



TRINIDAD AND TOBAGO POLICE SERVICE OPERATING PLAN 2018

ACHIEVING SUCCESS TOGETHER

**OFFICE OF THE COMMISSIONER OF POLICE
JUNE 2018**



VISION

To make every place in Trinidad and Tobago safe

MISSION

In partnership with the citizens of Trinidad and Tobago, we provide for safe and secure communities and other places through professional policing, focused leadership and consistent, high quality service

MOTTO

To protect and serve with P.R.I.D.E.



SHARED VALUES

Our organization is defined by the following five (5) shared values:

Professionalism

We will be efficient, diligent, thorough and informed in performing our duties and will adopt a deliberate approach to be humble, kind, understanding, empathetic and considerate when interacting with our customers.

Respect

We will exhibit courtesy, tolerance and sensitivity to everyone.

Integrity

We will be honest, applying the highest ethical standards in the performance of all aspects of our duties, doing always what we are obligated to do in an objective and equitable manner, not compromising ourselves or allowing personal benefit to influence our decisions. We will do what is right because it is the right thing to do.

Dignity

We will protect human dignity and maintain and uphold the rights of all persons.

Excellence

We will strive to achieve excellence in every service that we provide through our commitment, communication, learning, mentoring, teamwork, and in the implementation of effective strategies.



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INTRODUCTION

2018 marks the start of the second year in the *Trinidad and Tobago Police Service Strategic Plan 2017 – 2019 with Rolling Feature to 2021 themed Achieving Success Together*. A meticulous review of this three-year strategic plan which included, careful consideration of the Government’s mandate, conducting a progress review, prioritization of initiatives based on needs and budgetary allocation as well as strengthening the measurability of outcomes, targets and initiatives resulted in the development of this annual operating plan - *Trinidad and Tobago Police Service Operating Pan 2018: Achieving Success Together*. The current annual operating plan will guide the organization’s direction throughout 2018 and the Executive of the Trinidad and Tobago Police Service (TTPS) will drive its successful implementation.

The TTPS Operating Plan 2018 framework comprises four (4) strategic goals which are supported by fifteen (15) strategic outcomes and fifty four (54) action items. A total of thirty one (31) performance targets will be pursued in 2018. The aforementioned information is itemised below and presented in greater detail throughout the plan.

Strategic Goals	Outcomes	Targets	Action Items
Goal 1 – Reduce and Detect Crime	4	9	13
Goal 2 - Improve Safety on our Roadways and in Other Public Places	3	6	14
Goal 3 - Strengthen Community Engagements, Citizen-Centred Service and Stakeholder Partnerships	4	8	13
Goal 4 - Strengthen the Organization	4	8	14
Total	15	31	54



TTPS IN CONTEXT

WHERE ARE WE NOW?

Financial Position

The current economic climate dictates that the direction of the TTPS must be to deliver better quality policing services at a lower cost. Budgetary allocations will impact the decisions that are taken, therefore a clear distinction must be made between what the organization needs versus what it wants. The TTPS must exercise greater ingenuity in the execution of its operations and management of all its resources, as inevitably, only those initiatives assessed to be of the highest priority can be pursued in 2018.

Achievements – A Springboard to Progress

2017 closed with some significant achievements that positioned the organization to progress well into 2018 - the second year of the *TTPS Strategic Plan 2017 – 2019 with rolling feature to 2021*. Our gain with the unprecedented number of illegal firearms found and seized (refer to *Appendix 1*) is evidence of the effort made to eliminate the criminals' access to these weapons which have been implicated in over 80% of Murders committed nationally. These efforts will be intensified in 2018 as we strive to reduce Murders, Woundings and Shootings.

The notable reduction in Fatal Road Traffic Accidents (RTAs) and road deaths, seizure of illegal drugs and enhancements in police visibility and accessibility via our mobile, foot and bicycle patrols¹, breath-testing activities and speed management on our roadways (refer to *Appendix 2 – 6*) are results that have not only motivated the officers to maintain a standard of excellence but which have positioned the organization to excel in 2018.

¹ Conducted in Tobago Division



Strengthening our engagements with communities and other stakeholders remain essential for the delivery of policing services that meet the demands of our nation. In keeping with this, the delivery of citizen-centred service continues to be facilitated by the active and continuous positive engagement of youths through our Police Youth Clubs, hosting of community/town meetings and direct engagement through social and other types of media platforms.

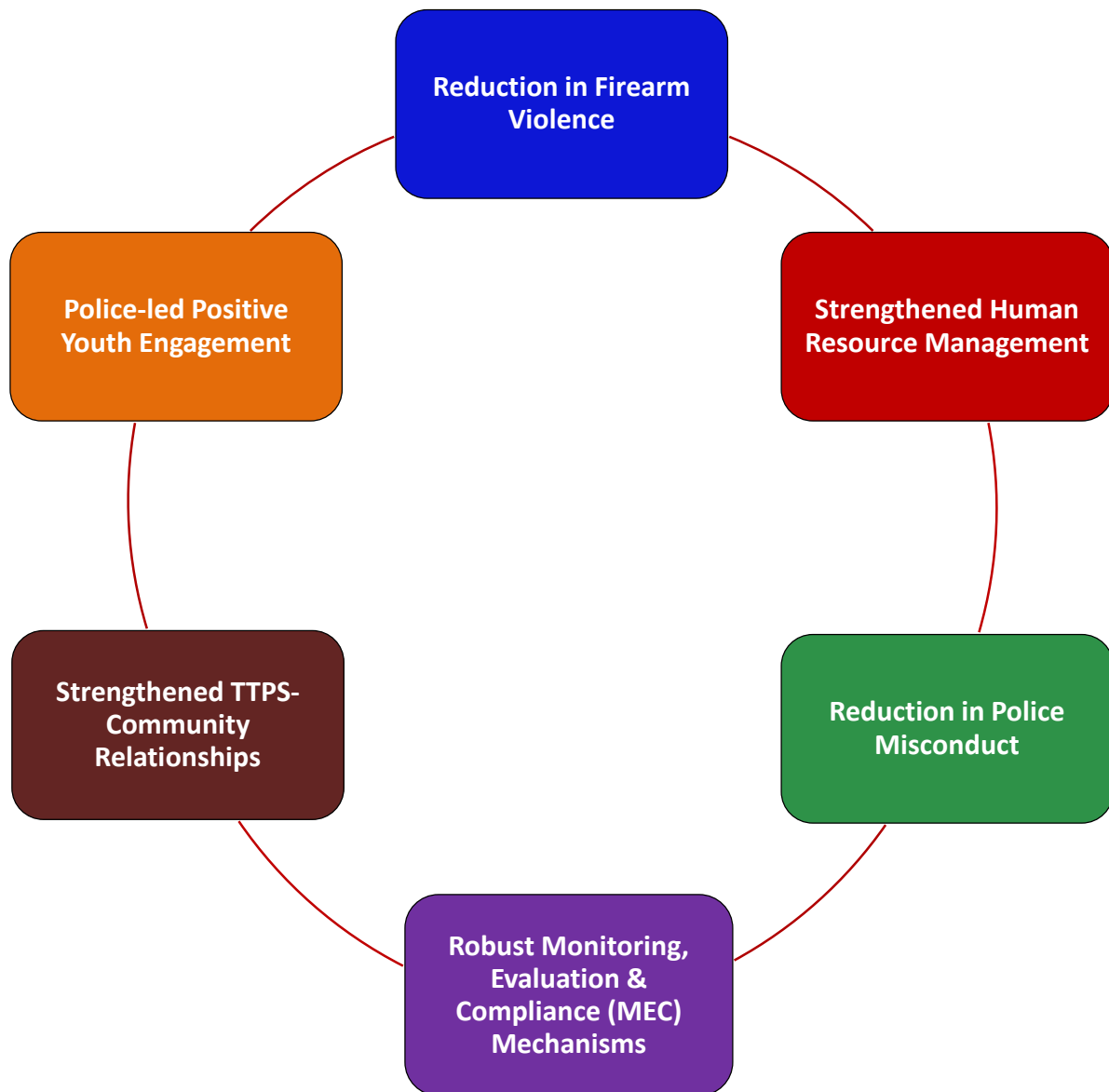
At the organizational level, officers are currently better equipped to successfully prosecute matters and carry out investigations since the organization's capacity in the areas of Monitoring, Evaluation and Compliance (MEC), Court Prosecution and Criminal Investigation was strengthened through training. The achievements combined, provide a solid springboard from which we will chart the way forward in 2018. We will continue to actively pursue our vision to make every place in Trinidad and Tobago safe by working diligently and working together as a team.

2018 Priority Initiatives

Despite our best efforts to reduce crime, the organization was especially challenged to achieve the targets linked to a reduction in firearms related violence – Murders, Woundings and Shootings (*refer to Appendix 8*). The management of these crime types, is therefore established as the organization's number one priority in 2018. The high priority initiatives that will be pursued in 2018 are presented in *Figure 1. 2018 Priority Initiatives*



Figure 1. 2018 Priority Initiatives





WHERE DO WE WANT TO BE BY DECEMBER 31ST 2018?

Reduction in Firearm Related Violence

It is envisaged that by December 31st 2018 the organization will achieve a reduction in firearm-related violence – Murders, Woundings & Shootings. The firearm has been used in the commission of over 80% of the national total of Murders, therefore to this end, significant effort will continue to be invested in targeting priority offenders (especially firearm offenders), finding and seizing illegal firearms, successfully pursuing firearm offences from arrest to completion in court and executing heightened Stop & Search exercises. Engagement with community members will also remain a core feature of our policing strategy, as it is imperative for the police to work closely with citizens to reduce crime and improve the level of safety and security in Trinidad and Tobago.

Reduction in Police Misconduct

Excellent policing work is being conducted every day across the country. However, misconduct of a few police officers generally undermines and overshadows these efforts, diminishes police legitimacy and negatively impacts public trust and confidence. It is with this in mind that the organization has adopted a zero tolerance approach to police misconduct supported by the taking of swift action. Speedy completion of Tribunals with resultant severe penalties, where such penalties are due, will ensure that an effective message is communicated to all officers across the organization. Training, police disciplinary caravans and closer supervision will also form a critical component of the effort to address issues pertaining to errant officers. As such, a reduction in police misconduct is envisaged by the end of this year.

Strengthened TTPS-Community Relationships

Professional policing services are best delivered through meaningful partnership between the public and the police. Therefore the organization will continue to actively pursue initiatives to strengthen the TTPS-citizen relationship. Community/Town meetings, people-centred



patrols, direct engagement through social media, weekly media briefings and our daily television programme *Beyond the Tape*, information sharing via various platforms, Police Youth Clubs, establishing neighbourhood watch groups, school intervention initiatives, training in customer service and other community-based initiatives will be fully utilized to ensure that by the end of December 2018, there exists a strengthened police-public partnership.

Robust Monitoring, Evaluation and Compliance

The Trinidad and Tobago Police Service (TTPS) is seeking to build Monitoring, Evaluation and Compliance (MEC) capacity across the organization in order to support a robust, decentralized framework for monitoring and evaluating results. Significant effort will continue to be invested in 2018 to chart the best way forward in the areas of staffing, training and organization-wide MEC facilitation. It is expected that by the end of 2018, the MEC Unit will be fully staffed, training will be delivered to at least one hundred and fifty (150) MEC facilitators across the organization and the TTPS will have a much more robust MEC capacity. We look forward to improved reliability and validity in data collection and increased focus on not only doing things right, but doing the right things to enable us to achieve our strategic goals.

Strengthened Human Resource Capacity

It is envisaged that by the end of 2018 some key recommendations from the 2017 Police Manpower Audit Committee Report will be implemented. We expect to recruit a new Head Human Resource (HR) on contract to ensure that the right person who is under the direct control of the Commissioner of Police is assigned to manage and lead the Human Resource department of the TTPS. This action will provide the TTPS with clear access to accelerate the reorganisation of the Human Resource portfolio for maximum efficiency and effectiveness. It is to be noted that significant attention will be placed on employee welfare and wellness as



our sworn and unsworn staff members are among the organization's most valuable assets, without which, the provision of effective policing services would not be possible.

By December 31 2018, it is envisaged that the Trinidad and Tobago Police Service will be well on its way to achieving distinctive progress towards its vision of making every place in Trinidad and Tobago Safe.

HOW WILL WE GET THERE?

PURSUIT OF TTPS STRATEGIC GOALS 2018

The Trinidad and Tobago Police Service will achieve the desired results through the pursuit of its four strategic goals (see *Figure 2. TTPS Strategic Goals 2018*) which are supported by strategic outcomes (see *Figure 3. TTPS Operating Plan 2018 Flow Chart*).



Figure 2. TTPS Strategic Goals 2018



Organizational Roadmap

The current operating plan is the “roadmap” that will be used to guide the organization towards accomplishing its goals as well as its vision and mission. However, given the current financial constraints, the Trinidad and Tobago Police Service will employ more creative and innovative approaches to achieve the desired results. Our shared values will be better aligned with the values of our sworn and unsworn staff members and will be the foundation from



which we launch all of our activities. Hard work, teamwork, competent leadership, accountability and precision in all that we do will be the hallmark for our success.

Our Shared Values



Accountability and Implementation

It remains crucial that all persons involved in the implementation of this plan are held fully accountable for the areas of responsibility that they have been assigned. These assignments support the maintenance of stringent monitoring and evaluation and are in keeping with the Government's Vision 2030 framework for monitoring and evaluation.



The members of the TTPS Executive are accountable for the successful implementation of each of the fifty four (54) action items. It is to be noted that in this year's Operating Plan, line responsibility has been assigned at two levels: (i) *Executive Responsibility*, which comprises assignments to only the Commissioner of Police (CoP) and Deputy Commissioners of Police (DCP) and (ii) *Functional Responsibility*, which includes the Assistant Commissioners of Police (ACPs) and Civilian Heads. Each officer holder has oversight of the action items that have been assigned to him/her and will be held accountable by the Commissioner of Police for the implementation of these action items. Executive members are expected to think outside the box and make best use of all the resources available to them to get the job done.

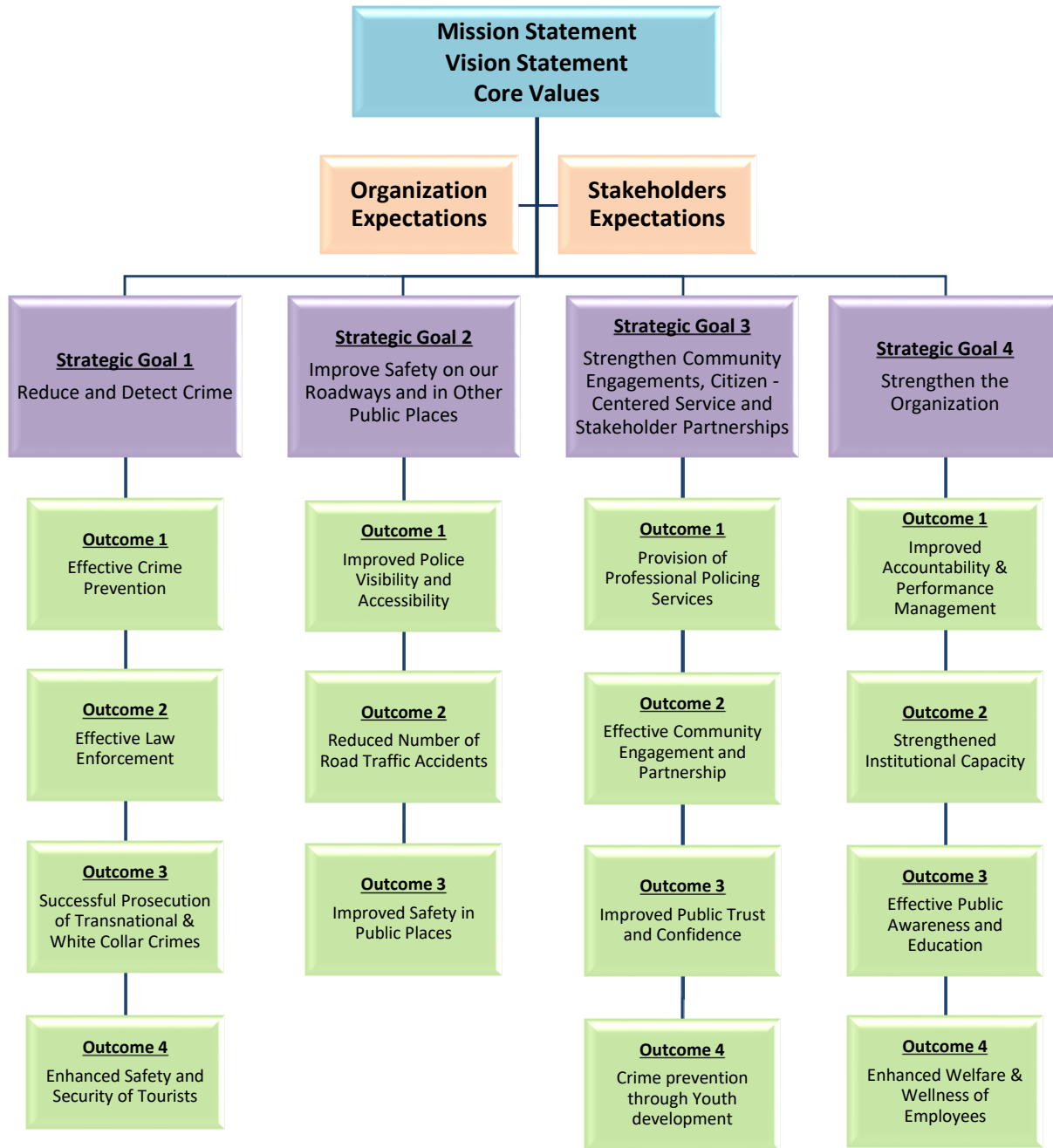
Measures of success have been identified for each of the fifteen (15) strategic outcomes. These measures help us to assess the progress that we have made towards our strategic outcomes and goals, determine if we achieved the desired results or not and provide a framework from which informed decisions can be made.

TTPS OPERATING PLAN 2018 FLOW CHART

The Trinidad and Tobago Police Service Operating Plan 2018 Flow Chart highlights the four (4) strategic goals that are being pursued by the Trinidad and Tobago Police Service in 2018 and the strategic outcomes that are related to each goal. As a result of the organization's strategic review, the current flow chart is amended from the original which was laid out in the TTPS Strategic Plan 2017 – 2019 (with rolling feature to 2021): *Achieving Success Together*. The TTPS Operating Plan 2018 Flow Chart is presented in Figure 3.



Figure 3. TTPS Operating Plan 2018 Flow Chart





ACTION PLAN 2018

KEY PERFORMANCE TARGETS AND ACTION ITEMS



STRATEGIC GOAL #1

REDUCE AND DETECT CRIME



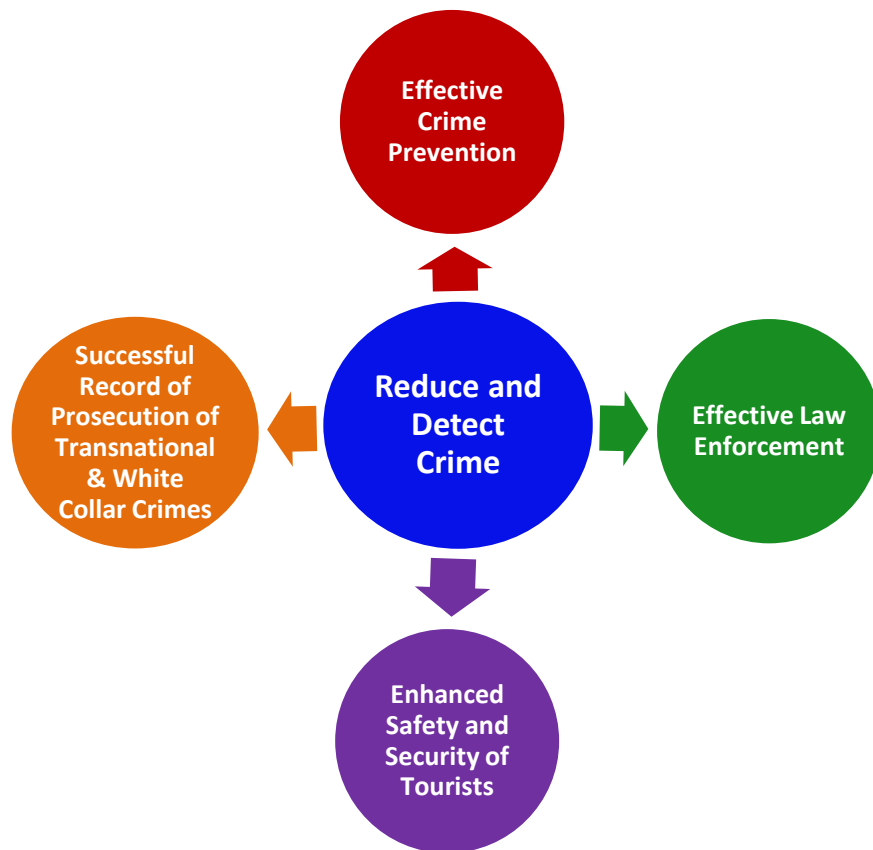
STRATEGIC GOAL

1

Reduce and Detect Crime

Statement of Strategic Intent:

We will engage in collaborative, proactive, evidence-based, intelligence led crime initiatives and law enforcement strategies in order to provide effective sustainable solutions, focusing on preventing and reducing crime, the fear of crime in communities whilst increasing the detection rate of the Organisation.





**2018 PERFORMANCE TARGETS:
GOAL #1**

PERFORMANCE AREAS		PERFORMANCE TARGETS
1	Murders	5% Reduction in Murders
2	Violent Crimes	5% Reduction in Violent Crimes
3	Serious Crimes	5% Reduction in Serious Crimes
4	Priority Offenders	30% of all identified priority offenders charged within 3 months
5	Detection of Serious Crimes	35% Detection Rate for Serious Crimes
6	Prosecution of Firearm Offenders	120 Firearm cases determined
7	Seizure of Illegal Drugs	5% Increase in Seizure of Illegal Drugs
8	Terrorism Prevention	Increase capacity to respond to Terrorism through up-skilling of 200 persons and increasing manpower in relevant Specialist Unit
9	Transnational and White Collar Crime Prevention	Increase capacity to deal with Transnational and White Collar Crime by training 75 persons and increasing manpower in relevant Specialist Units



STRATEGIC GOAL #1

GOAL 1: Reduce and Detect Crime	
OUTCOME 1.1: Effective Crime Prevention	
ACTION ITEMS:	
	Description
1	Intelligence based response to prevent retaliation
2	Apply targeted strategies to reduce homicides, shootings and woundings in hot spots
3	Educate officers in crime prevention strategies
4	Target Priority Offenders for arrest and prosecution



STRATEGIC GOAL #1

GOAL 1: Reduce and Detect Crime	
OUTCOME 1.2: Effective Law Enforcement	
ACTION ITEMS:	
	Description
1	Dismantle criminal networks involved in trafficking (drugs and firearms)
2	Conduct training in criminal investigation and court prosecution
3	Collaborate with other national security agencies for the seizure of illegal firearms and drugs on land, at sea, airports and vulnerable coastlines
4	Establish Divisional Command Centres



STRATEGIC GOAL #1

GOAL 1: Reduce and Detect Crime	
OUTCOME 1.3: Successful Prosecution of Transnational & White Collar Crimes	
ACTION ITEMS:	
	Description
1	Increase the capacity to investigate and successfully prosecute persons involved in Terrorism
2	Increase the capacity to investigate and successfully prosecute persons involved in Transnational Crimes
3	Increase the capacity to investigate and successfully prosecute persons involved in White Collar Crime



STRATEGIC GOAL #1

GOAL 1: Strengthen the Organisation	
OUTCOME 1.4: Enhance Safety and Security of Tourists	
ACTION ITEMS:	
	Description
1	Collaborate with local stakeholders to enhance the safety and security of tourists and citizens at tourist sites
2	Conduct training in Tourist Oriented Policing



STRATEGIC GOAL #2

**IMPROVE SAFETY ON OUR ROADWAYS &
IN OTHER PUBLIC PLACES**

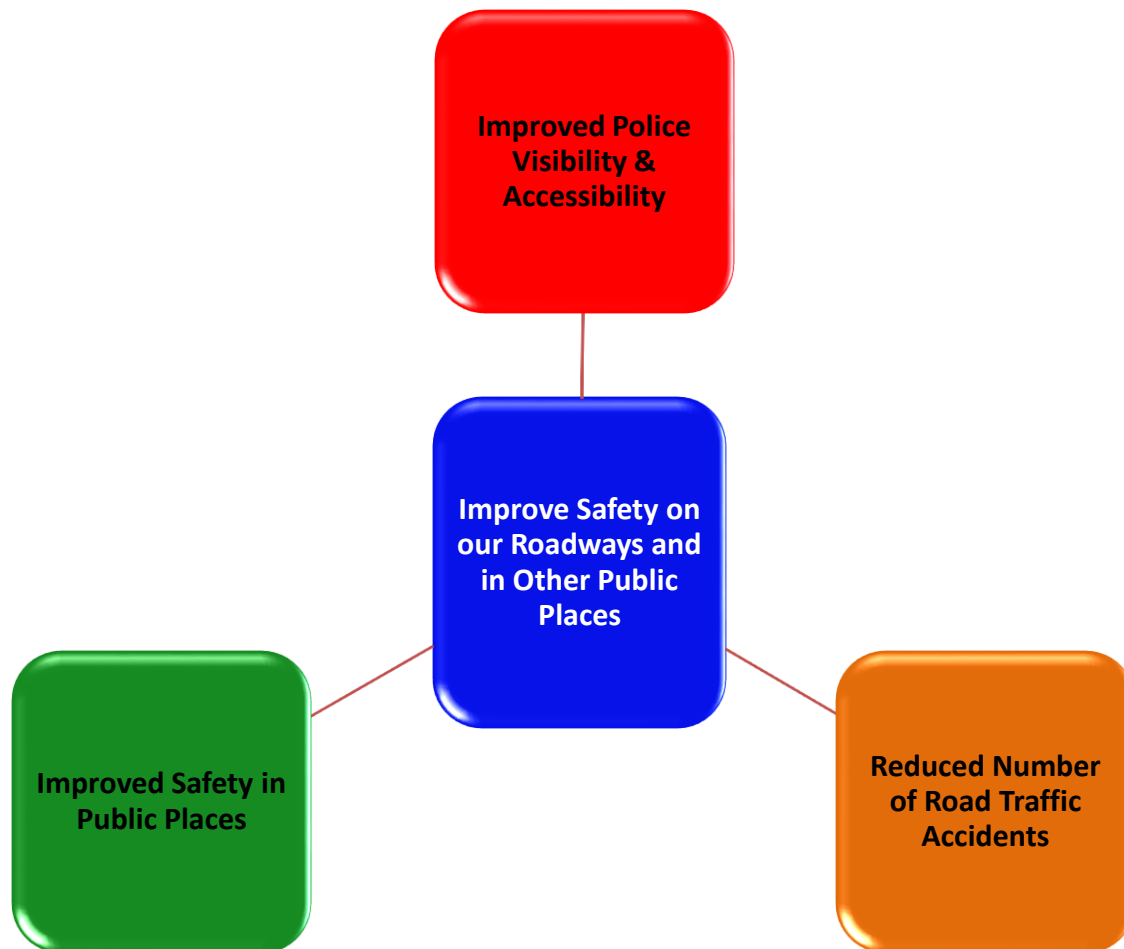


STRATEGIC GOAL **2**

Improve Safety on our Roadways and in Other Public Places

Statement of Strategic Intent:

The Trinidad and Tobago Police Service will ensure safety and security for all along our nation's roads and in other public places through increased visibility and accessibility, use of technology, public education, strict enforcement and promotion of compliance with all laws.





**2018 PERFORMANCE TARGETS:
GOAL #2**

PERFORMANCE AREAS		PERFORMANCE TARGETS
1	RTAs	5% Reduction in RTAs
2	Road Deaths	5% Reduction in Road Deaths
3	Targeted high visibility patrol regimen	5% Increase in patrols (mobile, foot, bicycle and mounted)
4	Regular Breath Testing	5% Increase in persons tested
5	Tickets issued for exceeding speed limit	10% increase in tickets issued for exceeding speed limit
6	Public Safety	60% of survey respondents feel safe in the nearest city centre



STRATEGIC GOAL #2

GOAL 2: Improve Safety on our Roadways and in Other Public Places	
OUTCOME 2.1: Improved Police Visibility & Accessibility	
ACTION ITEMS:	
	Description
1	Conduct joint road exercises utilizing specialist sections and external agencies
2	Conduct Training in People Centred Patrols
3	Increase Mobile Patrols
4	Increase Foot Patrols
5	Increase Bicycle Patrols (Tobago Division)
6	Increase Mounted Patrols



STRATEGIC GOAL #2

GOAL 2: Improve Safety on our Roadways and in Other Public Places	
OUTCOME 2.2: Reduced Number of Road Traffic Accidents	
ACTION ITEMS	
	Description
1	Expand the use of Laser Speed Detection Devices for speed control and detection
2	Conduct Breath Technician Training
3	Conduct breath testing exercises
4	Identify RTA high risk areas
5	Conduct targeted speed management operations in identified RTA high risk areas



STRATEGIC GOAL #2

GOAL 2: Improve Safety on our Roadways and in Other Public Places	
OUTCOME 2.3: Improved Safety in Public Places	
ACTION ITEMS:	
	Description
1	Educate the public on safety and security in public places via media bulletins and other mainstream and social media initiatives
2	Lobby for an increase in CCTV Cameras at major tourist sites to improve public safety
3	Implement CPTED projects in high traffic public places in collaboration with Local Government



STRATEGIC GOAL #3

**STRENGTHEN COMMUNITY
ENGAGEMENTS, CITIZEN
CENTRED SERVICE &
STAKEHOLDER PARTNERSHIPS**



STRATEGIC GOAL **3**

Strengthen Community Centred Service and Stakeholder Partnership

Statement of Strategic Intent:

We will have an effective relationship with the community that facilitates stakeholder collaboration to enhance the quality of life of citizens and improved public trust and confidence.





**2017 PERFORMANCE TARGETS:
GOAL #3**

PERFORMANCE AREAS		PERFORMANCE TARGETS
1	Police Misconduct	5% Reduction in Police misconduct
2	Tribunals Determined	10% increase in Tribunal cases determined
3	Processing of Certificates of Character	70% of Certificates of Character processed within 1 week
4	Victim and Witness Support Services	Increase technical and administrative capacity of the VWSU
5	Station Councils	90% of all Station Districts are assessed as having a functional Station Council
6	Collaboration with the public to enhance crime prevention efforts	10% Increase in the number of active Station Councils
7	Community - Police relationships	Increased confidence and trust in the TTPS reflected via 5% improvement in survey ratings (in a public satisfaction survey or crime and victimization survey)
8	Police-led positive youth engagement initiative	Implement revised PYC Policy and Operating Procedures



STRATEGIC GOAL #3

GOAL 3: Strengthen Community Engagements, Citizen - Centred Service and Stakeholder Partnerships	
OUTCOME 3.1: Provision of Professional Policing Services	
ACTION ITEMS:	
	Description
1	Utilize Police Caravans as a reinforcement tool to sensitize officers on issues of misconduct
2	Review and update Standing Orders
3	Develop and implement clear procedures and guidelines for the Professional Standards Bureau (PSB) to effectively deal with disciplinary matters
4	Maintain equipment for processing of Certificates of Character
5	Increase VWSU Manpower
6	Enhance VWSU Records Management System



STRATEGIC GOAL #3

GOAL 3: Strengthen Community Engagements, Citizen - Centred Service and Stakeholder Partnerships	
OUTCOME 3.2: Effective Community Engagement and Partnership	
ACTION ITEMS:	
	Description
1	Enhance Station Councils
2	Hold regular Station Council meetings with stakeholders from the station district



STRATEGIC GOAL #3

GOAL 3: Strengthen Community Engagements, Citizen - Centred Service and Stakeholder Partnerships	
OUTCOME 3.3: Improved Public Trust and Confidence	
ACTION ITEMS:	
	Description
1	Implement CPTED projects in each Division in collaboration with community based stakeholder groups
2	Host Community Meetings
3	Conduct Customer Service Training



STRATEGIC GOAL #3

GOAL 3: Strengthen Community Engagements, Citizen - Centred Service and Stakeholder Partnerships	
OUTCOME 3.4: Crime Prevention through Youth development	
ACTION ITEMS:	
	Description
1	Restructure PYCs to enhance alignment with TTPS Strategic Goals
2	Train PYC leaders in management and youth development



STRATEGIC GOAL #4

STRENGTHEN THE ORGANIZATION



STRATEGIC GOAL 4

Strengthen the Organisation

Statement of Strategic Intent:

We will create an organization with legitimacy and a positive image through exceptional leadership and efficient management and supervision whilst engaging flawless processes, creating adequate capacity as we care for our employees and execute our mandate.





**2017 PERFORMANCE TARGETS:
GOAL #4**

PERFORMANCE AREAS		PERFORMANCE TARGETS
1	Criminal Records Management System	Strengthen TTPS Criminal Records Management System through a phased data cleaning process, including implementation of 4 priority recommendations of the TTPS Data Needs Assessment
2	Manpower Audit	Implement 3 priority recommendations of the 2017 Police Manpower Audit Committee Report
3	TTPS data collection templates	Review and standardize 4 priority TTPS data collection templates for Results Framework
4	Institutional capacity	Strengthen institutional capacity in Monitoring, Evaluation and Compliance through training of 70 persons and additional coaching and technical support as required
5	Institutional capacity	Strengthen institutional capacity in specialist areas by recruiting 13 qualified staff members
6	Tourist Oriented Policing	5% Reduction in crimes committed against tourists
7	Positive Imaging	Utilize social and other media to enhance the image of the organization
8	Employee Health and Wellness	Develop and commence implementation of a comprehensive Health and Wellness plan
9	TTPS Blood Donor Account	Establish internal system to track blood donors
10	Transition to Retirement	Develop support systems for transition to retirement



STRATEGIC GOAL #4

GOAL 4: Strengthen the Organisation	
OUTCOME 4.1: Improved Accountability and Performance Management	
ACTION ITEMS:	
	Description
1	Implement priority recommendations of the TTPS Data Needs Assessment
2	Establish a team to review and prioritize implementable recommendations of the 2017 Police Manpower Audit Committee Report
3	Standardize templates for data collection on a phased basis



STRATEGIC GOAL #4

GOAL 4: Strengthen the Organisation	
OUTCOME 4.2: Strengthened Institutional Capacity	
ACTION ITEMS:	
	Description
1	Educate officers in the use of Information Communication Technology (ICT) systems
2	Training in Monitoring, Evaluation and Compliance (MEC)
3	Recruit qualified civilian staff



STRATEGIC GOAL #4

GOAL 4: Strengthen the Organisation	
OUTCOME 4.3: Effective Public Awareness and Education	
ACTION ITEMS:	
	Description
1	Launch Police TV Initiative
2	Implement Social Media Policy
3	Implement Police Media Liaison initiative



STRATEGIC GOAL #4

GOAL 4: Strengthen the Organisation	
OUTCOME 4.4: Enhanced Welfare and Wellness of Employees	
ACTION ITEMS:	
	Description
1	Implement a standardised Physical Training Programme to promote healthy lifestyles among sworn and unsworn staff
2	Conduct health testing across the organization
3	Conduct a blood donation drive
4	Establish a blood donation registry in the Human Resource Branch
5	Develop support systems for transition to retirement



CONCLUSION

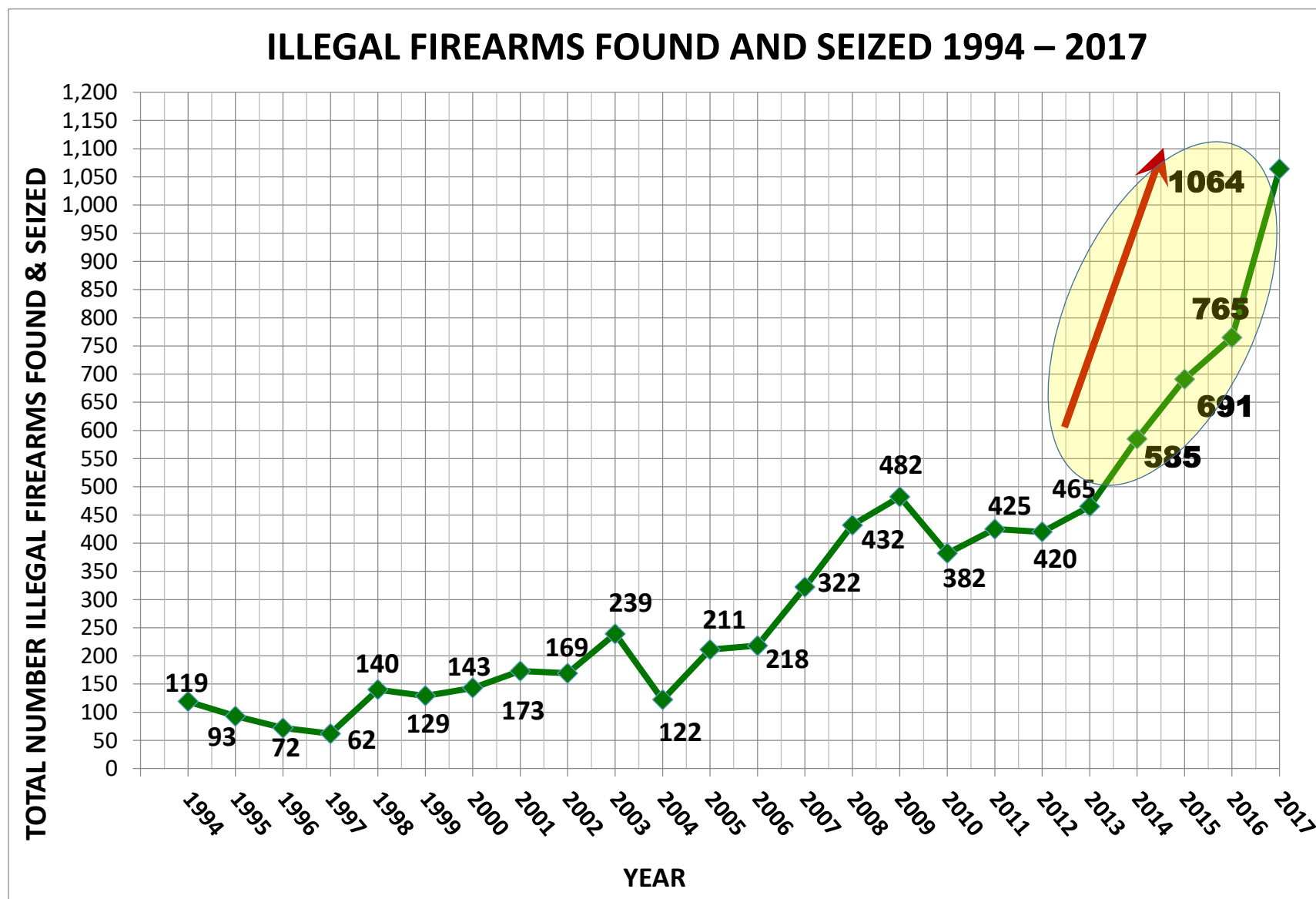
The TTPS is optimistic that regardless of the current financial constraints and the challenges within the current criminal landscape, the 2018 Operating Plan has been well designed to generate the progress that is consistent with the momentum set from 2017. All action that we will take will be central to the priority area of firearm-related violence reduction in 2018. The country depends on this success and the sworn and unsworn staff are committed to fulfilling the tenets of the organization's vision and mission.

It is with consistent hard work, teamwork, competent leadership, accountability and precision that this plan will be implemented to yield the desired results.



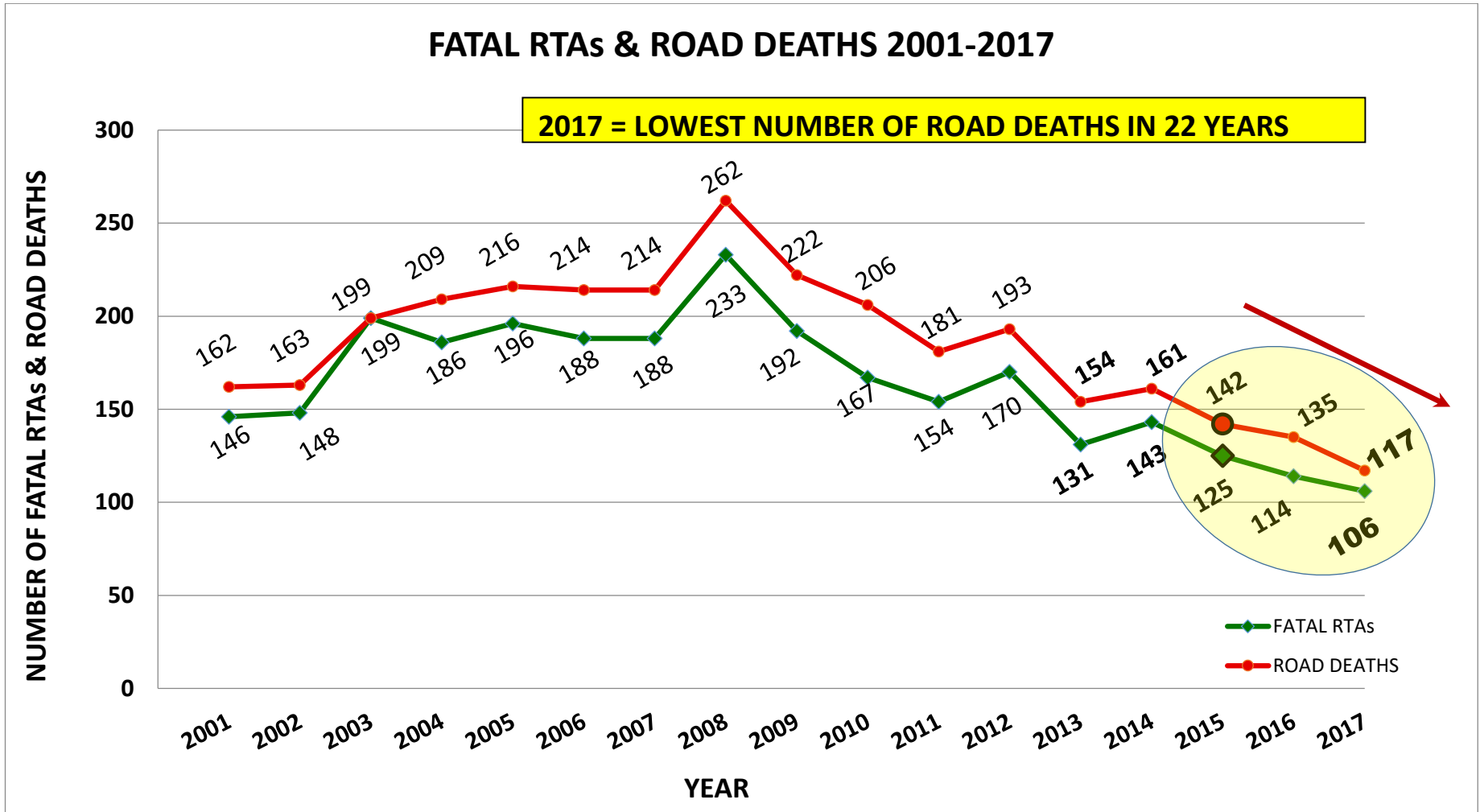
APPENDICES

APPENDIX 1. ILLEGAL FIREARMS FOUND AND SEIZED 1994 - 2017





APPENDIX 2. Fatal RTAs & Road Deaths 2001 - 2017



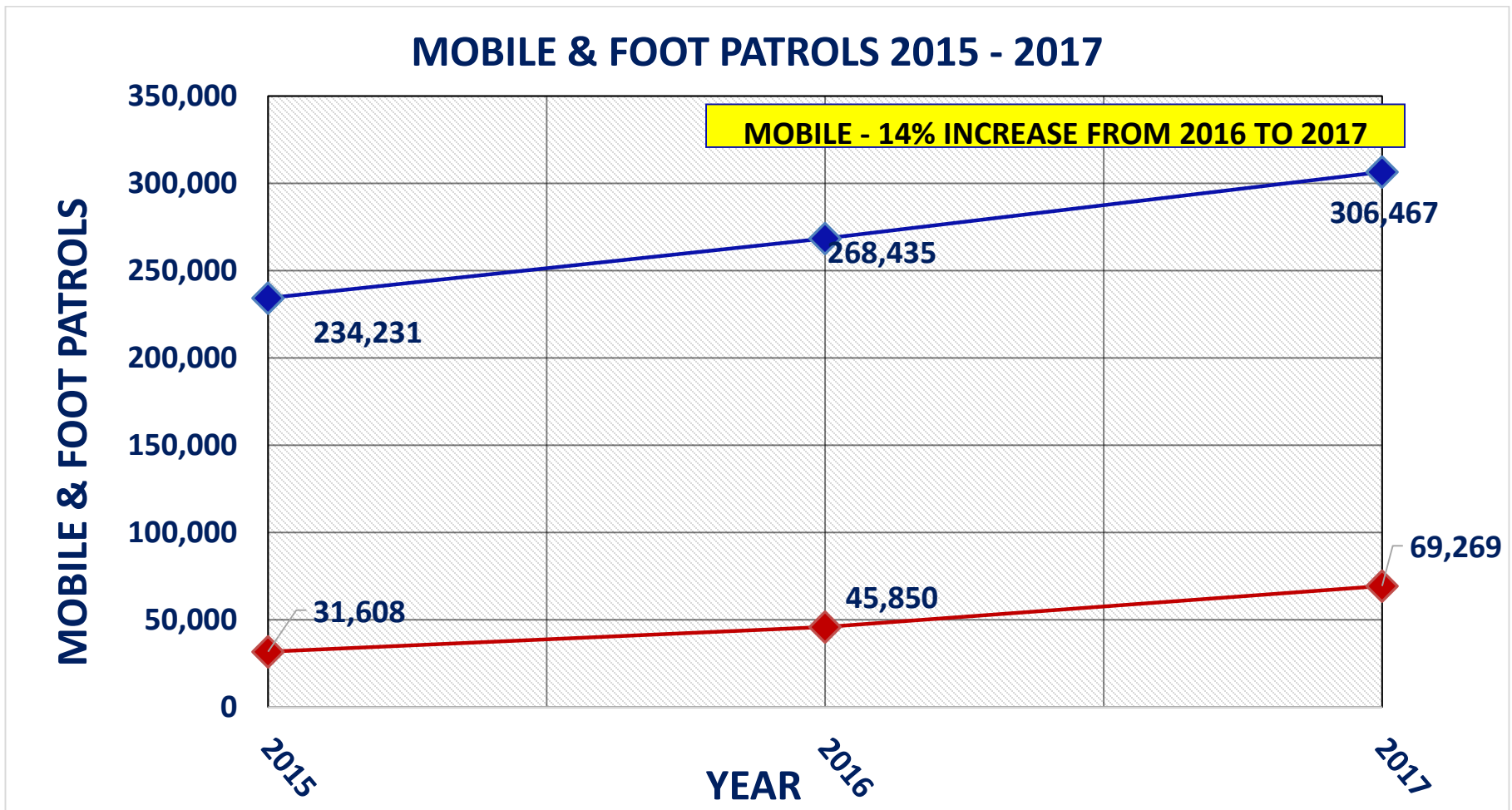


APPENDIX 3. SEIZURE OF ILLEGAL DRUGS 2016/2017

Illegal Drugs	2016	2017
Marijuana	821.06 kg	1,155.12 kg
Cocaine	365.76 kg	225.59 kg
TOTAL	1,186.82 kg	1,380.71 kg

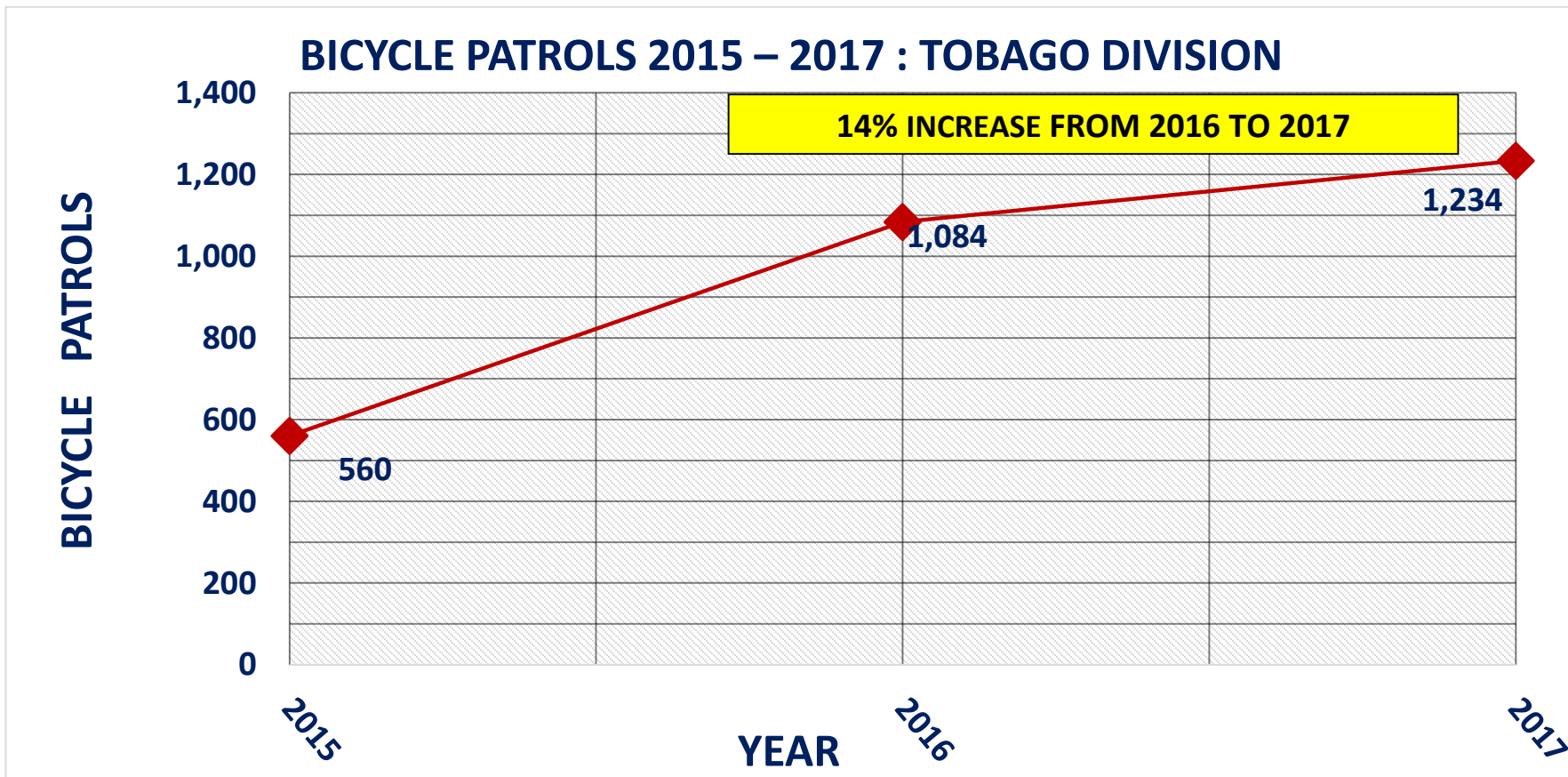


APPENDIX 4. MOBILE & FOOT PATROLS 2015 - 2017





APPENDIX 5. BICYCLE PATROLS (TOBAGO DIVISION) 2015 - 2017





APPENDIX 6. BREATH-TESTING ACTIVITIES 2016/2017

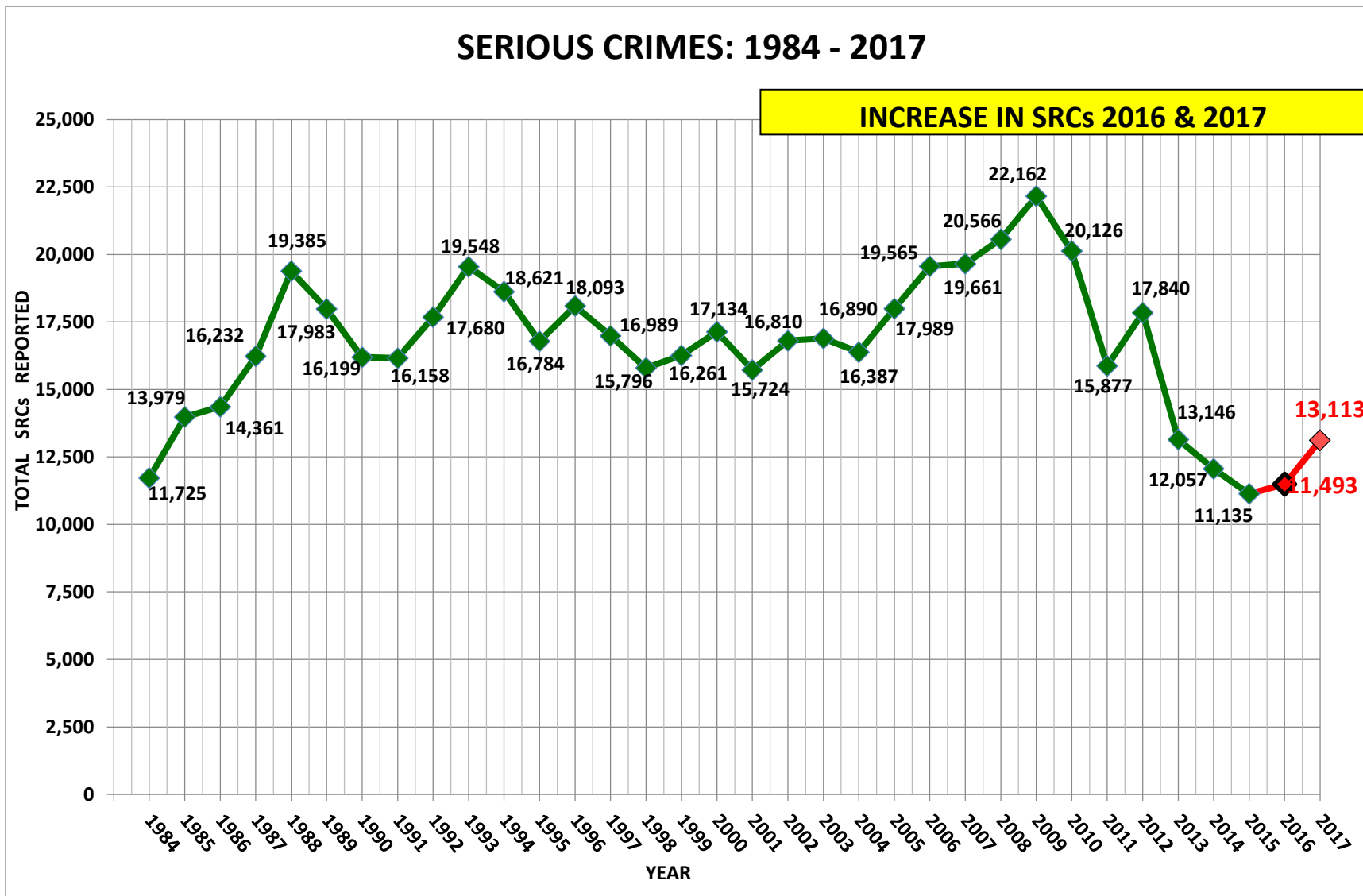
BREATH-TESTING ACTIVITY	2016	2017	% Change
Persons Tested during REGULAR Breath-testing Exercises	40,346	59,190	46.7% ↑
Persons Tested during VOLUNTARY Breath-testing Exercises	11,977	22,439	87.4% ↑
TOTAL	52,323	81,629	56.0%↑



APPENDIX 7. SPEED MANAGEMENT – TICKETS ISSUED FOR EXCEEDING THE SPEED LIMIT 2016/2017

May 5th – Dec 31st 2016	Jan 1st – Dec 31st 2017
11,294	19,388

APPENDIX 8. TARGETS MISSED IN 2017





VIOLENT CRIMES 1999 - 2017

INCREASE IN VIOLENT CRIMES 2016 TO 2017

