in the United States. While the original objective of CP was to increase legitimacy of and improve citizen satisfaction in its police agencies, it has since evolved into an ever-changing array of diverse programs designed to appeal to specific audiences which makes it nearly impossible to define.

INL Panama’s CP efforts are based on institutional reform of the National Police, who have philosophically embraced community policing and deployed a COMPSTAT technology platform nationwide. In parallel, the National Police have reformed their training academy to raise the curriculum’s academic and professional value while also creating the necessary structural components to absorb and institutionalize training content provided by outside instructors.

**PURPOSE**

The purpose of this training SOW is to enhance the capacity of law enforcement agencies to reduce gang-related crime and violence in support of on-going INL community policing projects. The vendor will deliver six 40-hour Community Policing courses, focused on practical skills for patrol officers; a Train-The-Trainer course for police academy instructors; and two Executive Leadership courses on Community Policing through data-driven police management. All courses must adhere to the Duties and Responsibilities section that follows below, and will be directed by the Central America Police Program Advisor and supervised by the INL Director.

**PERIOD OF PERFORMANCE**

The period of performance for this order will be 12 months from August 30, 2014 to August 30, 2015.

## **PLACE OF PERFORMANCE**

The Republic of Panama, as directed.

## **DUTIES AND RESPONSIBILITIES**

### Development of Course Curriculum

The general objectives of the Community Policing course (from theory to practice) curriculum will be to inform the students of the best practices in Community Policing identified from around the world and adapted to the Central American reality, but more specifically that of Panama's. Also, to provide them with the knowledge and skills required to develop a community related crime prevention action plan suitable for implementation in their own operational environment.

Based on the results of the above described needs assessment, vendor will develop training curriculums which will cover, at a minimum, the following subjects:

1. Basic Principles of Community Policing
2. Crime prevention through environmental design
3. How to use the COMPSTAT model
4. Classroom and field exercises to develop a COMPSTAT group project
5. Student presentations of COMPSTAT group projects, followed by instructor critique and feedback
6. Partnerships: it's all about working with the community
7. Organizing community meetings: bringing different groups together
8. Proactive problem solving: fixing the problems first
9. The problems with problem solving
10. Organizational change: what's different with community policing?
11. Developing action plans
12. Introduction to Intelligence-Led Community policing
13. Application of intelligence to a community "gangs" problem
14. Application of business principles to implementation
15. Team work exercises and case studies: discussion, analysis, and presentations
16. Group projects
17. Student presentations of group projects
18. Instructors critique and feedback of student projects

With this contract, it is expected that the vendor:

1. Coordinates consistency across instruction by bringing instructors together with the course director in the US prior to deployment to Central America.

2. Provides six 40-hour Community Policing courses, with two instructors per course, and each class to have up to 45 participants.
3. Provides one 40-hour Train-The-Trainer course for police academy instructors, with three instructors per course, and each class to have up to 45 participants.
4. Provides two Executive Leadership courses on community policing through data-driven police management, with three instructors per course, and each class to have up to 45 participants.
5. Provides individual class material for each student in Spanish. Materials will include PowerPoint presentations, course manual, hand-outs, case studies, and exercises.
6. Provides to the Police Training Directorate all course curriculum, lesson plans, and didactic material necessary to replicate the 40-hour Community Policing course.
7. Procures travel arrangements for instructors including but not limited to: lodging, airfare, daily meals, and incidental expenses.
8. Covers instructor fees, preparation time, and all related administrative costs.

In order to complete this scope of work, **INL (or their representatives in country) will be responsible for the following:**

1. Conduct all selection, invitation, and vetting of the Host Nation participants.
2. Arrangement of, and associated costs for, all training facilities and any site visit logistics, including meal breaks, use of facilities, and training equipment.
3. Provision of training equipment, including but not limited to: computers, projector, and supplies. This includes printing and delivery to the training site of any workbooks and associated learning materials.
4. Simultaneous interpretation services and equipment, if approved in advance by INL and only for certain subject matter experts, where fluent Spanish speaking experts are unavailable.
5. In-country transportation for visiting consultants/trainers.
6. All costs associated with the course participants, including but not limited to: their travel costs, hotel accommodation, security, per diem, and any compensation.

## **MINIMUM QUALIFICATIONS OF VENDOR**

1. The vendor will provide course materials that are compatible with the distinct nature of the citizen security situation in Panama versus the U.S.
2. The vendor will have demonstrated experience in the development, implementation and management of community policing programs and trainings, and will have demonstrated experience developing and conducting these trainings outside the United States.
3. The vendor will have demonstrated knowledge of and experience with INL law enforcement programs in Central America and the culture and operational environment of Central American law enforcement agencies.
4. All instructors utilized by the vendor will have:
  - demonstrated experience in delivering law enforcement curriculums in Central America
  - demonstrated experience in delivering community policing curriculums in Central America
  - successfully completed Instructor Course Development (ICD) or similar training
  - at least three years of experience as a law enforcement officer
  - demonstrated Spanish language fluency (this requirement applies only to all officers that deliver the 40-hour Community Policing course)

## **PREFERRED QUALIFICATIONS**

1. Demonstrated work experience and familiarity with the criminal justice systems of Central America
2. Instructors who have worked and/or lived in Central America and are fluent Spanish speakers
3. Must have conducted independent agency research targeting the Community Policing practices in Central America.
4. Must already have a Spanish curriculum and course materials which focus on the unique operational environment for Community Policing in Central America.
5. Must be familiar with the Central American police institutions.

## **SECURITY CLEARANCE**

A security clearance is not required for this project.

## **Payment Terms:**

Net 30 days after each course.