

# PORT OF SPAIN CORPORATION



## ADMINISTRATIVE REPORT 2009 -2010

# TABLE OF CONTENTS

<b>Executive Summary .....</b>	<b>iii – iv</b>
<b>Vision .....</b>	<b>v</b>
<b>Mission.....</b>	<b>v</b>
<b>Strategic Objective.....</b>	<b>vi</b>
<b>1.0 The Organisation.....</b>	<b>1</b>
1.1 Spatial Content.....	1
1.2 Role of the Port of Spain Corporation.....	2
1.3 Corporate Structure .....	2
1.3.1. The Council .....	2 - 3
1.3.2. The Administration.....	3
1.4 Organisational Structure.....	4
1.5 The Establishment.....	4
1.5.1. Monthly Paid Establishment .....	5
1.5.2. Daily Rated Establishment .....	5
1.6 Services Provided.....	6-7
<b>2.0 Financial Operations.....</b>	<b>8 - 10</b>
<b>3.0 Reporting Functions .....</b>	<b>11</b>
3.1 Departmental Reports .....	11
3.1.1 City Administration Department.....	12 - 20
3.1.2 City Assessor’s Department .....	21 - 25
3.1.3 City Engineer’s Department.....	26 - 57
3.1.4 City Police Department.....	58 - 68
3.1.5 City Treasurer’s Department.....	69 - 82
3.1.6 Human Resource Department.....	83 - 95
3.1.7 Internal Audit .....	96 - 99
3.1.8 Public Health Department.....	100 - 125
3.1.9 Information Technology Department .....	126 - 142

**Appendices**

Appendix I Organizational Chart (Monthly Paid Establishment)

Appendix ii Networking and Computer Services ..... 140

**Tables**

Table 1.1 Corporate Structure.....

Table 1 Fees collected for the period October 2009  
to September 2010 ..... 34

## **EXECUTIVE SUMMARY**

During the period of review 2009 – 2010, the Port of Spain Corporation experienced a most dynamic year. This year, being the period in which the Government of Trinidad and Tobago hosted both the Summit of the Americas and the Commonwealth Heads of Government Conferences in Port of Spain. The Corporation mustered all its resources to ensure that its programme of works was significant which ensured the success of the conferences.

Further, the Cabinet Note that legitimized the existence of the Human Resource and the Information Technology Department of the Corporation expired, thus creating a sense of insecurity among the relevant staff due to problems experienced in having the said Cabinet Note extended. Nonetheless, the staffing in the Human Resource Department continued to perform their respective duties. However, the staff in the Information Technology Department was terminated and reverted to their substantive posts. Subsequently, On-The-Job trainees were utilized to perform the Information Technology duties.

Despite the added responsibilities of assisting with the preparation of the physical environment for the Conferences, for which the Corporation had to seek funding from its already meager annual allocation, and a staff that was short of its compliment in many areas, the Corporation was able to effectively carry out its mandate.

However, as custodians for the capital city of Port of Spain, we need to have our Human Resource and Information Technology Departments regularized as they are both integral to the progress of a Dynamic and Developing City.

Also, our general staffing, inclusive of a vital Department such as the City Police Department needs to be increased.

Further, an increase in our budgetary allocations would certainly allow the Corporation to improve on its delivery of services to the burgesses and citizenry of Port of Spain and by extension the country.

It is hoped that this report will be given in-depth consideration which would be reflected in our 2010 – 2011 financial allocation as well as an increase in staff.

## **Vision**

**We** are the model of excellence in Local Government dedicated to sustainable development.

**We** are innovative and proactive in meeting the needs of our stakeholders while recognizing their values and contributions in the governance of the City.

**We** are a reputable organization that is professional, accountable, transparent and financially autonomous with competent leadership and highly motivated employees in a comfortable, safe and healthy environment.

## **Mission**

To pursue the continual development of the infrastructure, social, economic and environmental conditions through the combined energies of our highly motivated Council and workforce in collaboration with Central Government, the business sector, non-government organisations that places the highest priority on enriching the lives of all citizens and visitors within the capital city of Port of Spain.

## STRATEGIC OBJECTIVES

**Organizational Development** – to build the internal and external infrastructure necessary to support the corporate mission and realize the vision, the sustainability of the Corporation and total quality management in the governance of the city.

**Imagining/Branding/Public Relations** – to engage in activities that will promote the reputation of the organization while reflecting the behaviours, attitudes and beliefs expressed in our core values that would contribute to the delivery of quality customer service.

**Participatory Governance** – to foster good relations with local communities to promote citizen participation through consultation and empowerment.

**Systems Review** – to achieve greater efficiency, enhanced capabilities and competencies, optimize revenue generation and collection, improve security measures, checks and balances and be proactive in responding to the needs of the stakeholders.

**Heightened Organizational Awareness** – to strengthen the Corporation's front line approaches and defender strategies to a level that will command respect and deter encroachment of its territorial rights; and to establish itself as a prospector, always looking for new opportunities to attain its demands.

## **1.0 THE ORGANIZATION**

The Port of Spain Corporation (POSC) is the municipal authority of Port of Spain proclaimed by the then Governor on June 25, 1914, established by the Legislative Council on June 26, 1914 and continued over time by various acts of Parliament, the most recent being the Municipal Corporations Act No. 21 of 1990 (MCA).

The Corporation bears the legal name of “The Mayor, Alderman, Councillors and Citizens of the City of Port of Spain” and was established by law under the Port of Spain Corporation Ordinance (Chapter 39 No 1 1950 ED). By this name, it shall have perpetual succession and can sue or be sued in court actions.

### **1.1 Spatial Content**

Port of Spain Corporation is the capital city of the twin island Republic of Trinidad and Tobago. It is situated along the East – West corridor, which extends from Carenage in the West to Arima in the East.

The city spans an area that comprises lands from the sea in the South to the foothills of the Northern Range. In the West, it extends from the Cocorite Walkover along Fort George Road into Long Circular Road, around Queen’s Park Savannah in the North to Lady Young Road, to a point just below the Trinidad Hilton. These boundaries encompass Belmont, Gonzales, East Dry River and Sea Lots in the East. (Figure 1.1). and St. James, Cocorite, St. Clair and Ellerslie Park in the West are described in detail in the First Schedule (Section 3) of the MCA.



## **1.2 Role of the Port of Spain Corporation**

The Port of Spain Corporation, as the Municipal Authority of the City, is charged with the role of provider of local services inclusive of sanitation, infrastructure development and maintenance and public health. These services are all geared toward improving the quality of life of the burgesses of the city and the thousands of transient population and visitors coming into the city on a daily basis.

## **1.3 Corporate Structure**

The Port of Spain Corporation comprises two functional arms, the Council or Political Arm and the Administration.

### **1.3.1 The Council**

The Council or Political Arm is the executive or decision-making body (Section 10 of the MCA) and comprises the Mayor, Alderman and Councillors numbering sixteen persons, which includes four (4) Alderman and twelve (12) Councillors.

The work of the Council is conducted through various committees:

#### **Standing Committees**

- Finance, Planning and Allocations of Resources;
- Personnel;
- Public Health; and
- Physical Infrastructure

#### **Special Committees**

- Assessment;
- Assembly Hall;
- City Amenities;
- Downtown Carnival;
- Festivals;
- Institutions;

- Planning and Development;
- Security;
- Sports; and
- Youth and Culture;
- City Day

### **1.3.2 The Administration**

In accordance with Section 36 of the MCA, the Administration is comprised of Chief Officers, inclusive of the Chief Executive Officer, the City Medical Officer of Health, the City Engineer, the City Treasurer. Other senior administrative staff includes the Deputy Chief Executive Officer, the Superintendent of Police, the Auditor I, the Senior Human Resource Officer, the Database Administrator and the Corporate Secretary.

The Chief Executive Officer heads this arm of the organization. Officers of the Administration are responsible for advising Council, implementing its decisions and looking after the day-to-day management of the operations of the Corporation.

See Table 1.1 for a pictorial summary of the corporate structure.

## 1.4 Organizational Structure

The Corporation is organized into the undermentioned ten (10) departments to carry out its functions and deliver the services provided. These are:

- City Administration Department - administrative services
- City Assessor's Department - rating and assessment
- City Engineer's Department - physical infrastructure, building, maintenance and development and sanitation
  
- City Police Department - security and enforcement of bye-laws
  
- City Treasurer's Department - financial matters
- Internal Audit Department - auditing services
- Human Resource Department - human resource management
  
- Public Health Department - general health and sanitation
- Disaster Management Unit - Disaster Mitigation and management
  
- Information Technology - technological services

## 1.5 The Establishment

The establishment of the Corporation includes both monthly-paid officers and daily-rated workers. The total number of persons on the establishment is eight hundred and twenty-two (822) comprising one hundred and twenty-one (121) monthly-paid officers and four hundred and twelve (412) daily rated employees. Of this number there are one hundred and three (103) supervisors on the monthly-paid establishment and two hundred and three (203) on the daily-rated establishment.

### 1.5.1. Monthly Paid Establishment

The Statutory Authorities Service Commission continues to fill vacant positions on the monthly paid establishment. Additionally, acting arrangements were made for short-term vacancies that arose due to short term acting appointments in higher positions and/or transfers on secondment. However, as at the end of September 2010 (end of fiscal year) there were:

▪ Retirements	-	16
▪ Resignations	-	-
▪ Vacancies	-	105

There were four [4] promotions made to the establishment:

- 1 PIRO 1
- 3 Police Officers - 1 Inspector and 2 Sergeants.

See Appendix i for Organizational chart of the monthly paid establishment.

### 1.5.2. Daily Rated Establishment

During the fiscal year, vacancies on the permanent establishment of the daily rated cadre of workers were filled. As at the end of September 2010 there were:

▪ Vacancies	-	174
▪ Employees promoted/appointed	-	36
▪ Resignation/abandonment		
• Age Limit	-	35
• Optional	-	4
• Ill Health	-	6
• Death	-	3
▪ Persons employed	-	147

See appendix 2 for the Organizational chart of daily rated employees.

## **1.6 Services Provided**

Section 232, Part XII, of the MCA, identifies the following functions or services that are to be provided by all fourteen Municipal Corporations including the Port of Spain Corporation. See Appendix 1. The Port of Spain Corporation, however does not undertake all of these activities. The following is a list of the services provided currently:

1. The provision, maintenance and control of all Corporation buildings.
2. The construction and maintenance of all drains and water courses except main watercourses and highways.
3. The provision, maintenance and control of parks, recreation grounds and other public spaces.
4. Infrastructure development within the Municipality in accordance with plans approved by the Minister with responsibility for physical planning.
5. The disposal of garbage from public and private properties.
6. Chemical treatment of the environment for insect and vector control.
7. Abatement of public nuisances and dissemination of primary health care.
8. The maintenance, control and enhancement of the physical environment including monitoring watercourses.
9. The distribution of truck borne water subject to the provisions of the Water and Sewage Act.
10. Enforcement of the Litter Act. (Litter Prevention Wardens).

11. Cleaning of cesspits.
12. Supply of food badges.
13. Maintenance and control of markets.
14. The maintenance and control of burial grounds and crematorium.

## 2.0 FINANCIAL OPERATIONS

### 2.1 Expenditure versus Budget

The budgeted revenue and expenditure compared to the actual revenue and expenditure for the financial year 2009/2010 is listed as follows:

<b>INCOME</b>	<b>BUDGETED</b>	<b>AMOUNT ALLOCATED</b>	<b>ACTUAL INCOME / EXPENDITURE</b>	<b>VARIANCE</b>
Government				
Subvention	261,621,673	172,804,000	167,592,704	(5,211,296)
Rents	143,700	1,472,000	1,021,648	(450,352)
Fees	2,305,000	2,405,000	2,363,174	(41,826)
Rates	25,000,000	1,000,000	2,204,897	1,204,897
Licenses	402,000	452,000	640,887	188,887
Disposals	35,000	35,000	26,150	(8,850)
Recoverable				
receipts	140,000	140,000	70,950	(69,050)
Miscellaneous	321,000	346,000	332,882	(13,118)
<b>TOTAL INCOME</b>	<b>291,261,673</b>	<b>178,654,000</b>	<b>174,253,292</b>	<b>(4,400,708)</b>

<b>EXPENDITURE</b>	<b>BUDGETED</b>	<b>REVISED ALLOCATION</b>	<b>ACTUAL</b>	<b>VARIANCE</b>
Personal Expenditure Goods & Services Minor Equipment Purchases Current Transfers & Subsidies				
<b>TOTAL EXPENDITURE</b>	<b>291,261,673</b>	<b>178,654,000</b>	<b>174,253,283</b>	<b>4,400,717</b>

The above statement shows the amount which the corporation budgeted to spend as against the amount which was allocated to them for the financial year 2009/2010 by The Ministry of Finance and the actual amount received and expenditure incurred during the financial year.

Revenue collected was less than Allocation by Four million four hundred thousand seven hundred and eight. This was mainly due to Government Subvention being less than allocation. The revenue collected from rates and licenses surpassed the amount allocated or mandated to collect based on the draft estimates of Income and Expenditure for the financial year 2009/2010.



The total expenditure reflected that the amount of one hundred and seventy four million, two hundred and fifty three thousand, two hundred and eighty three dollars was spent. Of this amount, seventy percent (70%) was spent on salaries/ wages, overtime, allowances, health plan and other personnel expenditure; seventeen percent (17%) on goods and services, one percent (1%) on minor equipment and twelve percent on transfers and subsidies.

Overall The Corporation was able to spend the monies released to them by The Ministry of Finance.

## **3.0 REPORTING FUNCTIONS**

### **3.1 Departmental Reports**

The format of the reports submitted by each department highlights the achievement of the organization, the constraints, if any in attaining the desired results and the corresponding recommendations for meeting the targets.

The five strategic focus areas identified earlier – organizational development, imaging/branding/public relations, participatory governance, systems review and heightened organizational assertiveness, were the headings under which all achievements were categorized and assessed in relation to the goals.

The sub headings of these reports are as follows:

1. Vision and Mission Statements (if applicable)
2. Roles and Functions
3. Departmental Information (Number of employees inclusive of supervisors)
4. Financial Information
5. Operational Results (planned objectives versus actual achievements)
6. Major constraints limiting achievements of objectives
7. Recommendations
8. Projections for the future

### **3.1.1.CITY ADMINISTRATION DEPARTMENT**

#### **Role and Functions**

The City Administration Department is the administrative hub of the Port of Spain Corporation. It is the interface between the Council and departments within the organization, as well as with external organizations.

The functions of the department are as follows:

- Corporate Services
- Tourism Support
- Advertising Control
- Coordinating, Monitoring and Managing Relationships
- Records Management
- Legal Services
- Licensing
- Rental of Corporate Properties
- Printing Services
- Public Relations
- Estate Management
- Promotion of Civic Pride and Citizen Participation in Local Governance

#### **Departmental Information**

The department has forty (40) members of staff comprising twenty-seven (27) monthly paid officers and thirteen (13) daily paid workers. There are six (6) supervisory positions as follows:

- Chief Executive Officer
- Deputy City Clerk
- Administrative Officer II
- Administrative Assistant
- Printing Supervisor
- Record Keeper

## Financial Information

The department collected the under mentioned fees totaling six hundred and fifty thousand, seven hundred and forty-two dollars (\$650,742.00) during the period under review.

<b>ACTIVITY</b>	<b>AMOUNT (\$)</b>
Leases	89,218.00
Rental of Assembly Hall	185,063.00
Consents	83,375.00
Cemetery Matters	289,176.00
Cancellation of Consents	3,335.00
Tenancy Agreements	575.00
<b>Total Revenue</b>	<b>650,742.00</b>

STRATEGIC OBJECTIVE	PLANNED DELIVERABLES
<p><b>Organizational Development</b></p> <p>1. To change the organizational culture through motivation and to encourage increased staff participation and better delivery of good quality service.</p>	<ul style="list-style-type: none"> <li>• To undertake Long Service Award Function every five years.</li> <li>• Hold departmental meetings.</li> </ul>
<p><b>Imaging/Branding/Public Relations</b></p> <p>Develop and maintain a user friendly and consultative image with stakeholders.</p> <p>Build City Pride through 'City Day' celebrations.</p>	<ul style="list-style-type: none"> <li>• To promote all activities of the Corporation; Social, Cultural and Educational in the print and electronic media at least three (3) months in advance of the event.</li> <li>• To improve on the regular activities held for City Day Celebrations to achieve: <ul style="list-style-type: none"> <li>➤ Greater public attendance at band concerts put on by the military and para-military organizations in the Parks and Squares owned by the Corporation.</li> <li>➤ A smooth flow of all "City Day" events such that guests attending the church service, civic reception, participating contingents in the street parade and any other functions are treated hospitably and are facilitated in a manner conducive of enjoying all functions.</li> </ul> </li> </ul>

STRATEGIC OBJECTIVE	PLANNED DELIVERABLES
<p><b>Systems Review</b></p> <p>Undertake systems review in all the undermentioned business units:</p> <ul style="list-style-type: none"> <li>• Registry</li> <li>• Civic Receptions and official visitor to the city</li> <li>• Cemetery Matters</li> <li>• Leases and land related issues</li> <li>• Main Vault</li> </ul>	<ul style="list-style-type: none"> <li>• To continue implementation of new registry system.</li> <li>• To update guest list annually.</li> </ul> <ol style="list-style-type: none"> <li>1. To complete a local assignment within 14 days of request.</li> <li>2. To computerize and network all cemetery records.</li> </ol> <p>To computerize and network land registry system.</p> <p>To implement a computerized database of documents within the vault.</p> <p>To retain documents of historical value to the Port of Spain Corporation, the city of Port of Spain and the country and destroy outdated correspondence according to the legal timeframe.</p>

<b>Strategic Objective</b>	<b>Planned Deliverables</b>
<p><b>Systems Review (cont'd)</b></p> <p>Develop a training program to enhance the capabilities and competencies of personnel in the organization in keeping with the vision:</p> <ul style="list-style-type: none"> <li>• Council and Administration</li> </ul> <p><b>Heightened Organizational Assertiveness</b></p> <p>Support the strategies of the Corporation which will command greater respect.</p>	<ol style="list-style-type: none"> <li>1. To conduct training in quality control.</li> <li>2. To train staff in the efficient operation of upgraded equipment to ensure productivity.</li> <li>3. To train staff to effectively use graphics and other programmes.</li> </ol> <ul style="list-style-type: none"> <li>• To co-ordinate training programmes and seminars as necessary.</li> </ul> <ol style="list-style-type: none"> <li>3. Enforce compliance with all laws and regulations within the city.</li> <li>4. Ensure that the Corporation has input in development of all plans involving the city whether by government or the private sector.</li> <li>5. Become more involved in activities of local government bodies' locally, regionally and internationally.</li> </ol>

## **Summary/Highlight**

There is overall need for aggressive change within the City Administration Department, especially since we are the pivot of the organization, therefore we are to set example by our actions.

The lack of harmony and co-ordination within the Department is contributing to the slow progress of change within the entire organization as it is affecting the morale of the staff.



### **3.1.2 CITY ASSESSOR'S DEPARTMENT**

#### **Role and Functions**

The role of the City Assessment Department is clearly expressed in Section 80 of Act 21 of 1990:-

“The Assessor shall ascertain and assess the annual rateable value of each rateable hereditament within the Municipality and record the names of the owners, occupiers or tenants thereof and, before the 31<sup>st</sup> March of each year, the Council shall fix the House Rate payable.”

The core functions are as follows:

- Processing of Return of Ownership
- Valuation of Hereditaments within the city limits
- Numbering and re-numbering of hereditaments
- Mergers of Properties
- Sub-division of properties
- Calculation of leases
- Preparation and maintaining of the House Rate Book
- Preparation and issuing of Assessment Notices
- Research data, collecting and analysis. Market intelligence
- Give technical advice on valuation matters generally; and
- Servicing the public and other government agencies e.g. Water and Sewerage Authority (WASA) and Trinidad and Tobago Electricity Commission (T & TEC)

## **Departmental Information**

The City Assessor's Department has a staff of three (3) persons comprising two (2) monthly paid officers. There are four (4) supervisory positions on the monthly paid Establishment and one (1) on the daily rated Establishment.

They are as follows:

### **Monthly Paid**

City Assessor (position vacant)

Deputy City Assessor

Valuation Assistant 1

Clerk 1

### **Daily Rated**

Charge-hand (1)

## **Financial Information**

The department is significantly responsible for determining the income to be received by the Corporation on an annual basis.

## **Projections for the Future**

- To increase revenue via the Triennial Assessment Exercise
- To implement training for staff on assessment valuation and conveyance.
- Modernizing the department with respect to equipment and furniture.
- Rescheduling Travelling for City Assessor and Valuation Assistant positions.

However, with the Property Tax Reform subsequent Act Nos. 17 and 18 of 2009 which repealed Part V of Act 21 of 1990 there will be little or no need for the operations performed in the Assessment Department.

### **3.1.3.CITY ENGINEER’S DEPARTMENT**

#### **Roles and Functions**

The City Engineer's Department is charged with the responsibility of developing and maintaining the physical infrastructure of the City of Port of Spain. To achieve this, the department is organized into the following:

- Divisions
  - Central, Eastern, St. James and Western
- Markets
  - Central and St. James
- Cemeteries
  - Lapeyrouse, Western and Woodbrook
- Social Amenities
  - Parks and Squares
- Transport and Cleansing Department
- Maintenance Department
- Building Section
- The Development Programme
- The Crematorium
- Public Sector Investment Programme (PSIP)

**The functions are to:**

1. Provide services of monitoring and controlling all building developments and construction activities in the city.
2. Maintain the physical infrastructure of recreational facilities, vehicles and plant and equipment belonging to the Corporation.
3. Manage the operations of City Institutions and Departments.
4. Identify individual work programmes and submit appropriate estimates.
5. Provide scavenging services.
6. Provide safe, adequate and sanitary accommodations for vendors at the Port of Spain Corporation markets.
7. Provide an inexpensive and hygienic method for internment.
8. Purchase, receive and issue stock items for the Port of Spain Corporation.
9. Provide maintenance and upkeep the physical infrastructure of City Hall and all Port of Spain Corporation Institutions.

**Departmental information**

The department has a staff of one thousand and eighty-seven (1,087) persons which includes ninety-three (93) monthly-paid officers and nine hundred and ninety-four (994) daily rated employees.

The monthly paid staff comprises twenty-five (25) supervisors as follows:

- The City Engineer
- Assistant City Engineer
- Administrative Assistant
- Works Supervisor III (2)
- Works Supervisor II
- Works Supervisor I (4)
- Assistant Works Supervisor (4)
- Building Inspector II
- Storekeeper III
- Crematorium Manager
- Crematorium Superintendent
- Superintendent, Transport and Cleansing
- Transport Foreman
- Garage Supervisor
- Garage Foreman
- Market Administrator
- Cemetery Keeper (2)

The daily rated establishment comprises sixty-one (61) supervisors:

- Foreman (27)
- Charge hand (34)

## **Financial Information**

The City Engineer's Department collected revenue from the activities of the various units during the period under review. There is a need however for the department to maximize revenue collection. Listed hereunder is a breakdown of the revenue collected:-

## Cemeteries

ACTIVITY	NO. OF THE ACTIVITY	AMOUNT COLLECTED
<b>Lapeyrouse</b>		
Burials	252	102,240.00
Certified Copies of ownership	60	6,000.00
<b>Western</b>		
Burials	155	57,418.00
<b>Woodbrook</b>		
Burials	231	97,904.50
<b>TOTALS</b>	<b>698</b>	<b>263,563.50</b>

## Markets

The Corporation has two markets, The Central Market and the St James Market Revenue collected at these institutions represents receipts for the rental of stalls or spots, shops, use of the cold storage, electricity and registration of vendors.

Revenue collected at the Central Market totaled one million, one hundred and eight thousand, five hundred and thirty-six dollars and fifty cents (\$1,108,536.50).

Structural changes/refurbishment have begun at the Central Market.

Revenue collection at the St. James Market is a dormant figure of approximately \$24,531.00 per year. However, this institution can become more profitable if the Corporation were to purchase the abandoned property at #86 Western Main Road, adjacent to the market on the western side and construct an extension to the existing structure. This way more vendors can be housed and the institution would collect more revenue.

## Port of Spain Crematorium

SERVICES PROVIDED	STATISTICS
No. of Cremations	888
Rental of Columbarium	341
Use of Chapel	795
Large Urns Sold	708
Small Urns Sold	151
Cremations provided on Saturdays	90
Use of Synthesizer	1

Revenue Collected	-	\$	982,625.00
15% Vat	-	\$	147,393.25
Saturday Charges	-	\$	<u>21,000.00</u>
<b>TOTAL</b>		<b>\$</b>	<b><u>1,151,018.25</u></b>

## Stores Department

The Staff of the Stores Department performed its procurement functions as efficiently as possible, during the period 1<sup>st</sup> October 2009 to 30<sup>th</sup> September, 2010.

Approximately 3113 Purchase Orders were prepared for all departments, representing transactions with bonded contractors and on the open market.



In this regard, the Department liaised with the Payables Section in an effort to ensure prompt payment to suppliers for goods and services and with other departments and institutions to minimize the number of outstanding purchase orders for suppliers. The Storekeeper III also paid periodic visits to creditors in order to ensure that credit facilities are maintained.

Monthly divisional sub-stores were submitted to the Works Supervisor III for verification of information and to the Internal Audit for checking.

## **Projections for the Future**

- To develop and implement a maintenance and marketing cycle for all institutions.
- To establish an Investigation and Survey Unit.
- To investigate complaints and conduct surveys of all general infrastructure.
- To prepare booklets and desk manuals for each division and unit identifying the activities and detailing the procedures for carrying out functions.
- To facilitate Short courses in customer relations for daily rated employees, also defensive driving and car repairs.
- To complete repairs to infrastructure with realistic time frames.
- To clean the city throughout the day and night in recognition of the twenty-four hour activities of the city.
- To enforce the laws with respect to littering by recruiting additional Litter Wardens.
- To enforce building regulations – serve notices for breaching the regulations of the Municipal Corporations Act and building codes.
- To ensure the city is free from excessive litter throughout the day by introducing an effective litter cart programme.
- To educate burgesses about maintaining a clean environment.
- To develop and utilize a land use plan for the city.
- To continue training in programmes that are relevant to all areas of the department – supervision, technical courses for engineering staff and management and customer relations training for administrative staff.

## **Buildings Section**

The building section headed by the Building Inspector II carries out its functions with two Building Inspector 1's and clerical support staff. The main functions of the Buildings Section are the processing of building approvals, monitoring and control of all existing and proposed Building Infrastructure in the City of Port of Spain. Also included in its functions are:-

1. Building assessment surveys of dilapidated and burnt out buildings.
2. Reporting on nuisance related complaints.
3. Reviewing environmental impact assessments of various sensitive projects in the City.
4. Reporting on various aspects of lands that are owned by the Port of Spain Corporation.

Fees collected by the Section for the period October 2009 to September 2010 amounted to the sum of One hundred and thirty-one thousand, nine hundred and thirty-eight dollars (\$131,938) **(VAT exclusive)** for its services.

The summary of the fees collected are shown in table 1:

**Table 1**

**FEEs COLLECTED FOR THE PERIOD OCTOBER 2009 – SEPTEMBER 2010  
FISCAL YEAR**

Month	Searches \$	Sub- division \$	Blocking Footpath \$	Completion Certificate \$	Building Permits \$	<b>Total \$</b>
October	1000	-	22500	1200	3600	<b>28300</b>
November	100	-	1400	3400	4700	<b>9600</b>
December	200	-	3300	1950	2163	<b>7613</b>
January	100	-	4900	1550	2200	<b>8750</b>
February	400	-	2200	150	2000	<b>4750</b>
March	100	-	10900	150	600	<b>11750</b>
April	-	-	4200	150	1000	<b>5300</b>
May	-	-	4800	4150	7350	<b>16300</b>
June	200	-	3600	-	5200	<b>9000</b>
July	200	-	3300	5450	1000	<b>9950</b>
August	-	-	3175	5550	1200	<b>9925</b>
September	200	-	3000	600	6950	<b>10650</b>
<b>TOTAL</b>	<b>2500</b>	-	<b>67275</b>	<b>24300</b>	<b>37863</b>	<b>131938</b>

The following statistics indicate fees collected by the Building Section for building approvals and monitoring and controlling infrastructural/building development in the City of Port of Spain during 2009/2010.

1. Number of Building applications received which includes new buildings, additions and repairs to existing buildings.

<b>Type of Building</b>	<b>No. of Applications Received</b>
Residential	48
Commercial	43
Residential/Commercial	7
Other (Recreational/Infrastructural)	3
Institutional	3
Industrial	-
<b>Total</b>	<b>103</b>

2. Number of Buildings Approved

<b>Type of Building</b>	<b>No. of Applications Received</b>
Residential	31
Commercial	13
Residential/Commercial	10
Other (Recreational/Infrastructural)	1
Industrial	-
<b>Total</b>	<b>55</b>

3. New Buildings Completed

<b>Type of Building</b>	<b>No. of Applications Received</b>
Residential	48
Commercial	43
Residential/Commercial	7
Other (Recreational/Infrastructural)	3
<b>Total</b>	<b>103</b>

4. Additions and Repairs Completed

<b>Type of Building</b>	<b>No. of Applications Received</b>
Residential	2
Commercial	1
Residential/Commercial	-
Other (Recreational/Infrastructural)	-
<b>Total</b>	<b>3</b>

5. Number of Completion Certificates issued for new buildings

<b>Type of Building</b>	<b>No. of Applications Received</b>
Residential	70
Commercial	8
Residential/Commercial	1
Other (Recreational/Infrastructural)	-
<b>Total</b>	<b>79</b>

6. Number of Completion Certificates issued for additions/repairs

<b>Type of Building</b>	<b>No. of Applications Received</b>
Residential	3
Commercial	3
Residential/Commercial	-
Other (Recreational/Infrastructural)	-
<b>Total</b>	<b>6</b>

7. Buildings destroyed/damage by fire

<b>Type of Building</b>	<b>No. of Applications Received</b>
Residential	3
Commercial	1
Residential/Commercial	-
Other (Recreational/Infrastructural)	-
<b>Total</b>	<b>4</b>

7. Notices served in respect of unauthorized development under Sections, 125, 150, 158, 162, 163 and 172 of the Municipal Corporations Act, 1990.

<b>Notice/Section</b>	<b>No. Issued</b>
125	1
150	-
158	-
162	28
163	5
<b>TOTAL</b>	<b>34</b>

<b>STRATEGIC OBJECTIVES</b>	<b>INCOME OBTAINED</b>
<ul style="list-style-type: none"> <li>• Processing of buildings plans and related functions</li> <li>• To monitor, control development in the city of Port of Spain.</li> </ul>	-
a) Building Permits	a) 37,863.00
b) Completion Certificates	b) 24,300.00
c) Searches	c) 2,500.00
d) Permits to block footway	d) 67,275.00
e) Sub-division	e) -
<b>TOTAL</b>	<b>\$131,938.00</b>



## Central Division

Central Division is charged with the responsibility of maintaining the physical infrastructure (excluding Parks and Squares) of that area bounded on the North by Queens Park West; on the West by Richmond and Dundonald Streets; and on the South by South Quay including the Lighthouse and on the East by Duncan Street continuing in an imaginary straight line to upper Charlotte Street. For convenience, the area is divided into two sections by Park Street. This area is commonly referred to as Uptown and Downtown Port of Spain..

The staff at this Division went beyond the call of duty at times to ensure that the job was done, despite the challenges encountered.

The following is a summary of achievements for the fiscal year 2009/2010:-

<b>STRATEGIC OBJECTIVE</b>	<b>OPERATIONAL RESULTS</b>
Road Sweeping & Washing	38.0 km
Cleaning of underground drains	7.0 km (approx..)
Masonry Works	13,860.2m <sup>2</sup>
Asphalt Work	8,0463.403m <sup>2</sup>
<b>OTHER SERVICES</b>	<b>COMMUNITY SERVICE</b>
Erecting and dismantling stage	Erected and dismantled the Corporation's stage at 68 venues.
Engineering Workshop	Fabricated (89 grilles & Frames) - 80 Manhole covers & Frame and 31 Manhole frames to hold 62 covers filled with concrete.

It is imperative, however that a few points be highlighted with respect to the services offered to the Burgesses of the City.

## **Road Sweeping & Washing**

After much effort in sweeping and making little heaps of garbage for collection by the garbage trucks, CEPEP gangs would fall-in and bag the garbage preventing vagrants and the breeze from re-scattering it. However this operation by CEPEP encroaches upon the mandated responsibilities of the Corporation. The present method of cleaning the City should be revisited in conjunction with the union since the present method may have outlived its usefulness.

## **Cleaning of Under Ground Drains**

The main challenge with the Underground operations in the Central Division is that there is a need for more able-bodied men to perform the functions. The majority of the crew having worked in the unit for many years, when not on sick leave, is physically incapable of performing several of the required tasks. Perhaps the time has come for a medical evaluation of these workers to be done, to determine whether they can continue to serve the Corporation in their present capacities.

## **Masonry Works**

The high incidence of crime in the South East Port of Spain area has created some concern for the safety of workers in the performance of their duties in the locale. It is imperative that measures be taken to ensure the safety of all workers in the performance of their duties on behalf of the Corporation. Workers have been promoted with no replacements at the lower levels to assist the masons and Carpenters and do general labouring tasks.

## **Asphalt Workers**

The Corporation continues to upgrade the skills of the Colas Gang in order to increase the effectiveness in the delivery of services to the Burgesses. Films on road construction and maintenance as well as tool care and maintenance are utilized to disseminate information on best practices for efficiency.

## **Divisional Stores**

The daily operations at the Stores Department need to be reviewed for a more effective delivery of services to the Divisions.

## **Other Services**

### **Stage**

At present, the use of this facility is available to the public on a first come basis. Requests for utilization of the stage are granted with the understanding that no overtime cost be incurred by the Corporation. Therefore, with one stage being available for use, should there be requests for two or more locations on weekends cannot be accommodated.

The solution is an investment in new modern lightweight sturdy stages with adjustable legs and adequate load bearing capacity.

Mobilization of the Stage engages workers who are taken from the colas gang because of the shortages in the Labour force.

## **1. Engineering Workshop**

The Engineering workshop fabricated and installed gates at several institutions. The City Police Department, Cemeteries and Divisions. Signposts were also fabricated for several projects and railings were installed at various locations. Despite the work done by the workers in the workshop, the structure and systems need to be improved to facilitate modern methods and equipment.

## **2. Recommendations**

The following recommendations are proposed:-

- (a) (UG workers who are incapable of undertaking the demands of the job should be evaluated to determine their suitability.
- (b) In view of the incidences of violence in South East Port of Spain, security in the working environment is paramount.
- (c) There is a need to upgrade the amount of workers in the Colas Gang for a more effective delivery of services.
- (d) The operations of the Divisional Stores should be reviewed.
- (e) A policy should be formulated with regards to the granting of requests for use of the Stage.
- (f) Computer Literacy skills should be given for the office staff at the Divisions.
- (g) The skills and equipment of the Engineering workshop staff should be upgraded.

## St. James Division

The St. James Division is charged with the responsibility of maintaining and improving the integrity of the physical, environmental and social infrastructure of West Port of Spain. This is done through a structured programme of maintenance to the roadways, footpaths, slipper and swale drains, underground drainage, main water courses, all open grass spaces, vacant lots and disposal of debris and garbage.

The St. James Division is unique to the rest of the City in that the area always has an abundance of activities both social and cultural throughout the year, thus giving rise to a growing need for continuous maintenance and cleansing.

During the fiscal period 2009/2010, the St. James Division accomplished the following achievements:-

<b>STRATEGIC OBJECTIVE</b>	<b>OPERATIONAL RESULTS</b>
1) Daily Road Sweeping	40 km
2) Daily U.G. Cleansing	7 km
3) Main Water Course Cleansing	1.75 km (approx..)
4) Maintenance of grass overgrowth in vacant lots and open spaces	500m <sup>2</sup>
5) Daily disposal of refuse and debris from cutlassing, underground drains and watercourses	4.5 Tonnes
6) Daily collection and removal of household garbage from hard to reach areas	5 Tonnes
7) Renewal and upgrading of footpaths/slipper drains annually	887m <sup>2</sup> (approx.)
8) Repair and re-sheet roadway annually	4321 m <sup>2</sup> (approximately)

These achievements were accomplished with a small and aging workforce, along with a small group of casual labourers who were hired to assist in the Division.

During the period 2009 to 2010 the following work was done in the Western Division.

### Western Division

<b>BOUNDARIES PERIMETER FOR OPERATION</b>	<b>SERVICE PROVIDED BY</b>	<b>OPERATIONAL RESULTS</b>
Robert, French, White, Petra, Hamilton, Taylor & Belle Smythe Streets, Tragarete & Maraval Roads, Kew Place and Victoria Avenue	Litter Cart Programme	1) Swept, scraped and bagged garbage
Damian, Elizabeth, Charles, Stone & Colville Streets Wrightson, Serpentine and Tragarete Roads, Charles, Gatere, Carlos, Rosalino, White, Woodford, Picton, Anna, Luis, Hunter, Alexandra & Hayes Streets, Victoria & Stanmore Avenues and Cipriani Boulevard, Queens Park West, French Street, Surpentine Road	Underground Gang	1) Cleared chokes and cleaned underground drains of all garbage, sand and silt.  2) Cleaned manhole covers leading to underground and cleared rubbish lodged into grilles leading to underground drains.

BOUNDARIES PERIMETRE FOR OPERATION	SERVICE PROVIDED BY	OPERATIONAL RESULTS
<p>King George V Park, Rapsey, Alfredo, Herbert, Warren, Gray, Hunter, White, Rosalino, Melbourne, Kelly Kenny, Taylor, Buller, O'Connor, Belle Smythe, Gallus Streets, Ariapita Avenue, Roxy Roundabout, Plastering Lapeyrouse Cemetery, Entrance to Adam Smith Square wall, Marli Street, Queen's Park West, Elizabeth Street.</p> <p>Ariapita Avenue, Park Street, Pole Carew, Robert, Elizabeth, Alfredo, Kitchener, Gray, Murray, Picton Victoria, Stone, Woodford, Hamilton, Hunter, Mc Donald, Warner &amp; Luis Streets and Siegert Square, St. Clair, Sweet Briar Road, Anna, Dock, Wrightson Road, Warren, Duke, Phillip Street, Rosalino Street, Roxy Roundabout, Alberto Street, Taylor Street.</p>	<p>Mason Gang</p> <p>Colas Gang</p>	<p>1) Plastered walls, repaired footpaths, slipper drains and replaced manhole covers and concrete slab for a distance of three (3) miles.</p> <p>Repaired depressions, cleaned an oiled surfaces, spread and compacted metal mix for a distance to two (2) miles.</p>

<b>BOUNDARIES PERIMETRE FOR OPERATION</b>	<b>SERVICE PROVIDED BY</b>	<b>OPERATIONAL RESULTS</b>
<p>Stanmore, Victoria St. Claire &amp; Ariapita Avenues, Victoria East, Kew Place, Carlos, French, Charles, Gatacre, Stone, Dundonald, Elizabeth, Robert, Hamilton Holder, Picton, Woodford, Alfredo, Sackville, Colville, Flament, Belle Smythe, Duke, Petra, Murray, Serpentine, Alexandra, Hayes, Flood, Mary, &amp; Gray Streets.</p>	<p>Night Sweeping Gang</p>	<p>Swept slipper drains and footpath on both sides of each street.</p>
<p>Around the Savannah, Maraval, Tragarete &amp; Wrightson Roads and Jean Pierre Complex. Murray, Flood, Gray Streets, Serpentine Road, St. Claire Avenue, French Street, Baden Powell, Jackson Square, Siegart Square, Rapsey, Fitt, Carlos, Robert, Mary, Alfredo, Hayes Pawan, Duke &amp; Melbourne Streets, Woodbrook Playground, New Bold Street, Wainwright street, Cipriani Boulevard, Augustus Williams Square, Queen's Royal College, Rosalino, Elizabeth Streets, Adam Smith Square, Alexander Street, Ariapita Avenue, Tragarete Road, Cornelio Street, Sweet Briar Road, Havelock Street, Kelly Kenny, Warner, Gatacre, Woodford Streets.</p>	<p>Female Scavengers</p>	<p>Scraped, bagged and raked leaves and garbage</p>



<b>BOUNDARIES PERIMETRE FOR OPERATION</b>	<b>SERVICE PROVIDED BY</b>	<b>OPERATIONAL RESULTS</b>
<p>Maraval Riverbank, Serpentine Road, Jean Pierre Complex, Stanmore Avenue, Cipriani Boulevard, Sweet Briar Road, Wrightson Road, Buller, Hunter, Murray, Hayes, Elizabeth Streets, Roxy Roundabout, Fitz Blackman Drive, Gray, Duke Streets Goodwill Drain, Victoria Square, East and West Tragarete Road, Robert Street, Ariapita Avenue, Elizabeth Street, Renault Drain, Flour Mill Drain, Catelli Drain, Licensing Office Drain, Serpentine Road Police Station, Rapsey Street, Murray Street Drain, New Bold Street, Serpentine Road, by WASA pump, Queen's Park Oval, Phase II Pan Yard, Roxy Roundabout, Sweet Briar Road.</p>	<p>Weeding Gang</p>	<p>Cutlassed and Raked Grass.</p>

**Eastern Division**

<b>BOUNDARIES PERIMETRE FOR OPERATION</b>	<b>STRATEGIC OBJECTIVE</b>	<b>OPERATIONAL RESULTS</b>
	<b>CONSTRUCTION</b>	
1) Queen's Park East to Belmont Valley Road	Repaired Curb and Slipper Drains	450m <sup>3</sup>
2) Queen's Park East to St. Francios Valley Road	Built Box Drain	73m <sup>3</sup>
3) East of Charlotte St. to Belle Eau Road.	Repaired and replaced manhole covers	77 different sizes
	Erected Street Signs	10 only
4) Construction or Repair of Box Drain	Repaired Retaining Wall	49m <sup>3</sup>
	Speed Humps	10 only
	Repaired and Constructed Footpath	70m <sup>3</sup>
	Constructed garbage bins	2 only
	Casted slabs for certain areas	37 different sizes

<b>BOUNDARIES PERIMETER FOR BOUNDARIES</b>	<b>STRATEGIC OBJECTIVE</b>	<b>OPERATIONAL RESULTS</b>
5) Piccadilly St. to Laventille  6) Piccadilly St. Ext. to the Fly Over  7) Abattoir Road and the Market Car Park	<p><b>COLAS AND ROAD REPAIR</b></p> <p>Colas works Spread, rolled and compacted crushed blue metal cold mix</p> <p><b>CUTLASSING</b></p> <p>Cutlassed, chipped and cleared Cut, cleared and cleaned vacant lots.</p>	<p>540 Tonnes 556m<sup>3</sup></p> <p>576,750 sq ft. 34 lots</p>
8) Sea Lots area	<p><b>MAIN WATER COURSE</b></p> <p>De-silted and removed all debris from main water courses</p>	
	<p><b>Underground Work</b></p> <p>De-silted and cleaned chokes in covered and open underground drains</p>	

**DEVELOPMENT PROGRAMME**  
**ACHIEVEMENT FOR PERIOD OCT 1<sup>ST</sup> 2009 TO OCT 1<sup>ST</sup> 2010**

PROJECT	STRATEGIC OBJECTIVE WITH RESULTS	COMPLETION %	REMARKS
<b><u>029 Local Roads and Bridges Programme</u></b>			
1. Street Signs Programme	Installed one-hundred street signs throughout the City.	100%	Works completed as estimated
2. Church Street	Rehabilitation works to footpath and slipper drain 320m x 1.4m	90%	-do-
3. St Clair Avenue	Rehabilitation works to footpath and slipper drain 300m x 1.8m	97%	-do-
4. Independence Square North and South	Laying of pavers on walkway 400m x 1,8m	100%	-do-
5. Gonzales Street	Rehabilitation works to footpath and slipper drain 240m x 1.8m	75%	Work hampered by excessive rainfall
6. Robert Street	Rehabilitation works to footpath and slipper drain 300m x 1.8m	100%	Works completed as estimated
7. Jeffers Lane	Rehabilitation works to footpath and slipper drain 100m x 1.8m and cover box drain 100m	100%	-do-

PROJECT	STRATEGIC OBJECTIVE WITH RESULTS	COMPLETION %	REMARKS
<b><u>029 Local Roads and Bridges Programme</u></b>			
8. Gallus Street	Installed one-hundred street signs throughout the City.	100%	Works completed as estimated
9. Abercromby Street	Rehabilitation works to footpath and slipper 300m x 2.74m  Rehabilitation works to footpath and slipper drain 500m x 1.8m	85%	Work hampered by excessive rainfall.
10. Plaisance Street	Rehabilitation works to footpath and slipper drain 175m x 1.52m	-	Work completed as estimated.
10. Manhole Covers	Installed 100 – 21” x 42” manhole covers throughout the City	100%	
11. Chocolate Alley	Paved Roadway 150m x 4.27m	100%	
12. Cipriani Boulevard	Paved lay-by 95m x 4.27m	100%	
13. Albert Lane	Constructed walkway 91m x 4.27m	100%	

**DEVELOPMENT PROGRAMME**  
**ACHIEVEMENT FOR PERIOD OCT. 1<sup>ST</sup> 2009 – OCT 1<sup>ST</sup> 2010**

<b>PROJECT</b>	<b>STRATEGIC OBJECTIVE WITH RESULTS</b>	<b>COMPLETION %</b>	<b>REMARKS</b>
<b><u>014 Drainage and Irrigation Programme</u></b>			
1. Bossiere Lane	Constructed 48m x 1.2m x 1.2m box drain	80%	Works hampered by excessive rainfall
2. Federation Park	Completed the construction of box drain 100m x 1.2m x 1.2m	85%	20m of existing drain was in good condition.
3. Layan Hill	Constructed box drain 120m x 1m x 1m	80%	Works hampered by excessive rainfall
4. Lucian Road	Constructed box drain 25m x 1.2m x 1.2m	50%	-do-
5. Upper Nile Street	Constructed 150m x 0.6m x 0.6m box drain and footpath	75%	-do-
6. Laventille Road	Constructed box drain 200m x 1m x 1m	80%	-do-
7. Cumberbatch Lane	Constructed and widened existing box drain	70%	-do-
8. Annisette Street to Clifton Circular box drain	Constructed steps 30m x 1.8m	50%	-do-

PROJECT	STRATEGIC OBJECTIVE WITH RESULTS	COMPLETION %	REMARKS
<b><u>017 Development of recreational Activities</u></b>			
1. Jubilee Street Court	Re-sheeted basketball court and placed new chain link fence	100%	Works completed as estimated
2. Besson Street Square	Fenced the perimeter and laid pavers on the walkway	100%	-do-
3. Mahatma Gandhi Park	Laid pavers on walkway 188m <sup>2</sup>	100%	-do-
4. Anthony Williams Park	Installed outdoor recreational equipment in park	100%	-do-
5. Tamarind Square	Installed lighting in Square	100%	-do-

**DEVELOPMENT PROGRAMME**  
**ACHIEVEMENT FOR PERIOD OCT. 1<sup>ST</sup> 2009 – OCT 1<sup>ST</sup> 2010**

<b>PROJECTS</b>	<b>STRATEGIC OBJECTIVE WITH RESULTS</b>	<b>COMPLETION %</b>	<b>REMARKS</b>
<b><u>020 Development of Cemeteries &amp; Cremation Site</u></b>  1. P.O.S. Crematorium  2. Western Cemetery	Constructed Columbarium extended lunch room and laid pavers on walkway  Re-wired entire office	100%  100%	- do-  -do-
<b><u>032 Local Government Building</u></b>  1. Mucurapo Garage	Purchased and outfitted two mobile offices and one storage room	100%	-do-
<b><u>037 Disaster Preparedness</u></b>	Purchased minor equipment for disaster preparedness unit.	25%	No funding received for purchase of Hilux



**TRANSPORT AND CLEANSING  
PICKUPS AND CLEANING  
OCTOBER 2009 – SEPTEMBER 2010**

24/09/09 – 23/10/08	43, 280.00 Cu. Mtrs.
24/10/09 – 23/11/09	45,195.00 Cu. Mtrs.
24/11/09 – 23/12/09	48,995.00 Cu. Mtrs
24/12/09 – 23/01/09	49,805.00 Cu. Mtrs
24/01/10 – 23/02/10	52,035.00 Cu. Mtrs
24/02/10 – 23/03/10	42,499.00 Cu. Mtrs
24/03/10 – 23/04/10	42,895.00 Cu. Mtrs
24/04/10 – 23/05/10	43,395.00 Cu. Mtrs
24/05/10 – 23/06/10	43,930.00 Cu. Mtrs
24/06/10 – 23/07/10	44,297.00 Cu. Mtrs
24/07/10 – 23/08/10	44,720.00 Cu. Mtrs
24/08/10 – 23/09/10	45,190.00 Cu. Mtrs
<b>TOTAL</b>	<b>546,236.00 Cu. Mtrs</b>

Total number of Cubic Metres of garbage removed from the City of Port of Spain by the Transport and Cleansing Department for the period October 2009 – September 2010 was five hundred and forty-six thousand, two hundred and thirty six Cubic Metres (546,236m<sup>2</sup>)

### **3.1.4 CITY POLICE**

#### **Role and functions**

The department has the responsibility to provide security services in accordance with the duties, functions and objectives of the Port-of-Spain Corporation outlined in Part III of the Municipal Corporation Act 21 of 1990.

These functions/ responsibilities are identified hereunder.

1. Deployment of officers in uniform and plainclothes on foot and mobile patrols to prevent and control illegal street vending and to prevent and detect other infractions of the law.
2. Visit institutions belonging to the Corporation to ensure proper assessment is made of activities and adequately address their security concerns.
3. Protect property, equipment, and personnel of the Corporation.
4. Carry out all the functions of a Police Station.
5. Perform process duties (i.e.); serve Summons and Notices, Execute Warrants.
6. Perform guard duty when on demolition exercises.
7. Provide escort services for members of staff of the Corporation.
8. Record reports, investigate them and take appropriate action.
9. Provide counseling for abused persons, investigate these reports if required, prosecute, or refer for professional assistance/counseling.
10. Train organizations for sports (March past).

11. Issue fixed penalty notices (traffic notices).
12. Participate in military parades.
13. Participate in joint street exercises in the City together with members of the Trinidad and Tobago Police Service
14. Perform traffic duties in conjunction with road works being undertaken by the Corporation.
15. Assist other Municipal Corporations with certain activities, on request.
16. Perform guard duty to His Worship the Mayor: Residential as well as office and at all official functions.
17. Perform patrol duty at Central Market on a sixteen-hour basis.
18. Lecture to School children within the City of Port of Spain.

## Departmental Information

The current number of officers in the City Police Service is ninety-three. In accordance with Cabinet minute 2324 dated August 9, 2004 the strength of the service was increased from eighty-three (83) to one hundred and twenty four (124) officers.

The positions which are yet to be filled, create problems/disrespect at times by junior staff who do not recognize the officer acting in the higher position. When requested, members of the public feel deceived when told the officer requested for a particular function is acting in such capacity. This situation creates a negative impression of the department.

## Promotion

The position of Superintendent was filled, however the position has not yet been scheduled, so the officer has not received benefits, which were available at the lower rank.

The Assistant Superintendent of Police position was filled along with two positions of Sergeants.

The following are existing vacancies:

One Inspector	-	1
Four Sergeants	-	4
Seven Corporals	-	7
Thirty-seven Constables	-	37

There are twenty-two (72) Supervisory positions in the City Police Department.  
They are as follows:

Superintendent of Police	-	filled but is to be scheduled.
Assistant Superintendent of Police	-	filled
Two Police Inspectors	-	one vacant positions.
Six Police Sergeants	-	three vacant positions.
Twelve Police Corporals	-	five vacant positions

There are sixty- five (65) sub-ordinate or junior officers of this amount:

One is on injury leave	-	1
Three are on No Pay Leave.	-	3
Seven are on Vacation Leave	-	7
One is on Compensatory Leave.	-	1
Four are to be transferred to other Corporations	-	4

## Course

Three Supervisors (3) who are acting are presently attending the one year Joint Staff College Course.

- Four (4) officers at COSTATT

## OFFENCES

<b>OFFENCES</b>	<b>CASES</b>	<b>REPEAT OFFENDERS</b>
Willful Obstruction	67	-
Pitch-a-Stall	71	1
Unlawfully sell marketable commodities	18	-
Offer for sale marketable commodities	37	-
Resist Arrest	3	-
Obscene Language	8	-
Larceny	8	-
Litter	3	-
Assault	1	-
Use motor vehicle contrary to registration	4	-
Possession of Marijuana	4	-
Possession of Cocaine	2	-
Possession of Apparatus	1	-

<b>OFFENCES</b>	<b>CASES</b>	<b>REPEAT OFFENDERS</b>
Unlawful Possession	2	-
Malicious Damage	1	-
Break and Enter	2	-
Fail to Comply	1	-
<b>TOTAL</b>	<b>233</b>	<b>1</b>

Matters dismissed	68	Court cases tried	626
Convictions	558		

STRATEGIC OBJECTIVE	OPERATIONAL RESULTS	CONSTRAINTS	RECOMMENDATIONS
<p><b>Organisational Development.</b></p> <p>To change organizational culture in keeping with the vision.</p>	<p>One inspection parade was held followed by a meeting with staff to facilitate team building, planning and executing of same</p>	<p>Difficulty in scheduling more meetings due to the impact of new activities/duties which exhausts the capacity of an understaffed Service/Department</p>	<p>To increase the strength of the City Police Service to the sanctioned strength of one hundred and twenty four officers.</p>
<p><b>Imaging, Branding/Public Relations</b></p>		<p>While attempting to accomplish in any one area effectively other areas, were severely affected.</p>	<p>Police Department must become fully computerized and negotiations for shared information with the Trinidad and Tobago Police Service concluded</p> <p>To increase inspection parades to at least one per quarter.</p>



STRATEGIC OBJECTIVE	OPERATIONAL RESULTS	CONSTRAINTS	RECOMMENDATIONS
<ul style="list-style-type: none"> <li>• <b>Parades</b></li> </ul>	<p>Full participation for City Day, a satisfactory number for Municipal Contingent at Independence and Supplementary for other Municipal parades.</p>		<p>To increase inspection parades to at least one per quarter</p>
<ul style="list-style-type: none"> <li>• <b>System Review</b></li> <li>• <b>Increased efficiency in the provision of safety and security</b></li> <li>• <b>Process</b></li> </ul>	<p>7 warrants were executed</p> <p>13 accident claims were investigated and submitted</p> <p>42 building notices were served.</p> <p>Two (2) computers were purchased.</p>	<p>Inability to access stored information instantly from the Trinidad &amp; Tobago Police Service.</p>	

OPERATIONAL STRATEGY	OPERATIONAL RESULTS	CONSTRAINTS	RECOMMENDATIONS
<b>Mobile Patrols</b>	Daily mobile patrols were carried out Acquired 6 motor vehicles	Insufficient staff to sustain any positive initiative.	Filling of vacant positions.
<b>Fully Staffed Department</b>	31 City Police Recruits were trained by the Police Service	Officers left the service of the City Police for higher emoluments resulting in inadequate staff	<p>Fill vacant positions at a faster rate and compensatory package equal to the Police Service.</p> <p>Using assigned staff for other duties.</p> <p>Filling of vacant positions - recruitments.</p>

STREATEGIC OBJECTIVE	OPERATIONS RESULTS	CONSTRAINTS	RECOMMENDATIONS
<b>Foot Patrol</b>	Daily foot patrols were carried out on Charlotte, Henry, Queen and Frederick Streets, resulting in 233 offences being detected, with 231 convictions and fines totaling \$ 48,541.00 for various offences on appendix	Constraints to concentrate in small areas at any one time due to inadequate staff to capture and sustain larger areas	Fill vacant positions
<b>Mayor Guard</b>	Increased security was provided for His Worship The Mayor	Difficulty to sustain this initiative	Extra duty to ensure continuity
<b>Enhanced Capabilities and Competencies through training</b>	One Sergeant was sent on a management course for one year  Accommodations to grant time off for officers to attend private class and write examinations.	A sufficient amount of officers could not be sent on Management, Supervision and Crime scene detection courses for lack of adequate funding	To train every officer who are newly promoted to perform in such positions

## **Projections for the Future**

1. To acquire the required manpower resources to enable the department to carry out its functions effectively and to sustain such initiatives.
2. To aggressively follow up on the Statutory Authorities Service Commission to have regulations provided for effective operations of the department.
3. To implement an efficient record keeping system for the care and maintenance of equipment and machinery
4. To support other departments in carrying out their functions.
5. To source training in modern policing for officers.
6. To provide training for newly promoted officers
7. To source adequate accommodation for the City Police in relation to the Strategic Plan.
8. To pursue filling of vacant positions/promotions.

### **3.1.5 CITY TREASURER'S DEPARTMENT**

#### **Roles and functions**

The roles and functions of the City Treasurer's Department is as follows:-

1. To analyse, design and implement systems of controls to ensure efficiency, economy and the prevention of fraud.
2. To ensure that all action is taken to collect and bring into account all monies due to the Port of Spain Corporation.
3. To maintain proper Creditors Ledgers to ensure that all liabilities of the Port of Spain Corporation are met.
4. To maintain proper Debtors Ledgers so as to ascertain liabilities due to the Corporation.
5. To authorise for payment all requisitions and vouchers on behalf of the Port of Spain Corporation.
6. To prepare all pay sheets with respect to salaries & cola, wages & cola, pension and remuneration to council members and to ensure that all employees of the corporation are paid on the stipulated pay dates.
7. To prepare and authorize all cheques on behalf of the corporation.
8. To ensure that all records are kept securely, in totality, accurately and that all expenditure incurred are in accordance with all governing laws and regulations.

9. To prepare and submit the annual budget for the approval of the Council and the Chief Executive Officer. After obtaining these approvals, to submit it to the Ministry of Local Government for their onward transmission to the Ministry of Finance.
10. To request and obtain releases of funds on behalf of the Corporation.
11. To Prepare and submit the Financial Statements to the Council, the Chief Executive Officer, the Ministry of Local Government and the Auditor General.
12. To provide information and offer advice when requested by the Council or the Chief Executive Officer.
13. To make available any information requested by the auditors during an audit of our accounts.

## **Departmental Information**

The City Treasurer's Department has a work force of fifty eight (58) employees.

These are listed as follows-:

### **Supervisory**

One (1) City Treasurer

One (1) Accountant III

Three (3) Accountant II's

One (1) Paymaster

Three (3) Accountant I's

One (1) Cashier III

One (1) Clerk IV

### **Non Supervisory**

Seventeen (17) Accounting Assistants

Six (6) Clerk II's

One (1) Clerk Stenographer II

Sixteen (16) Clerk I's

Two (2) Clerk Typist I's

Three (3) Messenger I's

### **Daily paid officers**

Two (2) Daily Paid Officers

### **Manpower Shortages:**

1. The Check Staff Unit was established nine (9) years ago. Since the establishment of this unit the duties in this section have increased tremendously even though the number of employees in the section remain the same. An additional Accounting Assistant would be needed for this unit to function more efficiently without causing undue stress on any one employee.

The above statement showing budgeted versus actual income and expenditure for the financial year 2009/2010 reflects a surplus of seven million five hundred and twenty-two thousand nine hundred and fifty-three dollars (7,522,953).

Revenue collected was less than budgeted by two hundred and twenty four thousand, four hundred and thirty-nine (224,439). The greatest deficit was in the collection of House Rates where there was a shortfall in House Rates was offset partly by an excess of two hundred thousand, eight hundred and sixty-nine (200,869) collected under Licenses, this excess was a result of additional Revenue in the amount of one hundred and ninety-five thousand, one hundred and five dollars (195,105) collected under Rents, this was as a result of renewal of leases at higher rates than previously paid.

The total expenditure incurred reflected under spending amounting to seven million, seven hundred and fifty-eight thousand, one hundred and forty-six dollars (7,758,146)

The majority of under spending was incurred under Goods and Services, which totaled six million and seventy-seven thousand two hundred and twenty-three dollars (6,077,223). This was mainly as a result of improper planning and utilization of funding by various divisions. Also the failure by departments to clear all prior year commitments from Vote Books distorted the uncommitted balances, in that monthly statements reflected an understatement in the available funding for purchases.

Personnel Expenditure incurred under spending in the amount of one million, one hundred and eighty-six thousand two hundred and twenty-seven dollars (1,186,227). This was mainly as a result of an attempt to curb the abuse of overtime for Daily Rated Officers because of the cuts in allocation received from the Ministry of Finance.



A Terms of Settlement was agreed upon by the Chief Personnel Officer and the Amalgamated Workers Union agreeing to pay workers eight hours straight time for working on Saturday, Sunday and Public Holidays and was effective from January 3<sup>rd</sup> 2009 for Central Market workers and with effect from January 9<sup>th</sup> for all other institutions of the Port of Spain Corporation.

Minor Equipment Purchases incurred under-spending in the amount of three hundred and eighty-seven thousand, three hundred and seventy-nine dollars (387,379)

Current Transfers and Subsidies incurred under-spending in the amount of one hundred and seven thousand, three hundred and seventeen dollars (107,317).

The shortfall in revenue collected coupled with the under spending under the recurrent votes resulted in a surplus of seven million, five hundred and twenty-two thousand, nine hundred and fifty-three dollars (7,522,953)

The Port of Spain Corporation budget was cut by twenty million six hundred and sixteen thousand, one hundred and seventy dollars (20,616,170). As such a lot of projects budgeted for were not implemented.

## **Projections for the future**

The projections for the future for the City Treasurer's Department are as follows-:

1. To continue the drive to attain a changed organizational culture so that more efficient services can be offered to all stakeholders.
2. To continue to develop and maintain a professional and consultative image with the public.
3. To continue to improve the ambience and aesthetics of the department.
4. To ensure that there is a continuous system of monitoring and review in order to ensure that objectives are met in the area of optimizing revenue collection/generation, minimizing costs, increasing efficiency and accountability.
5. To fully computerize all aspects of the City Treasurer's Department.

### **3.1.6. HUMAN RESSOURCE DEPARTMENT**

#### **Roles and Functions**

The core purpose of the Human Resource Department is to be the Strategic Partner to top management.

In so doing the department must be an advisor to the Council, Chief Executive Officer and line managers. It is also responsible for acquiring and maintaining a highly motivated workforce while fostering good Industrial Relations with the Unions and networking with the Central Government Agencies.

## **The core functions are:-**

- (i) Human Resource Planning – Human Resource Information System, Staffing (Contract and Public Officers and Daily-rated workers), Personnel Administration including delegated and devolved functions.
- (ii) Training and Development – Performance Management, Organizational Development and Change Management, Career and Succession Planning, Technical Operation Programme.
- (iii) Employee Relations – Industrial Relations – Industrial Relations, Occupational Health and Safety, Employee Assistance Programme, Separation and Organizational Exit.

## **Departmental Information**

The department has twenty-eight (28) members of staff, comprising twenty-seven (27) monthly paid officers and one daily-rated employee. The following are the supervisory positions:

- Senior Human Resource Officer (1)
- Human Resource Officer III (2)
- Human Resource Officer II (3)
- Human Resource Officer 1 (2)

## **Human Resource Development**

The Port of Spain Corporation in light of its vision and mission has achieved some success as a result of training and developing employees. Reinforcement of such training and development is being encouraged to ensure that projects are implemented in a professional and timely manner.

The Corporation currently undertakes two approaches to training and development:

- Limited training and development of employees based on the requests of the individual employees to participate in short courses which have been determined as necessary for the development of personnel in the organisation.
- Limited training of groups of employees organised by the Corporation.

However, these approaches have not fully supported the goals of the organization.

The undermentioned Human Resource functions are the areas which support the attainment of these goals.

## **Performance Management Tools**

The new Performance Management Appraisal System has been implemented by the Corporation for all monthly paid employees. The system requires quarterly assessments to be conducted, which are targeted at improving the competencies of the employees for increased job performance, promotion, and guidance in terms of their career within the organisation.

There are still deficient areas in the implementation of this tool which are impacting negatively on the performance of the organisation. These are:

- All supervisors are not preparing quarterly assessments;
- Annual appraisal reports are not being submitted on time;

Additionally, there is no performance appraisal system in place for assessing the performance of daily rated employees. However, a job evaluation exercise is being conducted which would give information on the behaviours and performance of these workers which would distinguish effective from ineffective performance. This new system should be in place before the end of the next financial year.

## **Recruitment and Selection Procedures**

The establishment of the Corporation as mentioned earlier comprises both monthly and daily- rated personnel. The Chief Personnel Officer is the employer for both cadres of personnel.

The Statutory Authorities' Service Commission recruits monthly paid personnel. The Commission provides officers as requested at the entry level position of Clerk 1. However, Middle management, senior, professional and technical positions are advertised by the Commission both internally and externally.

On the other hand, filling of vacancies on the daily rated establishment is carried out by the Corporation. Should the recruits not fulfill the requirements for certain positions, such positions are advertised fully.

## **Promotion**

Generally, promotions are still based on the premise of seniority and qualifications. Performance is not currently a criterion and this could be as a result of the deficiency in the Performance Management Appraisal System.

## **Career Path Systems**

The Port of Spain Corporation continues to encourage and assist employees with respect to their careers. Employees are being encouraged to prepare themselves for the key positions within the organisation. Scholarships were offered for persons to improve their performance with regards to assessment of property. Interested persons from the organisation applied for same. Employees are also improving themselves academically for other key positions in the Administrative Assistants such as that of the Assistant City Engineer, and even Chief Executive Officer.

During the period under review the Corporation was able to send daily rated personnel to pursue mechanical courses such as Engine Rebuilding, Gasoline and Fuel Injection and Electronics, Advanced Diagnostic, Diesel Mechanics and Building Works. At present the only constraint is the fact that skills such as plumbing, masonry, etc are offered during the day in respective institutions and not on a part-time basis hence the reason the Corporation has not sent any of the Casual Workers on such courses.

## **Projections for the Future:**

### **1. Recruitment and Selection**

Formalising the orientation process through the establishment of policy and procedures and a well-designed programme embracing all categories of workers.

### **2. Performance Management**

Continuous support for line managers and supervisors in the implementation of appropriate Performance Management Systems.

### **3. Training and Development**

Ongoing Training for line managers/supervisors to develop proactive project Management approaches to managing the affairs of the city.

### **4. Heightened Organization Effectiveness**

Implement policies/regulations with respect to the Organizational Health and Safety Act and the National HIV Aids Strategic Plan.

### **5. Imaging and Branding/Public Relations**

Work with City Administration to ensure desired Image and Brand are communicated through heightened Public Relations Initiatives.



## **6. Organizational Development**

New positions to be created in the Cashier's Cage, City Assessor's Department and City Administration Departments for the effective provision of services.

- 1) Continue hands-on coaching.

## **Imaging/Branding/Public Relations**

Hold discussions with relevant members of staff to formulate strategies for the reorganization of space within the building.

## **Systems Review**

Prepare and execute an audit programme of work for the year 2010/2011.

### **3.1.7 INTERNAL AUDIT DEPARTMENT**

#### **Role and function**

The internal audit function is a requirement by law. Section 13(4) of the Financial Regulations states “each accounting unit shall have a check staff and an independent internal audit”. This unit is answerable to the Accounting Officer (Chief Executive Officer) and reports on the effectiveness and efficiency of internal controls, systems and procedures.

#### **Organizational information**

The Internal Audit Department comprises:

- One (1) Auditor I
- One (1) Auditing Assistant
- One (1) Clerk II
- One (1) Clerk I

## **PROJECTIONS FOR THE FUTURE**

### **ORGANIZATIONAL DEVELOPMENT**

- 2) Continue hands-on coaching.

### **IMAGING/BRANDING/PUBLIC RELATIONS**

Hold discussion with relevant members of staff to formulate strategies for the reorganization of space within the building.

### **SYSTEMS REVIEW**

Preparation and execution of an audit programme of work for the year 2010/2011.

### **3.1.8 PUBLIC HEALTH DEPARTMENT**

#### **Role and Functions**

1. Immunization.
2. Counsel on health issues.
3. Conduct lectures on good hygiene and safety to Food Badge applicants.
4. Inspect food establishments and food vendors to ensure food safety.
5. Inspect all premises, both residential and commercial with respect to vector and rodent control.
6. Inspect food for sale in the city.
7. Conduct water and food samplings, etc.
8. Clean cesspits.
9. Wash streets in the city.
10. Remove stray dogs from the streets of the city.

11. Conduct Medical Clinics with respect to:-
  - i. Family Planning
  - ii. Health Issues of Female Employees'
  - iii. Daily Paid Workers
  - iv. School/Child Health
  - v. Immunization
  - vi. Pre-employment Medical Screening
  - vii. Annual Screening of Daily Paid Workers in High Risk Occupations
12. Vector monitoring and control.
13. Processing of Building applications, lease applications.
14. Visit Vacant Lots.
15. School Health Screening Programs.
16. Investigate complaints, epidemics and prevent spread of diseases.
17. Protect Burgesses against environmental health hazards.
18. Promote and encourage healthy behaviors and lifestyles.
19. Respond to disasters and assist the community in recovery.

## **Departmental Information**

The department is headed by the City Medical Officer of Health (CMOH) /Principal Medical Officer {on contract} (PMO) and consists of a staff of two hundred and thirty-one (231) persons comprising sixty-seven (67) monthly paid officers, one hundred and sixty-three (163) daily rated employees. In addition, Public Health Medical Officer/Principal Medical Officer (on contract) is assigned to attend to over one thousand, six hundred (1,600) daily paid employees of the entire Corporation.

There are seventeen (17) supervisory positions on the monthly paid establishment and twelve (12) on the daily rated establishment.

## Financial Information

The department collected the under-mentioned fees:

<i>Activity</i>	<i>Amount (\$)</i>
Night soil (Waste Disposal Unit)	9,200.00
Food registration (Non-liquor food establishments)	29,350.00
Liquor Licenses	135,200.00
Food Badges	324,765.00
<b>TOTAL</b>	<b>\$498,515.00</b>

## **PLACES WASHED OUTSIDE THE AREA OF NORMAL CONCENTRATION**

- (1) Park Street, from Green Corner to Ariapita Avenue.
- (2) Tragarete Road from Elizabeth Street to Queen's Park Oval.
- (3) The Waste Disposal/Canine Control Compound.
- (4) Alfred Richards Street.
- (5) Newtown Boys' and Girls' School yard.
- (6) Around the Stadium and environs.
- (7) The general Carnival Parade route.
- (8) Ariapita Avenue.
- (9) The Abattoir Compound.
- (10) Western Main Road, St. James.
- (11) Memorial Park
- (12) Fitzblackman Drive
- (13) Front of National Stadium.



## Projections for the Future

1. Dynamic inspection of food premises after normal working hours during “second” City Activities starting 5p.m. to 4a.m especially on Thursdays, Fridays and Saturdays.
2. Increase the number of computers so that data can be easily filed and retrieved including networks of all departments.
3. Improve public relations.
4. Provide required training and retraining to enhance Wardens performing Clerical and Supervisory responsibilities and maintain competencies.
5. Need for an increase in manpower and equipment in light of the extension of the city boundaries thereby increasing the volume of work currently being undertaken.
6. Filling of both vacant positions – Public Health Visitor I and Insect Vector Personnel.
7. Re-introduction of the ladder gang.
8. Increase the labour force in the street washing gang unit.
9. Need for Public Health staff to be put on call or given overtime duties in view of the proliferation of social activities from 5pm to 4am in the City of the Port of Spain.
10. Creation of two (2) new positions of Public Health Inspector – II for services at Container Examination Station of the Port and Abattoir, Central Market and Wholesale Market.

## **DISASTER MANAGEMENT**

### **October 2009 – September 2010**

1. Continued monthly meetings of the Disaster Management Committee.
2. Assisted with delivery of dry goods to ODPM for Haiti.
3. The Emergency Operating Centre (E.O.C) was activated four (4) times for bad weather conditions.
4. The egress plan for Port of Spain was formulated with the assistance of other stakeholders and was signed off on December 17, 2010.
5. Baseline data was collated from residents and businesses in the St. James area.
6. The staff had training in Initial Damage Assessment (IDA), Damage Assessment Needs Analysis (DANA), Damage Assessment Loss Analysis (DALA) and WEB and EOC.
7. The staff responded to situations where beddings, tarpaulin and hampers were given to residents:- seventeen (17) blown off roofs; seven, (7) floods, three (3) collapsed buildings and five (5) fires. We also responded to twenty-five (25) landslides. The Unit also co-ordinated the efforts of the Corporation, Fire Service and Community Environmental and Protection Enhancement Programme (C.E.P.E.P) workers in washing and sanitizing streets and homes.
8. Activated a Shelter at St. Joseph Road Community Centre where twenty (20) persons were housed from October 18 to October 20, 2010.
9. Regular meetings were attended by staff, at the Ministry of Local Government and City Hall.

### 3.1.9. INFORMATION TECHNOLOGY DEPARTMENT

#### Role and Responsibilities

##### Roles

- The IT department provides the infrastructure for automation, the governance for the use of the network and operation systems, and the assistance in providing the operational units of all departments the functionality they need. The IT department is not a knowledge management office or an office of 'policy' which defines which 'information' is correct.
  
- The role of the IT department is to provide support to all departments within the Corporation as follows:-
  - Network and Computer Services
  - Information Systems
  - Internet Services and Support
  - Geographic Information Systems (GIS)
  - Telecommunications
  
- **Network and Computer Services**

An internal IT audit of the existing systems proved that these systems were unreliable and archaic. The solution warranted the implementation and deployment of updated hardware and software that were required to modernize and link all departments.

## **Responsibilities-:**

- To ensure that all servers and computers are operating efficiently;
- To install security patches and updates;
- To install upgrades and new software as required;
- To protect computer assets from malware, viruses, worms etc;
- To perform daily back up of log files;
- To review available servers disk space, memory utilisation;
- To ensure that all connection hardware, cables and software are operating efficiently;
- To create and manage user accounts;
- To diagnose software-based printer problems;
  
- To manage, maintain and support printers and other peripheral devices;
- To have ongoing equipment maintenance (computers / computer configuration)-:
  - To install, configure and troubleshoot operating systems, systems software and application software;
  - To troubleshoot hardware / software problems;
  - To replace broken components on problematic hardware;
  
- To record all computer problems as follows-:
  - Issues on staff computers and laptops;
  - Hardware / software failure on the open / closed problem lists;
  - Keep track of open / closed problem lists and take care of the issues listed on that list;
  - Document of new procedures when deviations occur from the standard operating procedure.

- **Information Systems**

I.T systems support and maintenance are given to the areas within the Corporation that store/disseminated data as follows-:

- Database systems;
- File based systems;
- Document management systems;
- Website.

- **Responsibilities**

- To facilitate the management of the business of the Corporation;
- To provide management with an adequate decision support systems by providing information that is timely, accurate, consistent, complete, and relevant;
- To deliver information throughout the Corporation;
- To support the strategic goals and direction of the Corporation;
- To ensure integrity and availability of data;
- To provide an objective system for recording and aggregating information;
- To enhance communication among staff;
- To provide data backup and restoration.

## ▪ **Internet Services and Support**

The management, maintenance and troubleshooting of high speed internet connections and mobile internet devices. This facility provides for security updates and IT security alerts. Communication / email and research are carried out by all departments.

### **Responsibilities**

- To liaise with the internet service provider to resolve all technical difficulties;
- To provide troubleshooting of internet connections;
- To ensure that there is no unauthorised internet access;
- To advise on inappropriate downloads of content and take steps to prevent re-occurrences.

## ▪ **Geographic Information Systems (GIS)**

Support, management and use of GIS technology in the Corporation are still at its infancy. The Property Management and Cemetery Lease Management systems are the only systems that utilize this technology. Although several datasets were provided by the MLG's consultants, these were used only for rudimentary projects as map images showing street and administrative zones. The solutions identified to transition these barriers include training of the end users, hiring of support staff and the migration to modern software platforms such as ESRI ArcGIS 9.3.

## **Responsibilities**

- To provide technical and administrative assistance for the GIS Programme within the Port of Spain Corporation;
- To provide field work as required for project scope or performing quality assurance;
- To manage the operations of GIS equipment, software, data and products;
- To scope the design, development and creation of databases, maps and other related projects;
- To attend meetings, conferences and workshops;
- To present GIS work at meetings, conferences and workshops;
- Project management.

### **▪ Telecommunications**

Telecommunications projects are in the conceptual phase. The object of this project is to derive return on investment and reduce costs by migrating from traditional telephone systems to Voice over Internet Protocol (VoIP) systems. The new systems would allow for video conferencing, link branch offices and allow unified communication.

## **Responsibilities**

- To install, maintain and troubleshoot telephony and IP network equipment;
- To actively maintain the voice messaging systems;
- To proactively maintain facilities based telephone services;
- To clearly communicate any system issues, outages or abnormalities to the service provider;
- To proactively stay abreast of new information and technologies and attend related courses as needed;
- To communicate and maintain up-to-date, accurate documentation as directed;
- To proactively identify opportunities for improvement and offer viable recommendations;
- To effectively communicate with all departments to treat with any escalating issues in a timely manner.



## Organizational Structure

- There are 159 computers, 8 servers, 21 printers in the organisation which consists of failing gear, outdated and unsupported operating systems. Three (3) of the servers and the server operating systems are beyond the end of the product's operating life cycle. The network gear consists of the unreliable 'hubs' and are linked by a mix of Cat 5 and Cat5e, STP cables in an unstructured cabling network architecture.
- The above systems are maintained and managed by an IT staff of three (3) which consist of one (1) Database Administrator (R61) and two (2) Systems' Support Technicians (on contract) (re: Cabinet Minute 1567 of 2005). This configuration of staff is inadequate to facilitate proactive maintenance. All tasks are reactive and are engaged based on the priority of the critical operations of the organization such as its payroll. Backlog tasks are done after working hours and on weekends.
- Based on an audit of the internal systems, a new design was proposed for projects, equipment and services procurement. The deployment of new systems warranted the configuration and augmentation of additional IT staff.
- The work force required to maintain the existing and expanded functions of the IT department are (see *Organizational Chart at Appendix I*):
  - Database Administrator (1)
  - Senior Systems Support Tech (2)
  - Systems Support Tech (4)

- GIS Tech (2)
- Clerk Typist (1)
- Clerical Officer (1)

The existing staff are as follows:-

- Database Administrator (1)
- System Support Technician (2)
- Clerk Typist (1)

## **Status of Current Activities**

- The budgetary request for IT projects was \$10,056, 000 for fiscal 2010. Actual releases for IT projects were \$ 971, 000. The actual allocations were as follows:-
  - Minor Equipment under the different departments - \$473, 000
  - Development Programme (036) - \$498, 000
  
- The actual projects and activities proposed were severely constricted by the shortfall and late releases of the available funding. The project and activities decided were based on:-
  - priority of mission critical business issues that intersected with IT's goals and objectives.
  - The re-configuration of activities that allowed a latitude to sub-phase while still deriving tangible benefits.
  - replacement of equipment and gear that were at the end of the product life cycle.

- The activities selected and the current status are as follows (*see appendix II for status by functional areas*):-
  - Networking and Computer Services: ( These are required as replacement to upgrade the existing systems)

ACTIVITY / PROJECT	PHASE	REMARKS
Hardware	75%	<ul style="list-style-type: none"> <li>• Specification for VDI and Application Servers sent for Request of Quotation.</li> <li>• Complete deployment expected by end of July 2011</li> </ul>
Software	95%	<ul style="list-style-type: none"> <li>• Specification for Adobe CS5 sent for Request of Quotation.</li> <li>• Complete deployment expected by end on July 2011</li> </ul>

- **Server provisioning:** This gear is required to populate the HP C3000 enclosure to provide additional processing capacity for a virtualized environment and to maintain a virtual desktop infrastructure, storage, file and print servers and deployment of a MS 2008 domain. These servers would replace old gear and allow for centralize processing, file storage and provide efficient maintenance of IT functionality.

ACTIVITY / PROJECT	PHASE	REMARKS
Servers	65%	<ul style="list-style-type: none"> <li>• Specification for VDI and Application Servers sent for Request of Quotation.</li> <li>• Complete deployment expected by end on August 2011</li> </ul>
Data Storage Servers	55%	<ul style="list-style-type: none"> <li>• Specification for VDI and Application Servers sent for Request of Quotation.</li> <li>• Complete deployment expected by end on August 2011.</li> </ul>
Installation and configuration of Servers, VDI and MS Hyper V R2 architecture	55%	<ul style="list-style-type: none"> <li>• Specification for VDI and Application Servers sent for Request of Quotation.</li> <li>• Complete deployment expected by end on August 2011;</li> </ul>

- **Networking / Telephony:** Only the data networking part of this project was implemented. Telephony (VOIP) was postponed to the next fiscal year. To cut cost the entire design was done by the Data Base Administrator.

ACTIVITY / PROJECT	PHASE	REMARKS
Department networks	45%	<ul style="list-style-type: none"> <li>• Eight (8) segment in all; Two (3) segments completed.</li> <li>• Complete deployment expected by end on July 2011</li> </ul>
Backbone connections	50 %	<ul style="list-style-type: none"> <li>• Delays in procurement of fibre contractor services and Adaptive Security Appliance.</li> <li>• Complete deployment expected by August 2011</li> </ul>
Switch and network gear procurement	95%	<ul style="list-style-type: none"> <li>• 2 additional switches to procure;</li> <li>• awaiting delivery of devices</li> </ul>
Switch configuration	Nil	<ul style="list-style-type: none"> <li>• Service activity</li> <li>• Linear activity with Server deployment</li> </ul>
Network Operating System, Active Directory, RADIUS server configuration	Nil	<ul style="list-style-type: none"> <li>• Service activity</li> <li>• Linear activity with Server deployment</li> </ul>
Testing of new network and removal of old network	Nil	<ul style="list-style-type: none"> <li>• Service activity</li> <li>• Linear activity with Server deployment and complete network installation</li> </ul>

- **Information Technology Policy:** A document for the use of computer equipment and services are outlined in this document. The document goes further to state acceptable actions and the consequence of breeches to this action.

<b>ACTIVITY / PROJECT</b>	<b>PHASE</b>	<b>REMARKS</b>
Information Technology Policy	95%	<ul style="list-style-type: none"> <li>• Draft completed</li> <li>• To be submitted to CEO and Heads of Department for comments</li> <li>• Circulation to wider staff for comments</li> <li>• Approval of Members of Council</li> </ul>

## Projections to 30<sup>th</sup> September 2011

The IT department will pursue the following projects during the current fiscal year

- Complete installation data networks in City Hall for all departments at an estimated cost of \$300,000 to be completed in the month of August 2011.
- Complete installation of Server provisioning and deployment for City Hall at the IT department at an estimated cost of \$400,000 to be completed in the month of August 2011.
- Installation and configuration of Virtual Desktop Infrastructure (VDI), server software, domain controller at an estimated cost of \$100,000 to be completed in the month of August 2011.
- Scoping of new projects:-
  - Telephone upgrades and migration to digital computer systems.
  - Expanded networks to outside offices.
  - Human Resources database.
  - Fleet Management and Vehicle tracking systems.
  - Automated file system.
  - Document Management Systems.

## Constraints

- Completion of the new IT department and server room is an integral part of all current and future systems deployment. Failure to complete this activity would delay the implementation and deployment of 80% of all IT projects.
- Inadequate staff to efficiently treat with all areas of operations in a timely manner.
- Access to training to operate and manage modern software and hardware technologies.
- Training of end users to use new technologies.
- Budgetary constraints to effectively carry out IT projects to derive tangible benefits.
- Lack of sustainable tenure for Systems' Support Technicians.
- The need for a scheduled travelling post assigned to the office of Database Administrator to effectively carry out related duties in and out of Port of Spain , for example, maintenance and support of outside offices; liaison with different government offices for approvals and “proof of concept” tours; attendance to seminars and conferences; quality assurance of equipment at vendor locations.



**Appendix II (Accomplishment by functional area)**

**A. Networking and Computer Services:** (Required as replacement to upgrade the existing systems.)

<b>STRATEGIC OBJECTIVE</b>	<b>OPERATIONAL RESULTS</b>	<b>REMARKS</b>
Hardware (computers and printers)	85%	Only thin client to be deployed. These are dependent on server installation.
Hardware (servers)	85%	Awaiting delivery. Deployment dependent on completion of new IT structure.
Network	65%	Budgetary constraints caused delays in procurement of services. To be completed by August 2011
Help desk support	100%	353 tasks have been completed based on job ticket requests and availability of replacement parts.
Software	75%	All upgrades have been installed. Awaiting NICTC approval of volume license for further Microsoft products.

**B. Information Systems**

<b>STRATEGIC OBJECTIVE</b>	<b>OPERATIONAL RESULTS</b>	<b>REMARKS</b>
Police Warrant Database	95%	All aspects completed. Upgrade of server software was done. The limiting factors are the selection of an area to house the server and the placement of the cooling systems. <i>NB for return on investment all Police Officer should be trained on the system.</i>
Database (existing) Upgrades	55%	Budgetary constraints caused delays in procurement of services. To be completed by August 2011.
File based systems	Nil	Awaiting completion of network and server projects. To be completed by August 2011.
Information Technology Policy	95%	Completed. To be circulated for comments and approvals.
Website	5%	Vendor was changed and awaiting selection of a new vendor. To be completed by August 2011.
Document Management	75%	Stage (1). Complete deployment by August 2011. Other stages would follow on the completion of the new IT structure for housing of servers.

**C. Internet Services and Support**

<b>STRATEGIC OBJECTIVE</b>	<b>OPERATIONAL RESULTS</b>	<b>REMARKS</b>
High speed Broad Band	100%	Completed.
Government backbone project	75%	Awaiting further testing from Ministry of Public Administration
Mobile Internet devices	95%	Upgrade requests for unlimited access has been made.

**D. Geographic Information Systems**

<b>STRATEGIC OBJECTIVE</b>	<b>OPERATIONAL RESULTS</b>	<b>REMARKS</b>
Cemetery Management Systems	95%	All aspects of project completed. Staff has to be retrained on the systems.
Property Management Systems	95%	All aspects of project completed. Staff has to be retrained on the systems.

STRATEGIC OBJECTIVE	OPERATIONAL RESULTS	CONSTRAINTS	RECOMMENDATIONS
<p><b>Systems Review</b></p> <p>To increase efficiency by undertaking a review of all the present and proposed business units and/or activities of the department.</p>	<p>Started reorganizing of the main vault in the City Administration Department.</p> <p>Little review of the systems within departments, to achieve strategic objective.</p>	<p>Shortage of manpower.</p> <p>Indiscriminate storage of obsolete items, drinks, office equipment and stationery both on shelves and in the aisles.</p> <p>Lack of co-ordination/co-operation among Staff, especially at the senior level. Insufficiently trained staff.</p> <p>Duties not properly structured.</p>	<ul style="list-style-type: none"> <li>• To educate Staff inclusive of on the purpose of the vault.</li> <li>• Allocation of alternative space for items that are not to be stored in the vault.</li> <li>• To continue reviewing systems within the Main Vault and in other areas of the Department.</li> <li>• To clean the vault in the City Administration Section.</li> <li>• To convene regular meetings of senior staff to review performance and to formulate strategies to achieve objectives.</li> <li>• Training of staff to be made a priority.</li> <li>• List of duties to be developed.</li> <li>• To review the operation of the various clerical positions within the City Administration Section.</li> </ul>

STRATEGIC OBJECTIVE	OPERATIONAL RESULTS	CONSTRAINTS	RECOMMENDATIONS
<p><b>Systems Review</b></p> <p>Build relationships with community based organizations and other stakeholders to develop the systems necessary to support participatory governance approaches.</p>		<p>Insufficient staff to support this objective.</p> <p>Duties not structured to support objective.</p>	<p>To assign.</p>

**FINANCIAL INFORMATION****Income**

	<b>ANNUAL RATEABLE VALUE</b> \$	<b>ANNUAL RATES PAYABLE</b> 10%
<b>Total Valuation for September 2009 to October 2010</b>	<b>\$314,095,738.50</b>	<b>\$31,409,573.85</b>

**Expenditure**

<b>HEAD</b>	<b>ACTUAL</b> \$	<b>ALLOCATION</b> \$	<b>NET</b> \$
<b>01 PERSONNEL EXPENDITURE 001 GENERAL ADMINISTRATION 02 WAGES AND COLA</b>	<b>\$444,520.63</b>	<b>\$450,000.00</b>	<b>\$5,479.37</b>
<b>03 GOODS AND SERVICES 001 GENERAL ADMINISTRATION 02 TRAVELLING AND SUBSISTENCE</b>	<b>\$1,920.00</b>	<b>\$2,000.00</b>	<b>\$80.00</b>
<b>02 GOODS AND SERVICES 001 GENERAL ADMINISTRATION 01 OFFICE STATIONERY AND SUPPLIES</b>	<b>\$3,432.75</b>	<b>\$5,000.00</b>	<b>\$1,567.25</b>

<b>STRATEGIC OBJECTIVES</b>	<b>ACHIEVEMENTS</b>	<b>CONSTRAINTS</b>	<b>RECOMMENDATIONS</b>
Implement activities identified by the Human Resource Department including:- <ul style="list-style-type: none"> <li>• Holding monthly staff meetings to evaluate work done and to meet any changes to improve efficiency.</li> </ul>	Meetings are held on a monthly basis.	Nil	Meetings to be continued.
Implement activities identified by Human Resource Department. To hire at maximum six (6) temporary personnel as Property References (as and when required).	Three (3) hired	Nil	Computer training for staff.
Prompt delivery of notices. Continuous update of records.	Notices delivered on time This continues on a daily basis.	Computer/Printer Malfunctions. Inadequate trained staff	New Computer System and Printers. Staff Training.
Filling of the positions of City Assessors, Deputy City Assessor.	Positions of Deputy City Assessor was filled	City Assessor and Deputy City Assessor positions remain vacant.	Human Resource to make recommendations for City Assessors and Deputy City Assessors.
Conduct a systems audit to increase efficiency and effectiveness in the department.	This was accomplished in conjunction with Internal Audit Department. Report submitted to Chief Executive Officer.	Recommendations were made through Audit Report but have not been implemented.	Implement recommendations of System Audit Report.
Use of GIS to facilitate timely re-assessments. Provision of the necessary equipment to Field Officers.	Not Achieved		
To increase travelling positions in the department	Not Achieved		

**TRANSPORT AND CLEANSING DEPARTMENT**

**VEHICLES MAINTENANCE AND REPAIRS – OCTOBER 2009 – 2EPTEMBER 2010**

<b>VEHICLE REPAIRS</b>	<b>OCT.</b>	<b>NOV.</b>	<b>DEC.</b>	<b>JAN.</b>	<b>FEB.</b>	<b>MAR.</b>	<b>APR.</b>	<b>MAY</b>	<b>JUNE</b>	<b>JULY</b>	<b>AUG.</b>	<b>SEPT.</b>	<b>TOTAL</b>	
<b>PM CHECK/SERVICE</b>	28	28	10	17	19	18	14	23	17	17	10	10	209	
Engine Repairs	1						1						2	
Radiator Replacement		5	1	3	1	2	3	3	6	4	3	2	33	
Clutch Repairs	17	12	19	18	8	17	7	14	6	15	10	13	156	
Drive Shaft Repairs	5	10	4	5	3					5	4	2	38	
Differential Repairs	1		1					1	1	1			5	
Brakes Repairs		10	17	12	16	15	11	12	11	12	10	3	141	
Hydraulic Repairs	7	9	11	8	8	5	6	11	10	2	4	7	88	
<b>MECHANICAL ROOM</b>														
Suspension Repairs	5	3	9	8	12	8	5	4	5	13		15	87	
Miscellaneous	16	14	5	2	2			7	11	9	17	11	94	
<b>ELECTRICAL ROOM</b>														
	36	38	35	46	26	40	21	24	32	23	36	40	397	
Flat Tyres Removed	115	100	125	120	125	120	125	127	120	125	120	1322		
New Tyres Installed	9	12	23	20	25	13	19		6	40	27	194		
<b>UPHOLSTERY SHOP</b>	1	3	2	2	4	4	2	1		2	1	25		
<b>BATTERY ROOM</b>														
New Battery	2	17	3				4	3	5		3	4	42	
Service	20	80	80	70	80	70	80	80	75	60	70	60	865	
<b>STRAIGHTEM/PAINT SHOP</b>														
	2			4		2	6	5	2		1	2	24	



<b>VEHICLE REPAIRS</b>	<b>OCT.</b>	<b>NOV.</b>	<b>DEC.</b>	<b>JAN.</b>	<b>FEB.</b>	<b>MAR.</b>	<b>APR.</b>	<b>MAY</b>	<b>JUNE</b>	<b>JULY</b>	<b>AUG.</b>	<b>SEPT.</b>	<b>TOTAL</b>	
<b>WELDING SHOP</b>	13	13	17	7	19	7	8	13	10	11	14	7	139	
<b>WASH BAY</b>	350	350	300	300	400	250	350	350	350	300	350	250	3470	
<b>TRACTOR ROOMS</b>	9	4	5	6	5	6	7	4	4	6	7	3	76	

**Revenue collected for the period September 25, 2009 – September 24, 2009**

**Total ... .. \$105,554.08**

## **FINANCIAL INFORMATION**

The Budgeted revenue and expenditure compared to the actual revenue and expenditure for the financial year 2009/2010 is listed as follows:-

<b>INCOME</b>	<b>BUDGETED</b>	<b>NEGATIVE ADJUSTMENT</b>	<b>REVISED ALLOCATION</b>	<b>ACTUAL</b>	<b>VARIANCE</b>
Government Subvention	166,906,000	(20,616,170)	146,289,830	146,279,076	(10,754)
Rents	1,437,000		1,437,000	1,632,105	195,105
Fees	2,305,000		2,305,000	2,346,679	41,679
Rates	30,000,000		30,000,000	29,331,287	(668,713)
Licenses	402,000		402,000	602,869	200,869
Disposals	35,000		35,000	37,310	2,310
Recoverable receipts	140,000		140,000	67,609	(72,392)
Miscellaneous	321,000		321,000	397,703	76,703
<b>TOTAL INCOME</b>	<b>201,546,000</b>	<b>(20,616,170)</b>	<b>180,929,830</b>	<b>180,694,637</b>	<b>(7,267,511)</b>
<b>EXPENDITURE</b>					
Personnel Expenditure	137,089,000	(8,270,705)	128,818,295	108,248,231	1,186,227
Goods & Services	40,289,000	(6,227,465)	34,061,535	24,881,556	6,077,223
Minor Equipment Purchases	8,177,000	(6,118,000)	2,059,000	5,508,012	387,379
Current Transfers & Subsidies	15,991,000		15,991,000	14,768,075	107,317
<b>TOTAL EXPENDITURE</b>	<b>201,546,000</b>	<b>(20,616,170)</b>	<b>180,929,830</b>	<b>153,405,874</b>	<b>7,758,146</b>
<b>NET SURPLUS / (DEFICIT)</b>					<b>7,522,953</b>

**STRATEGIC OBJECTIVE, OPERATIONAL RESULTS, MAJOR CONSTRAINTS AND RECOMMENDATIONS**

<b>STRATEGIC OBJECTIVE</b>	<b>OPERATIONAL RESULTS</b>	<b>CONSTRAINTS</b>	<b>RECOMMENDATIONS</b>
<p>1. To attain a changed organizational culture so that more efficient and effective services can be offered to all stakeholders</p>	<ul style="list-style-type: none"> <li>• Through regular departmental meetings members of staff were allowed to freely give their views with respect to drawbacks/recommendations for improving the services to both the internal and external public..</li> <li>• An open door policy allowed for freedom of discussion with all levels of staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Sometimes recommendations/decisions made at departmental meetings were not implemented due to a lack of commitment by staff as well as the constant movement of staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Limit the frequent movement of staff</li> <li>• Provide incentive rewards for performance in order to motivate workers to adopt some level of commitment in adhering towards decisions made.</li> <li>• Promotion should be based on performance rather than on seniority.</li> </ul>
<p>2. To develop and maintain a professional and consultative image with the public.</p>	<ul style="list-style-type: none"> <li>• This was achieved to an extent as a result of continuous guidance and encouragement from heads of sections.</li> </ul>	<ul style="list-style-type: none"> <li>• Some officers despite the guidance given to them by Heads of Sections need additional training in the manner in which they showcase themselves to the public.</li> </ul>	<ul style="list-style-type: none"> <li>• The Human Resource Department should arrange ongoing formal training programmes to equip employees with the necessary knowledge and skills to effectively deal with the public</li> </ul>

STRATEGIC OBJECTIVE	OPERATIONAL RESULTS	CONSTRAINTS	RECOMMENDATIONS
<p>3. To improve the aesthetics of the Department</p>	<p>The floor of the City Treasurer's Department is now tiled and each employee was furnished with a new desk and chair. However storage remains a major problem.</p>	<ul style="list-style-type: none"> <li>• Storage place is a major problem in the Treasurer's Department. There are a lot of documents that have to be retained for audit purposes and no room to store them. The advice of the Treasury and the Government Archivist was sought as to the scanning and destroying of receipt books. The Treasury indicated that they had no problem with us scanning the documents, however the Government Archivist indicated that we must retain the records for the stipulated retention periods. Also there are a lot of old computers, adding machines etc. that are stored in the Department where they act as eyesores.</li> </ul>	<ul style="list-style-type: none"> <li>• The advice of the Chief Executive Officer was sought with respect to solving this problem.</li> <li>• To rent space to store all receipt books.</li> <li>• The Board of Surveys need to write-off minor equipment purchases, so that we can dispose of them.</li> </ul>

STRATEGIC OBJECTIVE	OPERATIONAL RESULTS	CONSTRAINTS	RECOMMENDATIONS
<p>3. To improve the aesthetics of the Department (<i>Cont'd</i>)</p>		<p>The Treasurer has been trying unsuccessfully to have these written off by the Board of Survey, in order to dispose of the items.</p> <ul style="list-style-type: none"> <li>• The vault is very cramped; there is insufficient room for reorganizing documents to allow for more efficient delivery of services in a comfortable and professional environment.</li> </ul> <p>The Department has lots of missing ceiling tiles, protruding electrical fittings and leaks that seem to get worse daily.</p>	

<b>STRATEGIC OBJECTIVE</b>	<b>OPERATIONAL RESULTS</b>	<b>CONSTRAINTS</b>	<b>RECOMMENDATIONS</b>
<p>4. To monitor and review all activities to ensure that objectives are met in the area of optimizing revenue collection/generation, minimizing costs and increasing efficiency and proper accountability.</p>	<p>(a) The Corporation's allocation for 2009/2010 was cut by twenty million six hundred and sixteen thousand one hundred and seventy dollars (20,616,170)</p> <p>(b) An analysis of monthly actual against budgeted amounts was done to ensure that variances were favourable</p> <p>(c) Authorization for payments is made only for valid expenditure items and services</p> <p>(d) The budget for the financial year 2009/2010 was submitted to the Chief Executive Officer, Council and the Ministry by the stipulated deadlines.</p>	<p>(a) The drastic cuts in our budgetary allocation for 2009/2010 resulted in some priority projects not being implemented.</p> <p>(b) Despite the cuts in budgetary Allocation the Lack of proper planning by various sections of the Corporation resulted in savings of six million and seventy-seven thousand, two hundred and twenty three dollars (6,077,223) unspent in Goods and Services at the end of Financial year.</p> <p>(b) A lack of adherence to budgetary deadlines by some departments created a great strain on this department to meet the stipulated deadline dates of the ministries of Local Government and Finance.</p>	<p>(a) New method of financing to be adopted by the Central Government.</p> <p>(b) Proper planning, monitoring and implementation programmes should be adopted by all divisions to ensure that projects are implemented on a timely basis and all expenditure incurred must be paid for within the financial year.</p> <p>(c) Strict adherence to deadlines must be observed at all times.</p>

OPERATIONAL STRATEGIES	OPERATIONAL RESULTS	MAJOR CONSTRAINTS	RECOMMENDATIONS
<p>4. To monitor and review all activities to ensure that objectives are met in the area of optimizing revenue collection/generation, minimizing costs and increasing efficiency and proper accountability. (Cont'd)</p>	<p>(e) All monthly management reports were submitted to the Chief Executive Officer, the Council and the Ministries on time.</p> <p>(f) The Auditor General audited financial statements for the years 2004/2005 to 2006/2007</p>	<p>(e) A lack of adherence to budgetary deadlines by some departments created a great strain on this department to meet the stipulated deadline dates of the ministries.</p> <p>(f) This audit was done in October 2008. To date I have not received the Management letters for these audits.</p>	<p>(e) Strict adherence to deadlines must be observed at all times.</p> <p>(g) The external Auditors need to submit their Management Letters promptly so that the queries raised will be dealt with whilst the issues are still fresh in one's mind. To date Management Letters are still Outstanding for the period 2000/2001 to 2006/2007. When a Management letter is received years after, the issues raised have to be researched again. This creates additional stress and double work</p>

OPERATIONAL STRATEGIES	OPERATIONAL RESULTS	MAJOR CONSTRAINTS	RECOMMENDATIONS
<p>4. To monitor and review all activities to ensure that objectives are met in the area of optimizing revenue collection/generation, minimizing costs and increasing efficiency and proper accountability. <b>(Cont'd)</b></p>	<p>(g) The Financial Statements showing the review of operational activities for the financial year 2007/2008 was submitted on time.</p> <p>(h) There exists a continuous review of systems of control to ensure that proper recording; accuracy, completeness, validity and authorization are present in all transactions.</p> <p>(i) Recommendations and advice were given to the Chief Executive Officer and the Council whenever the need arose.</p>	<p>(g) The failure of some Section Heads to meet deadlines resulted in extra stress to meet Auditor General's deadline</p> <p>(h) New systems/controls implemented are sometimes not monitored on a continuous basis, which can lead to problems thereafter.</p>	<p>(g) Section Heads should strictly adhere to internal deadlines</p> <p>(i) The internal Audit Department should design an audit programme to monitor on a regular basis all systems/controls, in order to ensure that no weakness exist.</p>



<b>STRATEGIC OBJECTIVE</b>	<b>OPERATIONAL RESULTS</b>	<b>CONSTRAINT</b>	<b>RECOMMENDATION</b>
<p><b>Imaging/Branding/Public Relations</b></p> <p><b>Improving the appearance of the department</b></p>	<p>Signage indicating the “core values”, “mission statement” and the “vision” of the organization were placed in some departments.</p>	<p>The department responsible for the placing signage in various divisions/departments experienced some problems in obtaining a supplier to complete same.</p>	<p>The City Engineer’s Department to pursue aggressively this assignment.</p>
<p><b>Ensuring the health, safety and welfare of employees</b></p>	<p>1) Daily Rated Personnel continue to receive their medical checkups from the resident medical practitioners in a timely manner.</p>	<p>New Health and Safety Committees to be established as a result of some employees of previous committees having resigned or retired. Safety Officers are to be assigned to different divisions/institutions.</p>	<p>Committees to be established immediately.</p>

STRATEGIC OBJECTIVE	OPERATIONAL RESULT	CONSTRAINT	RECOMMENDATION
<p><b>Ensuring the health, safety and welfare of employees (Cont'd)</b></p>	<p>2) New Vehicles were purchased to enhance the Fleet at the Transport and Cleansing Department.</p>	<p>There is a need for better communication between the Central Tenders Board and the Port of Spain Corporation with respect to the selection of durable type vehicles. The trucks that were purchased recently are very substandard. Further, trucks are being purchased in higher classes e.g. trucks were purchased recently which required Class V licence. This has caused problems with truck drivers who do not require Class V Licences. The licence requirements in the Corporation is up to Class IV.</p>	<p>Approval is now being sought for the creation of positions for Extra Heavy Drivers to accommodate the Class V Licence.</p>

STRATEGIC OBJECTIVE	OPERATIONAL RESULTS	CONSTRAINT	RECOMMENDATION
<p><b>Organisational Development</b></p> <p><b>Redesigning the organizational structure in order to achieve the objectives.</b></p>	<p>Received approval for an additional two years in order to fully eimplement the newly established Human Resource Department.</p> <p>Requested two (2) additional years in order to fully establish the Information Technology Unit.</p> <p>The temporary positions are as follows:</p> <p>Two (2) contract positions of Systems Support Analysts.</p> <p>One (1) Database Administrator (Range 61)</p>	<p>Accommodation for staff.</p> <p>Submitted Cabinet Note since 2005 for two (2) persons of the Corporation to fill the contract positions (have not received approval to date).</p> <p>Submitted cabinet note for two (2) additional years to fully establish the IT Unit (have not received approval to date).</p>	<p>To commence modification of Physical Infrastructure of the Human Resource Department soon (proposed date April 2008).</p> <p>To continue focusing aggressively on the approval for contract positions and the additional two (2) years for the IT Unit.</p>

STRATEGIC OBJECTIVE	OPERATIONAL RESULTS	CONSTRAINT	RECOMMENDATION
	<p>A temporary Litter Prevention Wardens Unit has been established at the Corporation. Positive results have emanated from this unit. Public Management Consulting Division has been requested to make recommendations with respect to same. Additionally, this division has been requested to look into the possibility of creating additional positions for an auditor and two auditing assistants in the Internal Audit Department. This has become necessary based on the increased volume of work that the Internal Audit Unit does on a daily basis.</p>	<p>Awaiting a response from Public Management Consulting Division</p>	<p>To request an update on the status of the Corporation's proposals.</p>

<b>STRATEGIC OBJECTIVE</b>	<b>OPERATIONAL RESULTS</b>	<b>CONSTRAINT</b>	<b>RECOMMENDATION</b>
<p><b>Systems Review</b> To increase efficiency in the areas of Human Resource Planning.</p>	<p>A Needs analysis is being prepared for the daily- rated personnel .</p>	<p>Supervisors need to be more proactive with respect to the needs of their respective divisions.</p> <p>They have grown accustomed to just dealing with operational matters. However they are being exposed to training in areas such as Project Management, which will improve the manner in which they approach their responsibilities.</p>	<p>With respect to the manpower planning for the daily rated employees there must be continuous training of the Supervisors into thinking strategically rather than just a mind set to resolve day to day problems (operational problems).</p>
<p><b>Recruitment and Selection</b></p>	<p>Few vacancies were filled in the daily- rated establishment (in house)</p>	<p>No approval for recruitment of Casual Workers on the daily rated establishment.</p> <p>There is a need to recruit Casual Workers who will receive hands on training from the experienced workers and thus will be able to fill the vacancies when the older workers have moved on i.e. retired etc.</p>	<p>Recruit Casual Workers with requisite skills. Such workers will gain a wealth of knowledge from the senior personnel.</p>

STRATEGIC OBJECTIVE	OPERATIONAL RESULT	CONSTRAINT	RECOMMENDATION
<p><b>Performance Management</b></p>	<p>Continued to align Human Resource competencies with requirements of Vision.</p> <p>Compliance with the performance management process is 70%. This is done for the monthly paid employees.</p>	<p>Timely preparation of annual performance appraisals.</p> <p>Submission of honest assessments of subordinates by Supervisors.</p>	<p>Ongoing in-house seminars for monthly-paid supervisors for reinforcement of the guidelines of the Performance Management System for Monthly Paid Supervisors.</p> <p>Additional training of supervisors should enhance measurement of performance approvals by such officers.</p>
<p><b>Training and Development</b></p>	<p>Training was done during the period under review as follows:-</p> <p>Project Management Grievance Handling Quality Customer Service Leadership Seminars Basic Computer Training Effective Supervision Mechanical Training in the areas such as:</p> <ul style="list-style-type: none"> <li>• Engine Rebuilding, Gasoline, Fuel Injection and Electronics, Advanced Diagnostics, Diesel Mechanics, Body Works (on-going).</li> </ul>		<p>Request funds for implementation of other relevant programmes.</p>

STRATEGIC OBJECTIVE	CRITICAL SUCCESS FACTOR	OPERATIONAL RESULTS	CONSTRAINTS	RECOMMENDATION
1) Organizational Development	Continuous professional development using both internal and external training resources.	The Auditor I attended seminars hosted by the Institute of Internal Auditors. New Information was then passed on to the other members of staff through in-house training.	There has been improvement in the delivery of services, however greater performance can be achieved by an increase in staff.	To pursue the recommendation of Personnel Management Consulting Division for an increase in staff.
2) (a) Imaging/ Branding/Public Relations.	(a) Develop and maintain an approachable and consultative image with the Corporation's internal clientele.	The Internal Audit strives to create an atmosphere of co-operation and professionalism, while providing auditing services to all departments of the Port of Spain Corporation.	There is insufficient staff to cover the wide range of audit activities. This sometimes prevents the department from adequately supplying the level of expertise that is necessary.	Increase in staff and constant upgrade of skills and knowledge.
(b) Imaging/ Branding/Public Relations.	(b) Relocation of the Internal Audit Department	This is still to be addressed	The Internal Audit Department has outgrown the office in which it is currently located. It is therefore impossible to accommodate the increase in staff that has been recommended by the Personnel Management Consulting Division.	A feasibility study should be conducted to determine whether certain areas in the City Hall could be used to create more office space.

STRATEGIC FOCUS	CRITICAL SUCCESS FACTOR	ACHIEVEMENT	CONSTRAINTS	RECOMMENDATION
Systems Review	Monitoring and Examining systems and internal controls in accordance with the programme of work for 2009/2010 in order to deliver relevant and timely findings and recommendations and in so doing aid in the achievement of the goals and objectives of the Corporation with regard to efficiency and effectiveness.	(1) Ninety-seven (97%) of the audit programme was completed.	The Internal Audit is still hampered by a lack of permanent transport and is therefore not able to conduct the number of field audits that are necessary. Additionally adhoc audits need to be performed from time to time and this causes adjustments to be made to the audit programme. However, any audits that have not been done have been included in the audit programme for 2010/2011.	The reinstatement of the post of Auditor I on the schedule of travelling officers.



## GENERAL OFFICE

1<sup>st</sup> Oct. 2009 – 30<sup>th</sup> Sept. 2010

STRATEGIC OBJECTIVE		OPERATIONAL RESULTS	CONSTRAINTS	RECOMMENDATIONS
1	<p><b>ADMINISTRATIVE UNIT</b></p> <p>Prepare and coordinate all reports for Public Health Department</p>	Continuous streamlining and standardization of all monthly reports for statutory meetings	Tardy submission of reports by relevant units.	Encourage stringent adherence to deadlines.
2	Keep records of births and deaths from the POS General Hospital and register of deaths in the city.	Deaths 2,130		
3	Compile records of Cesspit emptying in and outside the city.	<p>Number of Cesspits cleaned =</p> <ul style="list-style-type: none"> <li>- 197 In-District (POS)</li> <li>- 208 Out-district (Outside POS)</li> </ul>	<p>Difficulty in maintaining permanent /experienced Clerks to service this unit.</p> <p>Long delay in offering this service due to lack of proper functioning vehicles. Further, the larger vehicles are unable to effectively maneuver narrow streets.</p>	<p>HR to provide a more permanent Clerk to service this unit. Other Clerks to be trained.</p> <p>Purchase of new/smaller vehicles</p>
4	Register all Sick Leave, Casual Leave and Vacation Leave for all Units under Public Health.	This function was achieved successfully		

## GENERAL OFFICE

1<sup>st</sup> Oct. 2009 – 30<sup>th</sup> Sept. 2010

	STRATEGIC OBJECTIVE	OPERATIONAL RESULTS	CONSTRAINTS	RECOMMENDATIONS
5	Prepare, distribute and record all Certificates of Registration of Food Handlers including Liquor Licenses, Spirit Grocers License etc.	Number of Certificates for Registration of Food handlers = 414	Delays due to tardiness by Owners to carry out instructions given by PHIs.	
6	Administer Food Badge exercise and collects all monies pertaining to same.	No. of Food Badges processed = 13,000 Approx.	Delay in retrieving and filing record cards.	Computerize record cards. (Currently in progress)
7	Register and compile information on Immunizations for Nurses ( Health Visitors)	Total number of Immunizations done = 25,000	Inaccurate entry of Immunization data on Immunization Record Book.	Computerize Immunization records.
8	Manage and Distribute all stationery materials and supplies to the various Public Health units.	Targets achieved successfully		
9	Prepare and coordinate all correspondence between Public Health, various departments and the public.	Targets achieved successfully		

## HEALTH EDUCATION UNIT

**1<sup>ST</sup> October 2009 – 30<sup>th</sup> September 2010**

STRATEGIC OBJECTIVE		OPERATIONAL RESULTS	CONSTRAINTS/ PROBLEMS	RECOMMENDATIONS
1.	Processing of Food Handlers Badges	Approx.. thirteen thousand (13,000) plus food badges were prepared	Inadequate number of Staff	At least two (2) needed especially at Carnival time when the demand is greatest.
2.	Conducting Lectures for Food Handlers at City Hall and at food establishments	Two hundred and two (202) lectures done	Time for processing of persons prior to lecture is too long	Badge processing should be computerized. Additional lecture room needed.
3.	Provide ID card for all employees	One hundred and twenty-four (124) identification badges produced	Weather and constant use degrades ID cards.	All employees should be given new badges prepared with the new machine.
4.	Attend National AIDS/HIV Programme meetings	National programme and Plans incorporate efforts for AIDS education.	Lack of funding for this Programme	Joint effort with National AIDS body to implement programmes.
5.	Conduct joint programmes with Johnson & Johnson called "Girl Talk"	Six (6) primary schools visited targeting std. 5 students	NIL	Programme needS to cover all schools – both primary and secondary.
6.	Participate in NIPDEC Health & Safety Week	Lectured to NIPDEC Staff on Lifestyle Diseases and Insect Vectors Diseases.	NIL	Similar programmes needed for staff of the Port of Spain Corporation.
7.	Capture images of activities, special events hosted by the Corporation.	PHD, Engineers activities, City Day, Week, Special events, Courtesy Calls, Visits to Mayor etc.	Camera and video camera . Additional persons needed to assist Audio Visual Aid Officer (AVOA)	Newer, digital camera including flash and accessories needed. Digital camera needed for video recording.
8.	Work with Pan American World Health Organization for (World Health Day)	Joint programme with PAHO for World Health Day observation	NIL	To continue planning health programmes during the year also for other international observances.
9.	Work with Ministry of Local Government Communication Liaison Group	Developing Port of Spain Corporation's Communication Operations	Funding is required for equipment.	Funds will be required and more personnel need to be trained.

## PUBLIC HEALTH INSPECTORATE UNIT

**1<sup>ST</sup> October 2009 – 30<sup>th</sup> September, 2010**

STRATEGIC OBJECTIVE	OPERATIONAL RESULTS	CONSTRAINTS/PROBLEMS	RECOMMENDATIONS	
1	Environmental Health Surveillance and Inspection of Food Establishments, Institutions, Households, Commercial Properties and Vacant Lots	No. of visits to food premises = 6,765 No. of itinerant vendors visited = 2,817 No. of visits to vacant lots = 7,181 No. of building applications attended = 109 No. of leases attended to = 242 No. of complaints attended to = 366 No. of oral directives given = 20,296 No. of written notices served = 411 No. of water samples taken = 95 No. of food samples taken = 85 No. of inspections performed = 27,115 No. of premises in the city = 13,549 No. of food premises = 719 No. of vacant lots = 317 No. of complaints received = 376 No. of water applications = 20	a. Need to create Public Health Inspector II (food) for exclusive work on container examination at port of Port of Spain.  b. Food operation from unauthorized buildings need to be regularized.  c. Inspectors had many difficulties locating owners/agents of many premises in the city.	(1) Increase supervisory training programmes for managers and supervisors at Public Health Inspector III and Public Health Inspector II levels.  (2) Mechanism has to be put in place at City Assessment Department to have forwarding address and telephone numbers for these owners or agents so our Public Health Inspectors can locate them.

## PUBLIC HEALTH VISITORS UNIT

**1<sup>ST</sup> October 2009 – 30<sup>th</sup> September, 2010**

STRATEGIC OBJECTIVE		OPERATIONAL RESULTS	CONSTRAINTS	RECOMMENDATIONS
1	School Health Screening of First Year entrants of thirty-six (36) Primary Schools.	Physical assessment and examination of First Year students of twenty (20) Primary Schools. Total – 2455 students examined 375 students referred for Specialist attention	Manpower shortage. Parents absent at interviews.	Fillings of two (2) vacant positions of Public Health Visitor I.
2.	Cholinesterase Activity Testing of employees from the Insect Vector Control Division – Total - 300	Two hundred and sixty (260) employees had venipuncture formed.	Forty (40) employees defaulted.	Ensuring OSHA compliance among employees as regards to wearing of Personal Protective Equipment. Conduct health education with regards to the importance of using Personal Protective Equipment and the action to be taken against defaulters.
3.	Immunization of the Public against Vaccine Preventable Diseases	25,000 doses of vaccines were administered.	Frequent requests by members of the public for replacement of Immunization cards.	Nominal fee should be instituted for re-issuing of immunization cards.

## CLINIC UNIT

1st Oct. 2009 - 30th Sept. 2010

STRATEGIC OBJECTIVE		OPERATIONAL RESULTS	CONSTRAINTS	RECOMMENDATIONS
1	No. of Sick Daily Paid Employees (attended)	1543		
2	No. of Sewerage Disposal Unit employees (Screened)	33		
3	No. of Daily Paid employees (screened annually)	900		
4	No. of Pre-Employment Medical examination (Daily Paid)	NIL		
5	No. of Police Pre-employment Medical examinations			
6	No. of Family Planning patients (attended)	152		
7	No. of School Children attended to and referred for Further investigation and treatment.	-		

## AMBULANCE UNIT

**1st Oct. 2009 - 30th Sept. 2010**

STRATEGIC OBJECTIVE		OPERATIONAL RESULTS	CONSTRAINTS	RECOMMENDATIONS
1	Emergency Response	Getting casualties to the nearest Health facilities.	Traffic congestion, Old and outdated vehicle and equipment	Purchase a new vehicle and upgrade Medical equipment
2	Inter-Hospital Transfers	Getting patients to and from their Clinic and Treatment Centres e.g. cancer patients.	Waiting period at institutions.	Provision of a new ambulance will result in a more reliable and efficient service.
3	Special Events	The Unit is on stand-by in case of Emergencies e.g. Panorama, Sports, Walk-a-thons etc.	Inadequate remuneration for the amount of hours spent on the job.	Improved remuneration for longer than normal hours.
4	Removal of mental patients	10% increase in mentally challenged persons on the streets.	Safety for the workers	Police Officers should accompany the Ambulance staff when picking up Mentally ill patients along with a Mental Health Officer.
5	Accommodation for ambulance and staff	Constant removal of vehicle.	Need an office. Need a permanent parking space for vehicle during working hours.	Need a Changing Room with lockers and showers, given the nature of the job.  Need for specific parking spot for ambulance.

## INSECT VECTOR CONTROL UNIT

1st Oct. 2009 - 30th Sept. 2010

STRATEGIC OBJECTIVE	OPERATIONAL RESULTS	CONSTRAINTS/PROBLEMS	RECOMMENDATIONS
<ol style="list-style-type: none"> <li>1. To discover mosquito breeding places.</li> <li>2. To destroy mosquito foci (breeding places).</li> <li>3. To prevent the formation of new foci.</li> <li>4. To record and report on surveillance.</li> <li>5. To disinfect areas after flooding, exhumations etc.</li> <li>6. To investigate complaints of insect borne diseases – Dengue, Malaria etc.</li> </ol>		<p>Staff Shortage.</p> <p>Health concerns (Cholinesterase).</p> <p>Reliable transport for workers.</p>	<p>Provide added staff and casual back-up.</p> <p>Institute baseline testing pre-employment.</p> <p>Provide adequate drivers for prompt transport.</p>



## INSECT VECTOR CONTROL UNIT

**1st Oct. 2009 - 30th Sept. 2010**

SERVICES PROVIDED/ FUNCTIONS	OPERATIONAL RESULTS	CONSTRAINTS	RECOMMENDATIONS
Vector Control Division	<p>No. of premises inspected = 36,001</p> <p>No. of premises positive for aedes = 1478</p> <p>No. of containers inspected = 263,955</p> <p>No. of containers positive for aedes = 1779</p> <p>No. of complaints dealt with = 325</p> <p>No. of premises oiled = 0</p> <p>No. of premises disinfected = 726</p> <p>No. of ULV spraying exercises for the whole city = 2</p> <p>No. of premises inspected for rats (rodents) = 38,503</p> <p>Total no. premises positive for rats = 9,212</p> <p>Total no. premises positive for mice = 941</p> <p>No. of rats destroyed = 12,417</p> <p>No. of mice destroyed = 4,967</p>	<p>Staff shortage to be addressed.</p> <p>Increased monitoring of safety in workplace.</p>	<p>Staff to be recruited as required.</p> <p>Abatement of justifiable environmental dissatisfies.</p> <p>Any new worker entering the department should be screened and tested for cholinesterase.</p> <p>Operators proceeding on vacation or Casual Leave must be replaced.</p> <p>Female Operators who are pregnant and proceeding on maternity leave must be replaced.</p>

## ANTI RABIES CONTROL UNIT

**1st Oct. 2009 - 30th Sept. 2010**

STRATEGIC OBJECTIVE		OPERATIONAL RESULTS	CONSTRAINTS	RECOMMENDATIONS
1.	Survey and locate bat roosts.	See attached documents.	Shortage of manpower resources.	Increase manpower to six (6).
2.	Monitor and preserve bat population.	See attached document.	Inaccessible (Not at home. Fenced – gated overgrowth)	Notify occupants of future visits.
3.	Visits farmers where bat-biting reported.	Not allowed to go outside city.	Inadequate equipment	Need to re-establish visits (Farmers in particular)
4.	Trapping and relocating of bats.	See attached document.	Inner city – Nil Outer City – Yes Non Compliance – Not done in timely manner.	Purchase of new equipment (cages, mist nets, swoop nets, (w/Aluminium or Galvanised rods)
5.	Attend to complaints within 24 hours.	See attached document (excellent)		
6.	Spraying of bat proofing on roofs (vampire bats).	Fair		Need to re-establish visits with Farmers.
7.	Closely monitor bat population.	Poor	Lack of equipment (rope, ladder, head lights)	Acquire equipment.

## ANTI RABIES AND BAT UNIT

1st Oct. 2009 - 30th Sept. 2010

STRATEGIC OBJECTIVE		OPERATIONAL RESULTS	CONSTRAINTS	RECOMMENDATIONS
8.	Keep check on re-occurrences of bat biting report.	Poor.	Unable to work outside city.	Upgrade Medical equipment.
9.	Educating public (household /farmers).	Excellent.	NIL	Advice on (Biology, Habits, Types) of bats.

## ANTI RABIES CONTROL UNIT

1<sup>ST</sup> Oct. 2009 – 30<sup>th</sup> Sept. 2010

### DETAILS OF OPERATIONAL RESULTS

Period	No. of Complaints Outside the City	No. of Complaints Inside the City	No. of Premises Worked	No. of Animals Checked	No. of Fruits Eating Bats Caught	No. of Insects Nectar and fish eating bats caught	No. of Diaemus Youngi Vampire Bats Caught	No. of Desmondus Rotundus Vampire Bats Caught	No. of Bats caught	Animals Painted	No. of Persons Bitten by Bats	No. of Animals Bitten by Bats	Locations Where Animals are kept	Bats Tagged and released	Bats Sent for Lab exam	Poisoning of Bats done
<b>TOTAL</b>	1	37	5,570	462	282	18	0	0	300	0	0	0	1	300	0	0

## WASTE DISPOSAL UNIT

**1st Oct. 2009 - 30th Sept. 2010**

STRATEGIC OBJECTIVE		OPERATIONAL RESULTS	CONSTRAINTS	RECOMMENDATIONS
1.	Empty and clean cesspits and septic tanks within the City of Port of Spain and neighboring out-districts.	Number of Cesspits cleaned <ul style="list-style-type: none"> <li>• In-District - 197</li> <li>• Out-District - 208</li> </ul>	a. Frequent mechanical breakdowns. b. Lack of proper functioning vehicles. c. Larger vehicles are unable to effectively maneuver narrow streets. d. Manpower Shortage.	(1) The purchase of appropriate new vehicles. (2) Sustained commitment to the upgrade of all working vehicles. (3) Repairs to and replacement of broken-down vehicles as applicable. (4) Commitment to have all vehicles of the Unit inspected and passed as road worthy. (5) HR to provide required personnel to service this unit.

## WASTE DISPOSAL UNIT

1st Oct. 2009 - 30th Sept. 2010

STRATEGIC OBJECTIVE		OPERATIONAL RESULTS	CONSTRAINTS/ PROBLEMS	RECOMMENDATIONS
2.	Wash and sanitize of the streets of Port of Spain on a daily basis.	See attached listing of streets washed. Weekly washed and sanitized streets, drains and pavements where necessary between Duke Street in the north and South Quay in the south, and between Edward Street in the West, and Piccadilly Street in the east, and into the area where steps lead down to the St. Ann's River.	<ul style="list-style-type: none"> <li>a. Deplorable unsanitary conditions continue to develop in the streets mainly due to vagrant activity.</li> <li>b. Pedestrian and vehicular thoroughfare.</li> </ul>	Pursue vagrant exercise and vigorous public anti-litter awareness program.
3.	Miscellaneous exercises including the clearing of chokes, transportation exercises, water deliveries and others on a limited scale.	<ul style="list-style-type: none"> <li>a. Transportation services were rendered to several Government Institutions.</li> <li>b. The delivery of water to various locations.</li> </ul>	<ul style="list-style-type: none"> <li>a. Upgrading of equipment – vehicles, clothing etc.</li> <li>b. Frequent mechanical breakdowns due to age of vehicle.</li> </ul>	<ul style="list-style-type: none"> <li>a. See recommendations at #1 above.</li> <li>b. The acquisition of two 1,000 gallon water tanks to service the water trucks.</li> </ul>

## WASTE DISPOSAL UNIT

**1st Oct. 2009 - 30th Sept. 2010**

	STRATEGIC OBJECTIVE	OPERATIONAL RESULTS	CONSTRAINTS	RECOMMENDATIONS
		c. The clearing of chokes at Victoria Square, Woodbrook Playground and the Central Market.		
4.	Timely response to City Corporation emergencies as resources permit.		a. Lack of proper facilities at the Abattoir Road Compound.	<p>(1) To pursue the completion of refurbishment work at the Abattoir Road Compound.</p> <p>(2) Installation of a phone line at the Waste Disposal/Canine Control Unit compound.</p>

## WASTE DISPOSAL UNIT (SUPPLEMENTAL)

### AREAS WASHED ON A DAILY BASIS

BRIAN LARA PROMENADE, AROUND THE CATHEDRAL, AROUND SOUTH EAST SECONDARY SCHOOL, PRINCE STREET, QUEEN STREET, LOWER DUNCAN STREET, BROADWAY, COCKERTON STREET, GEORGE STREET, WESTERN MAIN ROAD.

BRIAN LARA PROMENADE, AROUND THE CATHEDRAL AROUND SOUTH EAST SECONDARY SCHOOL, PRINCE STREET, QUEEN STREET, LOWER DUNCAN STREET, BROADWAY, CHACON STREET, AROUND OLD LIBRARY ON DUKE STREET, AROUND THE TREASURY BUILDING, PICCADILLY GREENS, AROUND TAMARIND SQUARE, SOUTH QUAY IN GENERAL, ST. VINCENT STREET, CHARLOTTE STREET.

BRIAN LARA PROMENADE, AROUND THE CATHEDRAL, AROUND SOUTH EAST SECONDARY SCHOOL, PRINCE STREET, QUEEN STREET, LOWER DUNCAN STREET, BROADWAY, SOUTH QUAY FROM ST. VINCENT STREET TO GEORGE STREET, GEORGE STREET, CHARLOTTE STREET.

BRIAN LARA PROMENADE, AROUND THE CATHEDRAL, AROUND SOUTH EAST SECONDARY SCHOOL, PRINCE STREET, QUEEN STREET, LOWER DUNCAN STREET, BROADWAY, GEORGE STREET, CHACON STREET, AROUND THE TREASURY BUILDING, AROUND LIBRARY CORNER ON DUKE STREET, ST. VINCENT STREET.

BRIAN LARA PROMENADE, AROUND THE CATHEDRAL, AROUND SOUTH EAST SECONDARY SCHOOL, PRINCE STREET, QUEEN STREET, LOWER DUNCAN STREET, BROADWAY, AROUND TAMARIND SQUARE, SOUTH QUAY FROM ST. VINCENT STREET TO GEORGE STREET, COCKERTON STREET, GEORGE STREET, CHARLOTTE STREET, WESTERN MAIN ROAD, ST. JAMES.



## CANINE CONTROL UNIT

1<sup>st</sup> Oct. 2009 – 30<sup>th</sup> Sept. 2010

STRATEGIC OBJECTIVE		OPERATIONAL RESULTS	CONSTRAINTS	RECOMMENDATIONS
1.	To capture stray dogs within the city of Port of Spain and its environs (out districts).	The number of stray dogs caught during the period under review = 474	<ul style="list-style-type: none"> <li>a. Frequent mechanical breakdowns.</li> <li>b. Lack of proper functioning vehicles.</li> <li>c. Lack of adequate equipment</li> </ul>	<ul style="list-style-type: none"> <li>(1) The purchase of appropriate new vehicles and equipment..</li> <li>(2) Sustained commitment to the upgrade of all working vehicles.</li> <li>(3) Repairs to and replacement of obsolete vehicles as applicable.</li> <li>(4) Commitment to have all vehicles of the Unit inspected and passed as road worthy.</li> </ul>

## LITTER WARDENS UNIT

1<sup>st</sup> Oct. 2009 – 30<sup>th</sup> Sept. 2010

STREATEGIC OBJECTIVE		OPERATIONAL RESULTS	CONSTRAINTS	RECOMMENDATIONS
1.	Curb and control littering in Port of Spain.	Fixed penalty notice issued for the above period – 207	Inadequate number of Litter Wardens to effectively perform duties throughout the city.	<p>The Wardens should be placed on the establishment and placed under Public Health.</p> <p>More Wardens should be employed to effectively serve Port of Spain.</p> <p>Vehicles should be provided on a daily basis for the unit.</p> <p>The office is in need of an inter-department telephone.</p> <p>Any available space in City Hall to house the Wardens will be appreciated.</p>
2.	Investigate reports made to the Unit and deal with it accordingly.	Amount paid one hundred and sixty – 160		
3.	Patrol the streets of Port of Spain in uniform and civilian wear on foot and mobile (joint patrol with Public Health Inspectors).	Amount before the court forty-seven – 47		
4.	Issue fix penalty notice, litter removal order and clean-up order.	Litter removal order issued fifty-five – 55 Amount complied with - 35		

## LITTER WARDENS UNIT

1<sup>st</sup> Oct. 2009 – 30<sup>th</sup> Sept. 2010

STRATEGIC OBJECTIVE		OPERATIONAL RESULTS	CONSTRAINTS	RECOMMENDATIONS
5.	Prepare files, attend orderly room and attend court.	Clean up order issued – 15		Inadequate accommodation to perform duties and prepare paperwork efficiently.
6.	Prepare weekly and monthly reports.	Amount complied with - 8		