

**THE ROYAL BAHAMAS POLICE FORCE**

CREATING SAFER COMMUNITIES

# **COMMISSIONER'S POLICING PLAN**

# **2022**



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## **OUR VISION**

“To create safer communities”

## **OUR MISSION**

“Delivering our service as a resourceful and professional Police Force”

## **OUR MANDATE**

The Royal Bahamas Police Force delivers a wide range of policing services 365 days of the year. As our country continue to change, the Force must adjust its policing strategies. Our mandate reflects the special nature of our work and it is important because it is the baseline of how we function. Accordingly, the mandate of the Royal Bahamas Police Force includes:

- Maintenance of law and order;
- Preservation of the peace;
- Prevention and detection of crime;
- Apprehension of offenders; and
- Enforcement of all laws with which it is charged.



## **STATEMENT OF COMMON PURPOSE AND VALUES**

The Royal Bahamas Police Force, in partnership with all citizens, residents and visitors, exists to provide quality law enforcement service, with emphasis on the maintenance of law and order, the preservation of peace, the prevention and detection of crime and the enforcement of all laws with which it is charged. We shall perform our duties in a manner which respects individual human rights and which reflects fairness, sensitivity and compassion. Yet, we shall act in firm pursuit of all offenders of our laws, so as to ensure a safe and just society, where neither crime nor the fear of crime adversely affects the quality of life. We shall accomplish these goals with a high degree of professionalism, through leadership and teams of individuals who are competent, ethical and dedicated. We shall discharge our duties with courage, integrity and loyalty and, being ever mindful of a changing environment, with a willingness to embrace justified criticism and the need for change.



## COMMISSIONER'S FOREWORD



I am honoured to present the 2022 Policing Plan as Commissioner of Police for the Commonwealth of The Bahamas. Section 9 of the Police Act 2009 outlines this mandate for the Commissioner of Police. This is the third Policing Plan under my tenure and the Royal Bahamas Police Force is committed to ensuring the safety and security of all Bahamians, residents, and visitors as we continue to navigate through the corona virus pandemic.

As we traverse 2022, the Royal Bahamas Police Force will continue to enforce its '10 Step Guideline to COVID-19' which was tailored to educate, inform and prepare all employees to contend with the pandemic. These protocols mandate each member of the Force to observe all COVID -19 safety protocols while at work with emphasis on social distancing, wearing face masks and sanitizing on a regular basis.

Although the year 2021 was challenging for the Force, particularly with quality of life offences, we remained resolute in the fight against crime, which resulted in a decrease in property crimes. Overall, the Force was categorically successful in fulfilling its 7 areas of priority as outlined in the 2021 Commissioner's Policing Plan. The overarching objectives that supported each priority guided the Organization's strategic approach and response to crime, as well as other factors impacting crime. While we are continuing to learn about the effects of these initiatives on police performance, we believe that there is cause for optimism.

All 7 priorities received significant attention and resources, and the outcomes were positive. A preliminary review of crime indicate that the deliverables targeted were achieved, as evidenced by the overall rate of crime remaining unchanged by the end of 2021 with 4,081 cases, compared to 4,064 in 2020. We achieved our objective in this regard as the overall rate or percentage of serious crime did not increase. Albeit, there is room for improvement as various categories of quality of life offences did increase.

Accordingly, crimes against the person increased by 18% in 2021 with 870 incidents, compared to 736 in 2020. Property crimes decreased by 4% in 2021 with 3,211 incidents, compared to 3,328 in 2020. During the year, there was a 13% regional decrease in crime on the Family Islands when compared to 2020. There were regional increases in New Providence and Grand Bahama at rates of 2% and 1% respectively.

In our quest to keep the Bahamian public safe, we heightened police visibility throughout the Commonwealth. As a crime preventative measure, we ran daily police operations targeting hotspots and prolific offenders. As a crime deterrent strategy, we conducted road checks and engaged in aggressive stop and search tactics to remove illegal firearms and dangerous drugs from the streets of The Bahamas.





## COMMISSIONER'S FOREWORD



We executed numerous search warrants and detained persons on outstanding warrants for the courts. Notably, we were able to seized 277 illegal firearms and 3,430 rounds of ammunition in 2021. As a result, we arrested and charged 145 suspects for possession of illegal firearms. Additionally, we seized 6,325.31lbs of marijuana, 8,801 marijuana plants, and 4,673.30 lbs of cocaine. As a result, we arrested 1,479 suspects and charged 1,165 persons for possession of dangerous drugs.

Our traffic initiatives have led to a 16% decrease in traffic fatalities for a second year in a row. We conducted thousands of traffic stops and cited motorists that were in violation of traffic laws. We utilized speed guns to monitor our highways and crackdown on reckless drivers as a means to encourage road safety. We mobilized officers throughout The Bahamas and issued over 31,000 Fixed Penalty Notices and investigated 9,528 Road Accident Reports.

We remained on the cutting edge of emerging technology with our Real Time Crime Centre by integrating technological advancements such as ShotSpotter, CCTV, police body worn cameras and Marco's Alert, which has assisted us with the arrest and prosecution of countless individuals. In addition, our drone program is underway to further assist in our crime fighting efforts.

We have made significant investment in our human resources with ongoing training, which has enabled our officers to deliver a more professional service to the public while improving their investigative abilities. We have improved our case file preparation process resulting in more successful prosecutions and higher conviction rates. We facilitated the training of 2,438 law enforcement officers in various disciplines. This training included 2,324 sworn police officers, 14 police recruits from the Turks and Caicos Islands, 8 Defence Force Officers, 80 Prison Officers, and 12 Security Officers.

We utilized our community reach through Urban Renewal, the National Crime Prevention Office and the National Neighbourhood Watch Council to educate the public on road safety, domestic violence, and crime prevention tips. We also utilized these resources as a means to bridge the gap between the police and the community.

We demonstrated compassion to victims of serious crimes and conducted 450 meetings, 175 follow-up telephone calls and 200 agency referrals for counseling. We collaborated with other law enforcement agencies and ran joint operations with the Royal Bahamas Defense Force, The Bahamas Department of Immigration and The Bahamas Customs Department in addressing the overall fight against crime.

The Force remains committed to providing policing services that are relevant to the changing policing environment. To that end, the Force will continue to recruit suitable persons into the Police Training College to enlist as recruit constables. We have placed a high priority on training and we will continue to diversify our staff through the employment of university graduates with varying professional disciplines that will add value to the Organization.





## COMMISSIONER'S FOREWORD



The strength of the Force currently stands at 2,654 sworn police officers and 995 police reserves. Due to the attrition factors, 130 police officers exited the Force in 2021. An additional 96 police officers are expected to retire or commence pre-retirement leave by the end of 2022. This figure includes 39 senior police officers at an estimated retirement cost of \$6.009m including \$3.3150m in gratuities and \$1.014m in salaries. The figure also includes 57 contracted police officers at an estimated retirement cost of \$940.5k. These retirement numbers are daunting given the fact that we were unable sustain recruitment levels to supplant the retirement losses. Notwithstanding, the Force expects to conduct a recruitment exercise during the year to rebuild the strength of the Force, which is deficient by an estimated 865 police constables. The financial cost for the expected 190 new hires is estimated at \$3.420m.

Notwithstanding, I will continue to realign the ranks of the Force to efficiently manage manpower resources at all police stations throughout The Bahamas. This strategy will effectively maximize the use of police officers in addressing public concerns and preventing crimes at the community level. In addition, attention will be given to operational support and investigative units to ensure that they are adequately staffed to provide the essential standard of service that is required for those areas. We will also review our community policing services and revitalize our 10 Urban Renewal Divisions, the National Crime Prevention Office and the National Neighbourhood Watch Council.

The Force operates in a dynamic environment that continues to change and reflect global trends. One of the lessons learned is that the Organization can always improve its response to crime and its relationship with the public. The challenge for the future of policing is to understand criminal psychology while simultaneously applying viable techniques to tackle the complexities of policing in the 21st century. The Force's crime fighting strategies and policing initiatives are geared towards building safer communities through public support, discourse and participation. As we seek to police the Commonwealth of The Bahamas in 2022, I have prioritized 9 key areas including:

**Priority 1 Transformational Training** - The ability of the Force to achieve its goals and objectives in creating safer communities by transforming into a learning organization where training on best practices in policing is continuously integrated into the curriculum and implemented in processes.

**Priority 2 Transformative Human Rights Standards Recognition and Implementation** - The ability of the Force to effectively recognize the basic human rights of all individuals while policing throughout the Commonwealth of The Bahamas.

**Priority 3 Transformative Community Policing Services** - The ability of the Force to prevent crime and reduce the fear of crime through transformative community policing services.





## COMMISSIONER'S FOREWORD



### Priority 4

**Criminal Investigations, Intelligence and Prosecution** - The ability of the Force to effectively manage crime through the use of cutting edge investigative tools and criminal intelligence.

### Priority 5

**Heightened Police Operations** - The ability of the Force to allay the fear of crime and/or prevent crime by heightening its police operations throughout the Commonwealth of The Bahamas.

### Priority 6

**Transformational Information and Communications Technology** - The ability of the Force to utilize transformational information and communications technology as a crime fighting tool to assist in police operations and reduce crime.

### Priority 7

**Public Road Safety** - The ability of the Force to keep all road commuters safe through education and enforcement of traffic laws.

### Priority 8

**Protection of At Risk Groups** - The ability of the Force to protect all members of society including at risk groups susceptible to gender based violence and domestic violence by prosecuting offenders and heightening awareness of these groups.

### Priority 9

**Youth Engagement** - The ability of the Force to positively impact young people into becoming productive members of society through anti-gang and anti-firearms messaging.



# PRIORITY ONE



**Transformational Training** - The ability of the Force to achieve its goals and objectives in creating safer communities by transforming into a learning organization where training on best practices in policing is continuously integrated into the curriculum and implemented into processes.

## ***Objectives:***

1. Establish a high level human resources and training portfolio to continuously adjust the police training curriculum and educate the Force on best practices in policing;
2. Promote a learning environment to keep the Force on the cutting edge of investigative procedures and best practices by offering continuous police training courses;
3. Provide an annual training schedule on relevant training courses to be offered at the Police Training College in order for divisional commanders to effectively plan and have their officers trained where deficiencies exist;
4. Facilitate offsite local and international training programs with law enforcement partners that apply to policing in The Bahamas;
5. Conduct a series of criminal investigation training programs at the Police Training College to educate investigators and enquiry officers on the best practices to employ during investigations;
6. Introduce a series of human rights training programs at the Police Training College to educate officers on best practices when handling the public and persons in custody;
7. Conduct a series of training on justifiable force and harm at the Police Training College to educate officers on best practices when handling members of the public;
8. Facilitate in-house training and periodic refresher courses for investigators and enquiry officers to review methods used during the interview and statement taking process to lawfully elicit information from potential witnesses and suspects;
9. Conduct a series of seminars and refresher courses on interview techniques, intelligence gathering and the information extraction process to solidify investigations;

# PRIORITY ONE

## TRANSFORMATIONAL TRAINING

10. Conduct a series of seminars and refresher courses on traffic management and traffic accident investigations for all policing divisions;
11. Conduct a series of seminars and refresher courses on delivering superior customer service for all policing divisions; and
12. Review Force Orders and Policies to reflect updated criminal investigative techniques crafted for today's policing environment within the confines of Bahamian Law;

### Key Performance Indicators:

1. More knowledgeable and competent police force;
2. Greater awareness of human rights;
3. Decrease in complaints against police officers;
4. Efficient and effective criminal investigations;
5. Efficient and effective traffic investigations;
6. Increase in conviction rate; and
7. Increase in solvability and detection rate;



### Expected Outcomes:

1. Informed and knowledgeable workforce;
2. Motivated and equipped workforce;
3. Successful prosecutions;
4. Patient and considerate police force; and
5. Accommodating society.



### Lead Responsibility:

1. Human Resources and Training;
2. Police Training College;
3. Criminal Investigations and Intelligence;
4. Public Safety and Divisional Support;
5. Research and Policy Branch;
6. Grand Bahama and the Northern Bahamas District; and
7. Family Islands District.



# PRIORITY TWO



**Transformative Human Rights Standards Recognition and Implementation** - The ability of the Force to effectively recognize the basic human rights of all individuals while policing throughout the Commonwealth of The Bahamas.

## Objectives:

1. Adopt a human rights approach to policing with a view of promoting police legitimacy, transparency and community trust;
2. Draft and implement a Human Rights Policy for the Force;
3. Establish a Department of Human Rights within the Royal Bahamas Police Force with fully trained police officers to handle all human rights complaints;
4. Introduce a human rights component in the initial police training as well as incorporate human rights training into the general police training curriculum;
5. Review and update Force Policies to ensure that members of the Force are operating within the parameters outlined in the Constitution of the Commonwealth of The Bahamas as well as best practices outlined in other international declarations and/or treaties where The Bahamas is a member;
6. Equip all police stations with CCTV and establish police body worn and dashboard cameras policy to promote accountability with video documentation;
7. Operate in an open and transparent manner in all matters where an alleged pattern or practice of police abuse and/or discriminatory policing is suspected;
8. Coordinate with non-governmental organizations (NGOs) and other diverse groups whose goals are to develop and promote human rights protection in order to raise awareness and provide information on the rights of all individuals;
9. Employ strict adherence to the Force's Arrest and Detention Policy as well as constitutional guidelines when dealing with persons in custody;
10. Explore the use of less-lethal weapons such as Tasers and rubber bullets as an option for use during police interactions with the public; and
11. Educate officers through seminars, lectures and/or courses that include components on human rights.

# PRIORITY TWO

## TRANSFORMATIVE HUMAN RIGHTS STANDARDS RECOGNITION AND IMPLEMENTATION

### ***Key Performance Indicators:***

1. Fair and effective policing practices that considers human rights thus promoting accountability and transparency;
2. Collaborative human rights approach to policing employing best international standards;
3. Decline in the number of complaints against police officers;
4. Decline in the number of officers interdicted; and
5. Venue for the public to lodge and garner information on human rights complaints.

### ***Expected Outcomes:***

1. Human rights approach to policing;
2. Respect for basic human rights by officers;
3. Fair and effective policing practices;
4. Fewer lawsuits against the Force;
5. Transparent and accountable police force; and
6. Knowledgeable and informed police force.

### ***Lead Responsibility:***

1. Senior Executive Leadership Team (SELT);
2. Junior Executive Leadership Team (JELT);
3. Research and Policy Branch;
4. Human Resources and Training;
5. Police Training College; and
6. Real-time Crime Center.



# PRIORITY THREE



**Transformative Community Policing Services** - The ability of the Force to prevent crime and reduce the fear of crime through transformative community policing services.

## Objectives:

1. Establish District Headquarters for Community Policing Services to concatenate activities between Urban Renewal, the National Crime Prevention Office and the National Neighborhood Watch Council;
2. Extend the reach of 'COP Talk' by broadcasting the police based program throughout various neighborhoods around The Bahamas, allowing community members to interact with the police in a more intimate setting;
3. Liaise with the press core on a quarterly basis and provide crime updates via live broadcasts from COMPSTAT;
4. Update the press core on a regular basis to keep the public informed of new activities taking place within the Organization to maintain transparency;
5. Coordinate efforts between Urban Renewal, the National Crime Prevention Office, the National Neighborhood Watch Groups and all other policing divisions throughout the Commonwealth of The Bahamas to expand and amplify crime prevention messaging;
6. Canvass all communities through walkabouts and door to door visits to ascertain issues and concerns while eliciting crime tips from members of the public;
7. Disseminate posters, flyers and brochures on crime prevention and crime safety tips during community walkabouts;
8. Engage neighborhood crime watch groups, the church, and other civilian incorporated initiatives to heighten awareness and sensitize the public on crime safety tips;
9. Reestablish Urban Renewal Bands throughout the City;
10. Utilize the Force's expanded social media and web services reach to promote and disseminate crime prevention literature on personal safety and care; and
11. Educate officers with seminars, lectures and/or courses that include components on the effective delivery of superior customer service.

# PRIORITY THREE

## TRANSFORMATIVE COMMUNITY POLICING SERVICES

### **Key Performance Indicators:**

1. Amicable relations between the police and community members;
2. Flow of intelligence data from the public to the police;
3. Heightened police presence throughout all communities;
4. Decrease in crime and criminal activity;
5. Police sensitization on public issues and concerns; and
6. Public trust and confidence in police restored.

### **Expected Outcomes:**

1. Proactive and efficient police services;
2. Supportive and law abiding public;
3. Reliable information from the public;
4. Fear of crime reduced in communities; and
5. Safer communities to live in.

### **Lead Responsibility:**

1. Corporate Services;
2. Community Policing Services DHQ;
3. Urban Renewal Division;
4. National Crime Prevention Office;
5. National Neighborhood Watch Council;
6. Public Safety and Divisional Support;
7. Research and Policy Branch;
8. Central Intelligence Bureau;
9. Grand Bahama and the Northern Bahamas District; and
10. Family Islands District.



# PRIORITY FOUR



**Criminal Investigations, Intelligence and Prosecution** - The ability of the Force to effectively manage crime through the use of cutting edge investigative tools and criminal intelligence.

## Objectives:

1. Establish criminal investigations and intelligence portfolio under the Deputy Commissioner of Police to focus on crime;
2. Establish a high level crime management and criminal investigations portfolio with direct report to the Deputy Commissioner of Crime to focus on all criminal investigations;
3. Establish a high level intelligence management portfolio with direct report to the Deputy Commissioner of Crime to focus on criminal intelligence;
4. Establish a high level criminal proceedings and prosecutorial control portfolio with direct report to the Deputy Commissioner of Discipline to focus on the effective prosecution and adjudication of all cases brought before the courts;
5. Identify and train an intelligence officer at every police division and require that officer to attend all crime and intelligence meetings with a view of actioning intelligence information in his/her respective division to aid police investigations and solve crime;
6. Bridge the gap between all divisions, criminal investigations and criminal intelligence creating synergy in the flow of information to prevent and solve crime;
7. Foster inter-divisional cooperation to aid in apprehending wanted suspects and/or criminals;
8. Preserve exhibits using standard practices at crime scenes to maintain proper chain of custody for admissible evidentiary value;
9. Pursue all lawful means to solve crime and gather evidence by engaging businesses and home owners that may possess video surveillance footage of a crime;
10. Encourage inter-agency law enforcement cooperation and communication to assist with criminal investigations and intelligence gathering;

# PRIORITY FOUR

## CRIMINAL INVESTIGATIONS, INTELLIGENCE AND PROSECUTION

11. Explore the option of outfitting all magistrate courts with trained police attorneys as first chair and layman police prosecutors as second chair to effectively marshal evidence in court;
12. Employ technology to assist in police investigations and intelligence gathering; and
13. Educate officers through seminars, courses and lectures that include components on criminal investigations and intelligence.

### ***Key Performance Indicators:***

1. Evidence oriented case files;
2. Well prepared witnesses and testimony;
3. Cogent evidence to marshal in court;
4. Stronger prosecutorial cases brought before the courts;
5. Increase in conviction rate;
6. Increase in solvability and detection rate;
7. Decrease in crime and criminal activity; and
8. Decrease in dismissals due to shoddy investigations.

### ***Expected Outcomes:***

1. Competent and efficient crime investigating workforce;
2. Confident detectives and enquiry officers;
3. Successful prosecutions;
4. Higher conviction rate;
5. Higher solvability and detection rate;
6. Successful criminal investigations;
7. Fear of crime allayed in communities; and
8. Safer communities to live in.

### ***Lead Responsibility:***

1. Criminal Investigations and Intelligence;
2. Deputy Commissioner of Crime;
3. Deputy Commissioner of Discipline;
4. Criminal Proceedings and Prosecutorial Control;
5. Police Prosecutions;
6. Crime Management and Criminal Investigations;



# PRIORITY FOUR

## CRIMINAL INVESTIGATIONS, INTELLIGENCE AND PROSECUTION

10. Criminal Records Office
11. Drug Enforcement Unit;
12. Financial Crimes Investigations Branch;
13. Security and Intelligence Branch;
14. Interpol;
15. Forensic Support Services;
16. Public Safety and Divisional Support;
17. Research and Policy Branch;
18. Police Training College;
19. Grand Bahama and the Northern Bahamas District; and
20. Family Islands District.



# PRIORITY FIVE



***Heightened Police Operations*** - The ability of the Force to allay the fear of crime and/or prevent crime by heightening its police operations throughout the Commonwealth of The Bahamas.

## ***Objectives:***

1. Establish a high level operations management and tactical support portfolio with direct report to the Deputy Commissioner of Crime to provide operational support to all policing divisions throughout the Commonwealth of The Bahamas;
2. Action intelligence on wanted suspects, outstanding warrants of arrest and/or persons of interest and bring them into police custody for processing;
3. Coordinate operational efforts between Internal Security, Operations Command, Rapid Response, SWAT and the K9 Unit to assist in nationwide police operations as a means to prevent and detect crime;
4. Mobilize officers from Internal Security, Operations Command, Rapid Response, SWAT and the K9 Unit for saturated patrols during peak crime hours and days of the week for various serious crimes as outlined by the Research and Policy Branch;
5. Saturate patrols between Internal Security, Operations Command, Rapid Response, SWAT and the K9 Unit to heighten police presence throughout The Bahamas as a crime deterrence;
6. Conduct field check patrols of business establishments including shopping plazas during saturated patrols to engage employees and patrons as a crime prevention and intervention measure;
7. Interpolate divisions in special operations to heighten police presence at precise times and locations as a crime deterrence measure to aid in crime prevention and intervention;
8. Disrupt unlawful gatherings in high crime areas or areas where known criminals or gang members congregate;
9. Conduct foot patrols in strategic sectors of all policing divisions throughout the Commonwealth of The Bahamas to engage the public and ascertain information and actionable intelligence to avert criminal activity; and

# PRIORITY FIVE

## HEIGHTENED POLICE OPERATIONS

10. Educate officers through seminars, lectures and/or courses that include components on tactical strategies as well as the use of justifiable force and harm.

### ***Key Performance Indicators:***

1. Increase in police presence;
2. Apprehension of wanted suspects;
3. Increase in conviction rate;
4. Increase in solvability and detection rate; and
5. Decrease in crime and criminal activity.



### ***Expected Outcomes:***

1. Successful prosecutions;
2. Higher conviction rate;
3. Higher solvability and detection rate;
4. Successful criminal investigations;
5. Fear of crime allayed in communities; and
6. Safer communities to live in.



### ***Lead Responsibility:***

1. Operations Management and Tactical Support;
2. Internal Security Division;
3. SWAT;
4. K9 Unit;
5. Operations Command;
6. Rapid Response;
7. Criminal Investigations and Intelligence;
8. Police Prosecutions;
9. Research and Policy Branch;
10. Public Safety and Divisional Support;
11. Grand Bahama and the Northern Bahamas District; and
12. Family Islands District.



# PRIORITY SIX



**Transformational Information and Communications Technology** - The ability of the Force to utilize information and communications technology as a crime fighting tool to assist in police operations and reduce crime.

## **Objectives:**

1. Establish a high level information and communications technology portfolio to provide technological support during police operations throughout the Commonwealth of The Bahamas;
2. Coordinate with alarm companies and the various banks ensuring that each system is internally linked to Police Control Room for quick response to silent alarms;
3. Explore possibility of controlling all traffic lights from the Real Time Crime Center to aid in police operational strategies;
4. Explore the feasibility and concept of smart policing using artificial intelligence in The Bahamas;
5. Establish a pilot project for smart policing using artificial intelligence;
6. Coordinate cutting edge technology at the Real Time Crime Center to provide operational support to all policing divisions including Marco's Alert Billboards, CCTV, body worn cameras, drone, EMD, GIS and other force related technology;
7. Expand the use of body worn cameras and dashboard cameras among frontline officers during police operations to accurately document police interactions with the public during arrests and critical incidents for evidentiary purposes and to allay any malicious allegations against police officers;
8. Utilize footage from body worn cameras and dashboard cameras as evidence for investigative and prosecutorial purposes for offences recorded in plain site;
9. Expand ShotSpotter Technology throughout strategic areas of New Providence to aid in crime intervention during police operations;
10. Expand Drone Technology Operations throughout New Providence to gain an aerial imagery or video advantage of crime hotspot areas and/or inaccessible properties to aid in crafting strategic operational tactics;

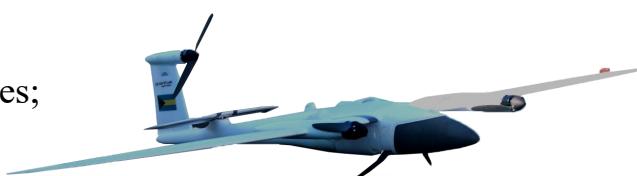
# PRIORITY SIX

## TRANSFORMATIONAL INFORMATION & COMMUNICATIONS TECHNOLOGY

11. Utilize upgraded CCTV Smart Technology Platform with license plate recognition, facial recognition, and pan tilt zoom cameras to capture evidential information in real-time to pursue suspects and/or aid in criminal investigations and police operations;
12. Utilize the Organization's expanded social media and web services platform to disseminate information on wanted suspects and missing persons to aid in criminal investigations;
13. Expand investigative capacity of electronic monitoring technology requiring detectives to cross check criminal incidents with the global positioning of all suspects affixed with a device;
14. Upgrade Geographic Information Systems (GIS) Technology to international standards and utilize pictorial plots to identify crime trends and crime hotspots during COMPSTAT Meetings to aid in police operational strategies;
15. Expand the use of Marco's Alert Digital Billboard Platform to disseminate information on wanted suspects and other missing persons that do not fit the Marco's Alert criteria to aid in criminal investigations at times when a Marco's Alert is not in effect. Notwithstanding, a Marco's Alert will automatically interrupt any other messaging on the Digital Billboard Platform to broadcast the Marco's Alert; and
16. Promote inter-divisional cooperation and usage of all existing technology platforms throughout the Royal Bahamas Police Force where its use would have a substantive impact on any new or pending criminal investigation or police operation.

### ***Key Performance Indicators:***

1. Efficient and effective use of Information Communications Technological Assets;
2. Cost effective methods and strategies to fight crime;
3. Exact and precise actionable information in criminal investigations;
4. Refutable evidence on malicious allegations against police officers;
5. Irrefutable evidence on real-time crime recordings to apprehend criminals;
6. Expanded criminal investigative capacity;
7. Stronger prosecutorial cases;
8. Increase in firearm and ammunition seizures;
9. Increase in illegal drug seizures;
10. Increase in solvability and detection rate;



# PRIORITY SIX

## TRANSFORMATIONAL INFORMATION & COMMUNICATIONS TECHNOLOGY

11. Increase in conviction rate; and
12. Decrease in crime and criminal activity.

### *Expected Outcomes:*

1. Technologically advanced workforce;
2. Efficient and effective use of time and resources;
3. Employment of cutting edge technology to solve crime;
4. Significant return on capital asset investment;
5. Accountability among officers;
6. Improved police response times;
7. Fewer firearms on the streets of New Providence;
8. Successful criminal investigations;
9. Higher solvability and detection rate;
10. Successful prosecutions;
11. Higher conviction rate;
12. Fear of crime allayed in communities; and
13. Safer communities to live in.

### *Lead Responsibility:*

1. Information and Communications Technology;
2. Real Time Crime Center;
3. Information Technology Department;
4. Research and Policy Branch;
5. Communication and Technology Branch;
6. Criminal Investigations and Intelligence;
7. Public Safety and Divisional Support;
8. Community Policing Services DHQ;
9. National Crime Prevention Office;
10. Research and Policy Branch;
11. Grand Bahama and the Northern Bahamas; and
12. Family Islands District.



# PRIORITY SEVEN



**Public Road Safety** - The ability of the Force to keep all road commuters safe through education and enforcement of traffic laws.

## **Objectives:**

1. Enforce all traffic laws and regulations throughout the Commonwealth of The Bahamas to ensure the safety of all road users;
2. Conduct impromptu nation-wide road checks to sanction traffic offenders;
3. Conduct stop and search operations targeting suspicious vehicles and/or persons that may have contrabands in their possession;
4. Coordinate efforts between Urban Renewal, the National Crime Prevention Office, the National Neighborhood Watch Council, and the Traffic Division to disseminate Public Service Announcements on the dangers of speeding, drinking and driving, texting and driving, and reckless driving;
5. Coordinate efforts between Urban Renewal, the National Crime Prevention Office, the National Neighborhood Watch Council, and all other divisions throughout the wider Force to disseminate brochures, flyers and other literature on traffic safety tips as well as revised traffic laws, rules and regulations;
6. Coordinate efforts between Urban Renewal, the National Crime Prevention Office, and the National Neighborhood Watch Council to host public seminars and educate the public on road safety and traffic regulations;
7. Utilize the Force's expanded social media and web services reach to promote and disseminate road safety messaging;
8. Deploy traffic motorcyclists at peak traffic hours to monitor the flow of traffic at major intersections throughout the Capital;
9. Increase usage of speed guns throughout New Providence and Grand Bahama; and
10. Educate officers with seminars, lectures and/or courses that include components on traffic management and traffic investigations.



# PRIORITY SEVEN

## PUBLIC ROAD SAFETY

### **Key Performance Indicators:**

1. Efficient and effective traffic investigations;
2. Increase in Fixed Penalty Notices;
3. Decrease in road traffic accidents;
4. Decrease in traffic fatalities;
5. Decrease in traffic bottlenecks;
6. Increase in police visibility;
7. Shorter response times to road accidents;
8. Informed road commuters;
9. Increase in crime detection rate;
10. Increase in firearm and ammunition seizures; and
11. Increase in illegal drug seizures.



### **Expected Outcomes:**

1. Efficient and effective traffic management;
2. Cooperative motoring public;
3. Traffic compliant road commuters;
4. Fewer road accidents;
5. Fewer traffic fatalities;
6. Efficient traffic flows;
7. Fewer firearms on the streets of New Providence;
8. Decrease in crime;
9. Safer communities; and
10. Safer streets, roads and highways.



### **Lead Responsibility:**

1. Public Safety and Divisional Support;
2. Traffic Police Division;
3. Urban Renewal;
4. National Crime Prevention Office;
5. National Neighborhood Watch Council;
6. Research and Policy Branch;
7. Police Training College;
8. Family Islands District; and
9. Grand Bahama & Northern Bahamas District.



# PRIORITY EIGHT



**Protection of At Risk Groups** - The ability of the Force to protect all members of society including at risk groups susceptible to gender based violence and domestic violence by prosecuting offenders and heightening awareness of these groups.

## **Objectives:**

1. Conduct internal seminars and training on gender based violence and domestic violence to ensure that frontline officers are equipped with the tools necessary to contend with at risk groups;
2. Collaborate with the Department of Gender and Family Affairs at the Ministry of Social Services, the Crisis Center and other essential governmental agencies to heighten awareness on gender based violence and domestic violence;
3. Educate all officers on best practices, procedures and protocols when dealing with persons involved in gender based violence or domestic violence situations;
4. Document addresses of recurring gender based violence or domestic violence situations and conduct safety follow up checks to ensure that all parties involved are protected;
5. Improve police training on dealing with domestic related cases;
6. Strengthen relationships between the police and gender based civic organizations to remain up to date on international standards and record keeping protocols;
7. Review and adjust where necessary the internal policies, procedures and manpower resources at the Sexual Crimes Section of the Criminal Investigations Department with reinvigorated attention to gender based violence, domestic violence, human smuggling and trafficking in person; and
8. Review response methodologies to gender based violence and domestic violence cases and enhance inter-agency communication, cooperation, and referrals.

## **Key Performance Indicators:**

1. Greater awareness of gender based violence and domestic violence;
2. Greater awareness of human smuggling and trafficking in persons;
3. Increase in the number of persons charged with gender based violence and domestic violence;

# PRIORITY EIGHT

## PROTECTION OF AT RISK GROUPS

4. Reduction in exploitative incidents; and
5. Efficient and effective investigations geared towards gender based violence and domestic violence.

### *Expected Outcomes:*

1. Safer communities for at risk groups;
2. Informed society and workforce;
3. Patient and considerate society living in harmony;
4. Fewer cases of gender based violence and domestic violence; and
5. Disruption in exploitative practices against at risk groups.



### *Lead Responsibility:*

1. Corporate Services;
2. Community Policing Services DHQ;
3. Urban Renewal;
4. National Crime Prevention Office;
5. National Neighborhood Watch Council;
6. Crime Management and Criminal Investigations;
7. Public Safety and Divisional Support;
8. Research and Policy Branch;
9. Police Training College;
10. Grand Bahama and the Northern Bahamas District; and
11. Family Islands District.



# PRIORITY NINE



**Youth Engagement** - The ability of the Force to positively impact young people into becoming productive members of society through anti-gang and anti-firearms messaging.

## **Objectives:**

1. Interact with community residents and young adults in all policing divisions to elicit information on gang activity or areas criminals are known to frequent;
2. Liaise with corporate sponsors and non-government organizations to give back to residents and young children that live in communities in need;
3. Engage youths in schools and convey anti-crime, anti-gang, and anti-firearm messaging to keep children and young adults safe;
4. Canvass parks, basketball courts, public spaces and other recreational areas where youths frequent;
5. Review community based programs in schools and incorporate police officers in learning sessions with disciplines in literacy, mathematics and art;
6. Review and expand the Police Summer Youth Program to observe social distancing protocols keeping youths engaged in positive activities away from anti-social activities;
7. Expand community bands to include more young children and young adults;
8. Host various sports tournaments between youths in different communities to foster camaraderie among youths from different demographics;
9. Host a series of youth seminars on the dangers of gang and gun violence in an effort to dissuade youths from engaging in anti-social activities;
10. Coordinate efforts between Urban Renewal, the National Crime Prevention Office and the National Neighborhood Watch Council to increase school visits and convey anti-crime messaging to all youths; and
11. Establish after school programs in areas where the rate of crime is high;

# PRIORITY NINE

## YOUTH ENGAGEMENT

### **Key Performance Indicators:**

1. Civic oriented youths;
2. Decrease in offences perpetrated by juveniles;
3. Better relationship between the police and youths;
4. Thwarted gang initiations;
5. Decrease in gun related violence among youths;
6. Decrease in gang related crimes;
7. Heightened police presence in schools and recreational community areas; and
8. Crime prevention initiative.



### **Expected Outcomes**

1. Youths becoming productive members of society;
2. Law-abiding society;
3. Cooperation between the police, youths and the community;
4. Increase in crime prevention and detection;
5. Increase in community initiatives;
6. Decrease in crime; and
7. Safer communities.



### **Lead Responsibility**

1. Corporate Services;
2. Community Policing Services DHQ;
3. Urban Renewal;
4. National Crime Prevention Office;
5. National Neighborhood Watch Council;
6. Criminal Investigations Department;
7. Central Intelligence Bureau;
8. Research and Policy Branch;
9. Public Safety and Divisional Support;
10. Family Islands District; and
11. Grand Bahama & Northern Bahamas District.



## **NOTES**

## **NOTES**

