



# PRINCES TOWN REGIONAL CORPORATION

## *ADMINISTRATIVE REPORT 2013-2014*

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The Princes Town Regional Corporation is one of fourteen Municipal Corporations in Trinidad and covers a land space of 621.35km<sup>2</sup> which makes it the fourth largest in the country. We are responsible for delivering effective services to our burgesses in order to improve their quality of lives.

## **Overview of Report 2013-2014**

This report is divided into different sections beginning with an overview of the region of Princes. It then provides an insight into the role and function of the Corporation and the various departments, achievements, limitations and financial statement.

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### ***Mission Statement***

***To ensure the effective delivery of municipal services to the burgesses of Princes Town Regional Corporation so that they lead quality productive lives***

### **Vision Statement**

***‘Princes Town Regional Corporation’s vision is to serve and develop the region of Princes Town so that burgesses receive municipal services that are second to none. Our aim is to make the region beneficial for burgesses, attractive for investment and enjoyable for visitors. We can do this if we work together in nurturing, protecting and proudly promoting the unique and diverse resources of Princes Town and environs’***

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# 1.0 INTRODUCTION

Local government plays a critical role towards the development of a country by providing essential services closer to communities. Proper management and delivery of these much needed services in an efficient and effective manner is imperative and facilitates the overall sustainable development of the various towns and communities within a country.

In Trinidad, the local government system is made up two (2) City Corporations, three (3) Boroughs and nine (9) Regional Corporations who are responsible for administering local government services to its burgesses. The Princes Town Regional Corporation is one of the Regional Corporations who is committed to the growth and development of the region through the timely delivery of quality local government services to the citizens that it serves. This is keeping in line with the present Government thrust for developed country status in which they have stated is an important part of their core mandate and function; - their commitment to deliver services to its citizens. All policy directions set out the Princes Town Regional Corporation are guided by the policy framework set out by the Government which are anchored on the seven pillars of development. The projects and programmes implemented by the Corporation seeks to be responsive to the needs of its citizens which allows them to enjoy a quality standard of living, protect the regions natural environment and ensure the Corporation receives value for money.

This document seeks to give a background of the region of Princes Town, outline the Corporations role and functions, identify achievements, constraints, challenges and make recommendations of the financial year 2013-2014. It also looks at the future goals and prospects of the coming years.

## 2.0 BACKGROUND

The history of Princes Town can be dated as far back to the latter part of the fifteenth century. The town was originally known as Mission of Savanna Grande. It was given this name due to the arrival of the Capuchin Friars from Spain who came to spread Christianity to the people of the New World. They chose a big village in Savanna Grande (Big Savannah) to set up one of their early missions, hence the name Mission of Savanna Grande. The name was then changed in the year 1880 when the town was visited by Prince Albert and Prince George. The Princes were midshipmen on a training ship from Australia bound for England. Their vessel made a stop in Trinidad allowing the Royals an opportunity to go sightseeing. The mud volcanoes (Devil's Woodyard) at Hindustan had always been an intriguing tourist attraction and the Princes wanted an opportunity to see this site. While passing through the Mission en route to the Devil's Woodyard, the Princes were asked to plant two Poui trees at the front of the Anglican Church in honour of their visit. After the planting of the trees, the Governor declared that the town be renamed Princes Town. He also declared that two principal streets be called Albert Street and George Street. The Princes both went on to overnight at the Lothians Estate owned by Mr. Harry Darling before going on to see the mud volcanos. To date, the Princes Town Regional Corporation marks this historical occasion by celebrating each year with a week of activities, named Princes Town week. Additionally, in the year 1870, 10 years earlier, famous English write, Charles Kingsley visited the Mission to preach. He came as a guest to Mr Harry Darling where he also visited the mud volcanoes at the Devil's Woodyard.

## 2.1. Princes Town at a glance

The region of Princes Town is located in Southern Trinidad and encompasses a land area of 621.35km<sup>2</sup>. It is bounded by the Penal/Debe and San Fernando regions in the west, the Mayaro/Rio Claro region in the East, the Couva/Tabaquite/Talparo in the North and the Columbus Channel (sea) in the South. *See Figure 1.*

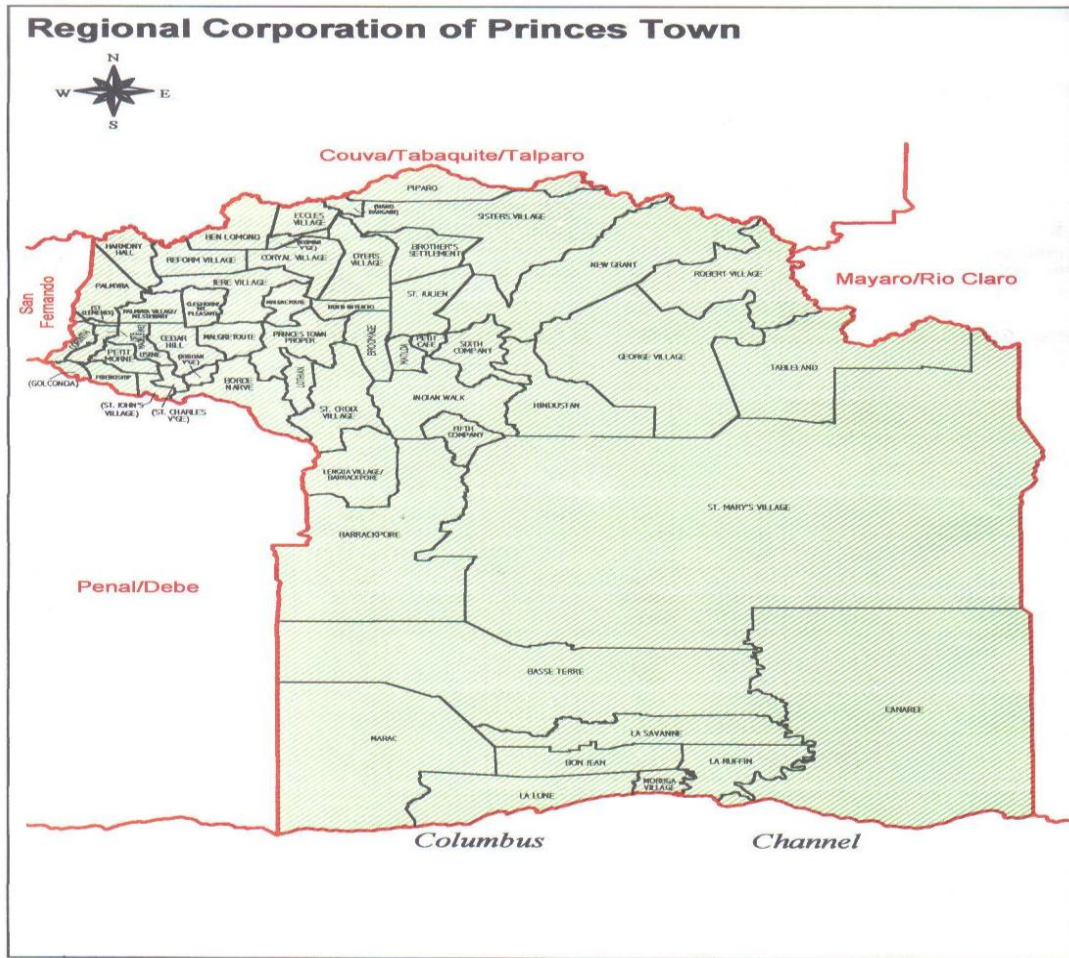


Figure 1- Map showing the boundaries of the region of Princes Town

The Corporation manages a land space of approximately 62,000 hectares with ten (10) electoral districts and six (56) communities throughout the region. *See Figure 2.*

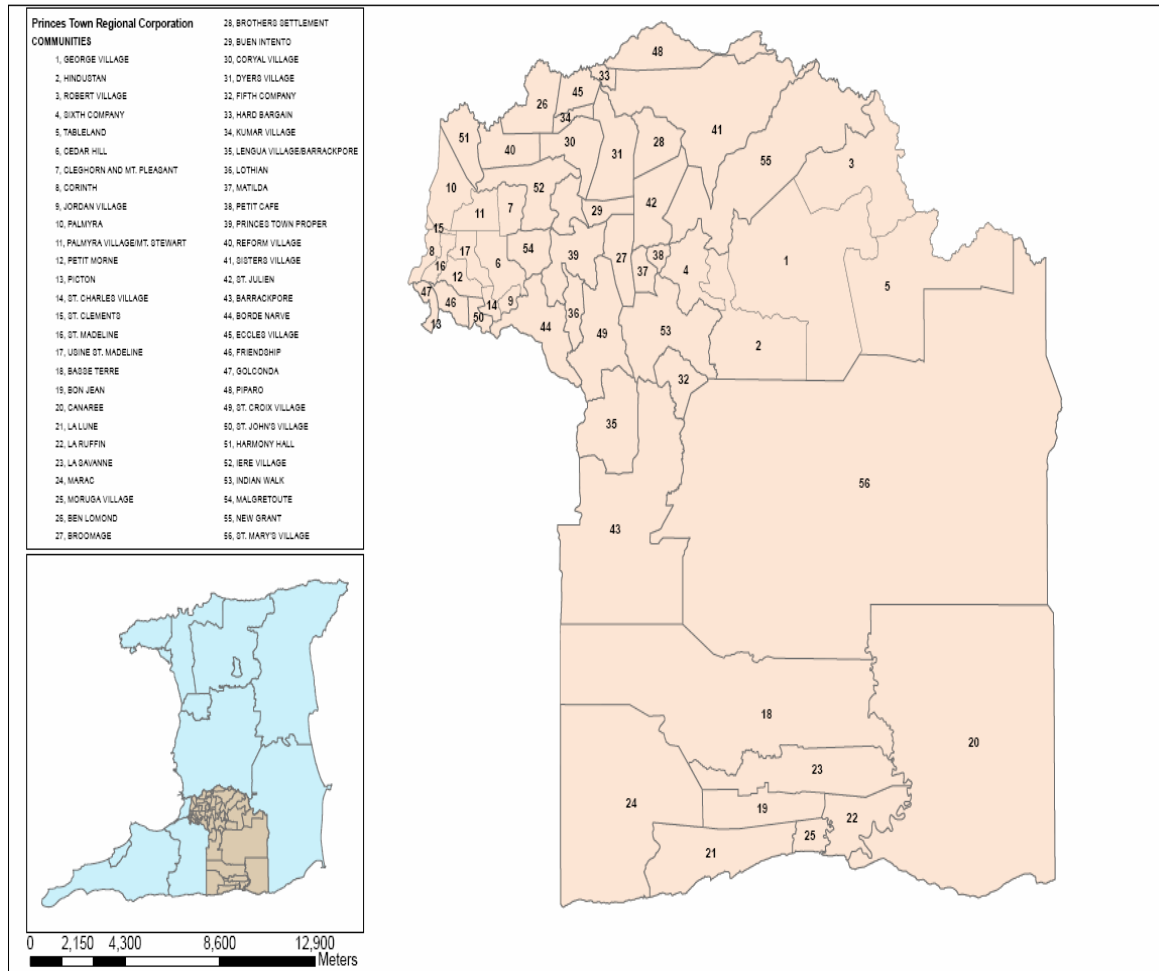
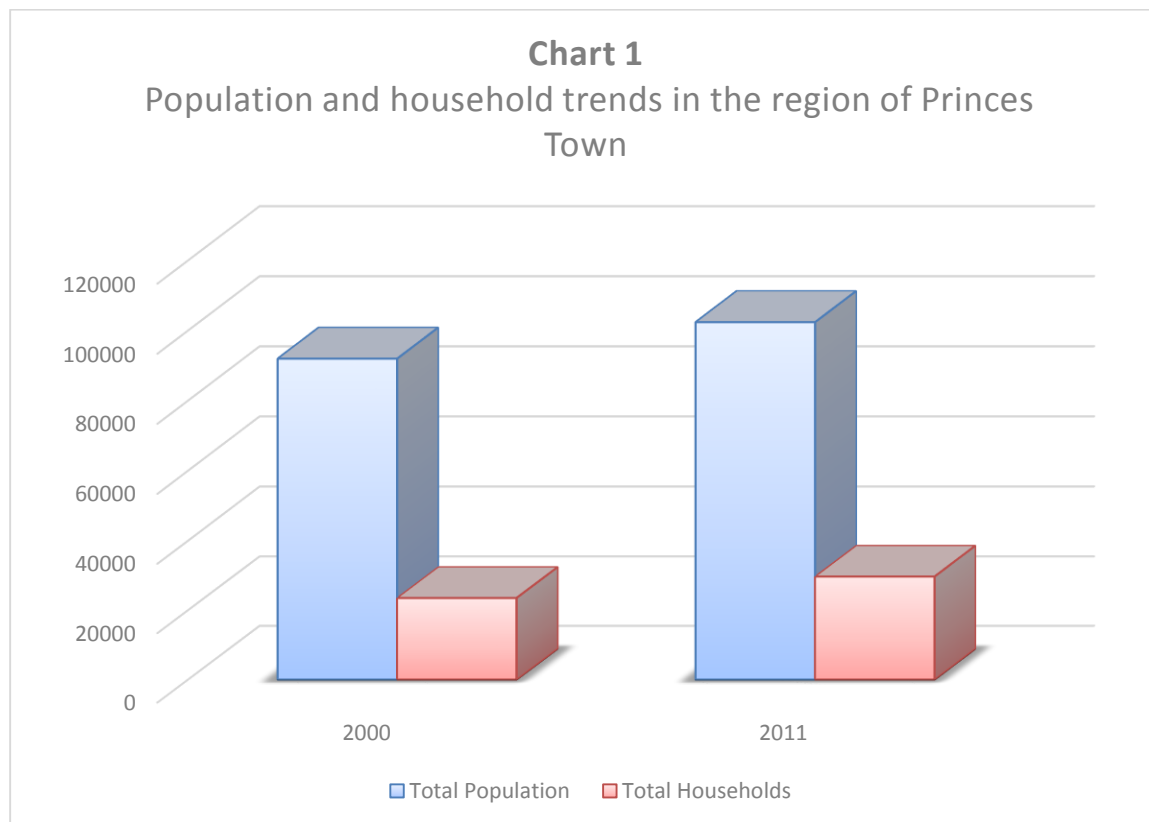


Figure 2- Map showing the communities of Princes Town



### 2.1.1. Population and household trends

According to the 2011 census, there are approximately 102,375 living in the region. This accounts for 7.7% of the total population of the country making it the fifth largest population in Trinidad and Tobago. This is an 11.3% increase as compared to the year 2000 where the recorded population figure was 91,947. There are also 29,661 households in the region, a 26% increase compared to the year 2000. *See Chart 1.* It should be note that the average household size in Princes Town is 3.5 which is the largest in Trinidad and Tobago. With a land area of 620 square km, the region has a population density of 165 per square km, a significant increase as compared to the year 2000 where the population density was 148 per square km.



Princes Town is very diverse and has both unique and distinctive characteristics which are incomparable to other regions. These are-

### ***2.1.2. Commercial***

Over the years, the region of Princes Town has grown and changed from its focus on agriculture and developed into a more developed business oriented hub. The town is known for its bustling commercial and institutional centres as there are a range of business establishments such as banking establishments, insurance agencies, restaurants, variety and clothing stores, malls, salons, furniture stores, hardwares, pharmacies, the main market etc. There are also many government services available such as postal, police, revenue, fire services, social welfare, national insurance board, elections and boundaries commission, licensing, hospital and library services. The region itself consists of many small scale industries such as block factories, logging, sawmills, wrought iron works etc.

### ***2.1.3. Agriculture***

The agriculture industry of Princes Town consists of a number of small and medium sized farmers producing a variety of crops. However, the pineapple farmers located at Tableland is one of the largest producers in the country as there are acres of pineapple farms managed by the pineapple farmers of Tableland. The fishing industry in Moruga is also one of the largest and developed in the South region.

#### ***2.1.4. Transportation***

The town of Princes Town is one of the most accessible as it there is a large availability of taxis, taxis and buses that provide a link to the various communities throughout the region and the neighbouring towns.

#### ***2.1.5. Land Space & Natural Resources***

The region of Princes Town has an availability of land space for the development of housing, agriculture, recreational facilities, eco- tourism and industrial development. There are many natural resources including beaches, springs, rivers, ponds, fishing, flora and fauna, wildlife, nature trails and oil.

#### ***2.1.6. Educational Institutions***

The region of Princes Town consists of many early childhood centres, primary, and secondary schools, trade schools and there is also the University of Trinidad and Tobago (UTT).

#### ***2.1.7. Tourist Attractions***

Princes Town is known for its many tourist attractions. One of the major attractions that visitors from abroad come to see are the mud volcanoes located at the Devils Woodyard in Hindustan.

The nearby park is also developed as a picnic ground with a play park. Other attractions in the region include the mud volcanoes at Moruga and Piparo, the Moruga beaches and the Spring Bridge, the golf course in St. Madeline and Dunmore Hill Tank Site which is one of the highest points in the region that houses a large water tank belonging to WASA.

### ***2.1.8. Historical and Cultural Background***

Princes Town has a rich historical and cultural background. As mentioned before, it has a rich history with the visit of the two Princes and the celebration of Princes Town week. Another major historical celebration is the Moruga festival named Puntá de la Playa. This celebrates the re- discovery of Trinidad through the re-enactment of the landing of Christopher Columbus.

There is also the Ramleela Ground located at Cedar Hill which was the first plantation to receive indentured labourers from India. In addition, Princes Town has the oldest Hindu temple which is located in Tableland and the oldest Presbyterian Church in Iere Village. There are churches of all denominations, temples and mosques throughout the region.

### ***2.1.9. Active Sporting Groups and Non Governmental Organisation's***

The region of Princes Town consists of many active sporting clubs mainly in the areas of cricket and football. Golfing is another popular sport that takes place at the Usine, St. Madeline Golfing Course. Additionally, in almost each community there exist village councils and community groups that represent the needs and views of the respective communities.

## 3.0 ROLE AND FUNCTION

### 3.1. Legal Framework

The Princes Town Regional Corporation is governed by the *Municipal Corporations Act # 21 of 1990* and its amendments where it is responsible for delivering goods and services to its burgesses. According to the Act, the Corporation is responsible for the following-

*'the distribution of truck- borne water subject to the provisions of the Water and Sewerage Act;'*

*'the provision, maintenance and control of all Corporation building'*

*'the maintenance and control of homes for the aged established by the Corporation'*

*'subject to any other written law, the maintenance and control of child care centres, established by the Corporation'*

*'the construction and maintenance of all drains and water courses except main water-courses and highway water courses'*

*'the provision, maintenance and control of such parks, recreation grounds, beaches and other public spaces as the President may from time to time by Order prescribe'*

*'the promotion of development within the Municipality in accordance with plans approved by the Minister with responsibility for physical planning'*

*'the maintenance of state property including- such police stations health centres, post office and other government buildings as the Minister to whom responsibility for construction and maintenance of buildings is assigned may by order determine'*

*'the maintenance, control and enhancement of the physical environment including- monitoring water- courses, beaches and water- front areas, swamps forests, game sanctuaries, savannahs, parks and other open spaces'*

*' the disposal of garbage from private and public property, the development and maintenance of sanitary landfills, chemical treatment for insect and vector control, abatement of public nuisances and dissemination of information for primary health care'*

*'the development, construction, maintenance and repair of passenger bus and taxi shelters and benches'*

*'the co-ordination of local and regional trade fairs, athletic events and cultural displays and entertainment'*

*'the collection and distribution of forms issued by Departments of Government'*

*' the maintenance and control of burial grounds and crematoria, subject to the provisions of the Public Burial Grounds Act and Cremation Act'*

*'the provision, maintenance and control of public pastures and recreation grounds, subject to the provisions of the Recreation Grounds Act and Pastures Act'*

*'such other functions as the President may from time to time by Order prescribe.'*

The Corporation must also adhere to other legal forces. These include-

- The Civil Service Act
- The Public Service Commission Regulations
- The Standing Orders
- The Town & Country Planning Act
- The Equal Opportunity Act
- The Highways Act
- The Collective Agreement
- The Financial Regulations
- The Financial Instructions
- The Exchequer & Audit Act
- The Central Tenders Board Ordinance
- The Occupational Safety & Health Act 2004
- The Cremation Act

- The Burial Grounds Act
- The Recreation Grounds & Pastures Act
- The Industrial Relations Act
- The Public Health Ordinance
- The Litter Act
- The Dog Act
- The Disaster Measures Act
- WASA Act
- Yellow Fever Act

### **3.2. Organisational Structure**

The Princes Town Regional Corporation is made up of a Political Arm which is the Council and the Administrative Arm.

The Council is elected for a three year term and consists of fourteen (14) members. It is headed by a Chairman, ten (10) councillors each representing an electoral district and also three (3) Alderman. It is the role of the Council to collectively make policy decisions with respect to the services offered on behalf of the communities they represent. These decisions are made at one of the four (4) monthly Standing Committees Meetings as required by the Municipal Corporation's Act. These meetings are aligned to the various functions of the Corporation which are-

1. Physical Infrastructure
2. Finance, Planning & Allocation of Resources
3. Personnel
4. Public Health

The Statutory Meeting is held at the end of each month in order to ratify all decisions made at the Standing Committee Meetings.

The Regional Coordinating Meeting, also required by the Municipal Corporations Act is also held monthly. This is where representatives from different agencies chaired by the Chairman of Council come together to ensure that work carried out is structured and done in a planned and coordinated manner so that there is no misunderstanding or duplication of work.

Sub- committees are also appointed to deal with other matters that the council may consider appropriate. These committees include-

1. Implementation/Public Relations/Publications Committee
2. Institution, Facilities/Security Management Committee
3. Building Committee
4. Market and Vending Management Committee
5. Rural Development Committee
6. Cultural, National Days and Festivals Committee
7. Agricultural Committee
8. Youth Outreach Committee
9. Sporting Committee
10. Occupational Health and Safety Committee
11. Social Services Committee
12. Woman Affairs Committee
13. Education Committee
14. Environment Committee
15. Tourism, Nature Trails, Open Spaces and Parks Committee
16. Transport Committee
17. Disaster Preparedness and Management Committee

The Administrative Arm of the Corporation is under the leadership of the Chief Executive Officer (CEO) who is responsible for the implementation of decisions made by Council. The CEO is responsible for the overall administration of the office and coordinates the work of various departments. See *Figure 3* for Organisational Chart. He ensures that work is executed in an efficient and transparent manner. These departments include-

- |                                     |                             |
|-------------------------------------|-----------------------------|
| 1. Accounts                         | 7. Disaster Management Unit |
| 2. Tenders                          | 8. Municipal Police         |
| 3. Technical                        | 9. Registry                 |
| 4. Public Health                    | 10. Health & Safety         |
| 5. Personnel & Industrial Relations | 11. Personnel               |
| 6. Secretariat                      |                             |



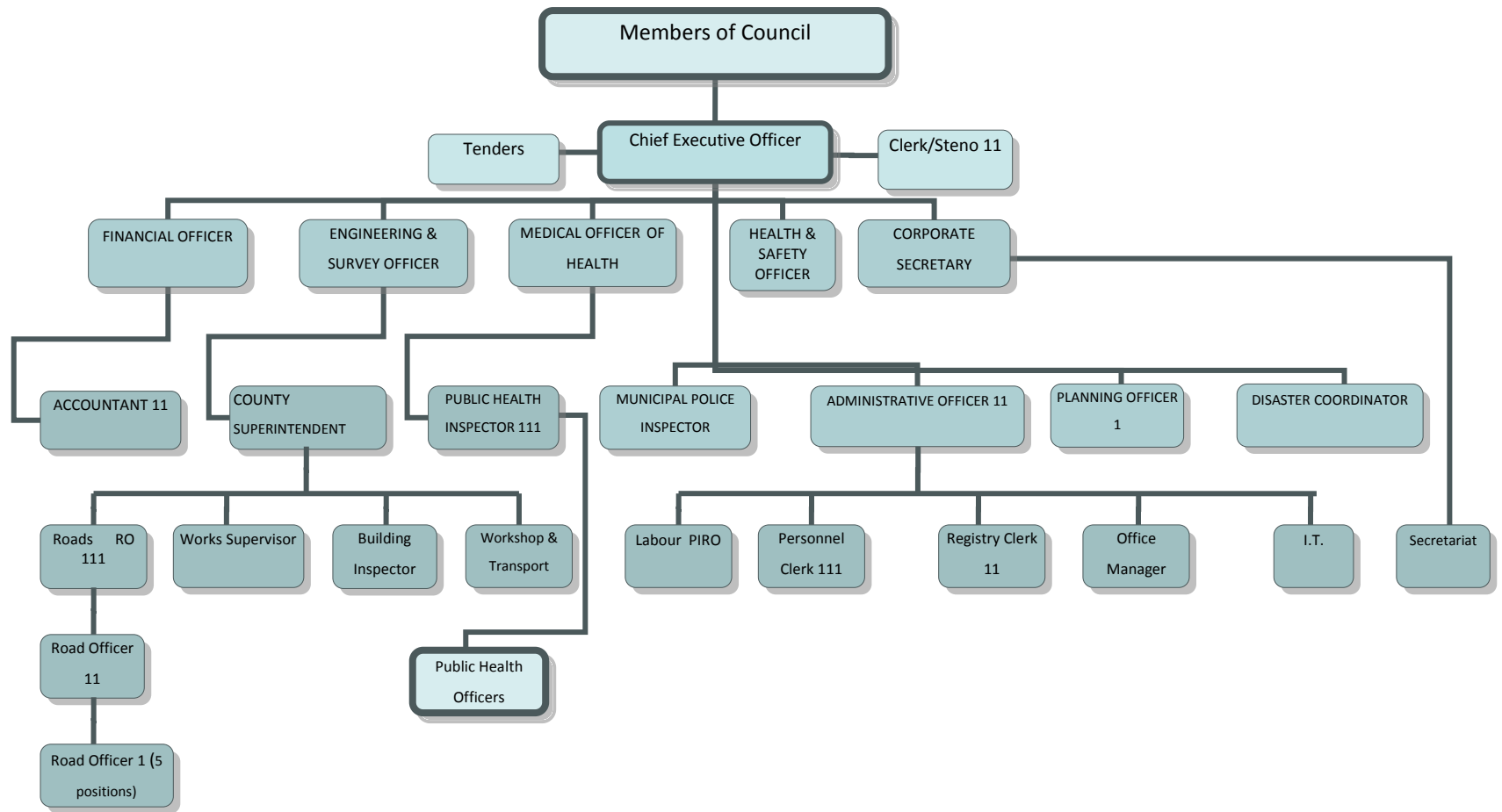


Figure3- Organisational Chart of the Princes Town Regional Corporation 2014

## 4.0 HUMAN RESOURCE MANAGEMENT

Human Resource Management is a function in organisations designed to maximise employee performance in service of their employer's strategic objectives. It is primarily concerned with how people are managed within organisations focusing on policies and systems. In a rapidly growing region where businesses are demanding efficient and effective services, the Corporation strives to manage its human resources in order to achieve customer satisfaction. This is done through manpower planning, recruitment, training & development, performance appraisal and industrial relations. *See Figure 4.* The Princes Town Regional Corporation is the largest employer in the region, hence important towards the development of the region. The Corporation provides employment for over eight hundred (800) workers on a daily basis. The Personnel Department and the Personnel & Industrial Relations Department is responsible for managing the human resource aspect of all workers.

**4.1. The Personnel Department-** the Personnel Department is responsible for managing the human resource function of all monthly paid and contract workers of the Corporation. Their main responsibilities are-

- Processing of leave applications of monthly paid staff, contracted workers and on-the -job trainees
- Maintain the punctuality and attendance registers of monthly paid staff, contracted workers and on- the- job trainees
- Maintain the personal records of monthly paid staff, contracted workers and on- the- job trainees
- Prepare the monthly return of Personnel for all monthly paid staff, , contracted workers and on- the- job trainees
- Prepare Staff & Acting arrangements when necessary
- Prepare pension and leave when necessary
- Prepare Annual Performance Appraisal Reports
- Prepare Annual Periodic Reports

**4.2. Personnel and Industrial Relations-** the Personnel and Industrial Relations Department is responsible for managing the human resource function of all daily

rated employees of the Corporation. These employees can be categorised into permanent, regular and casual workers. The department is headed by the Personnel and Industrial Relations Officer. The main responsibilities of this department are-

- Identifying shortfalls in labour
- Ensure each department has the required number of staff
- Sourcing prospective persons when needed through advertisements
- Reviewing applicants and short listing appropriate candidates
- Conducting interviews to determine whether skill set matches position description
- Hiring of workers
- Keeping records of employees service
- Processing workers sick, casual, vacation leave and retirement benefits
- Resolving disputes and grievance of workers in consultation with the union of necessary
- Prepare Sick Leave Bonus when necessary
- Prepare Cadre when signing Collective Agreement with Union, Ministry & CPO
- Manage the Employee Assistance Programme (EPA)

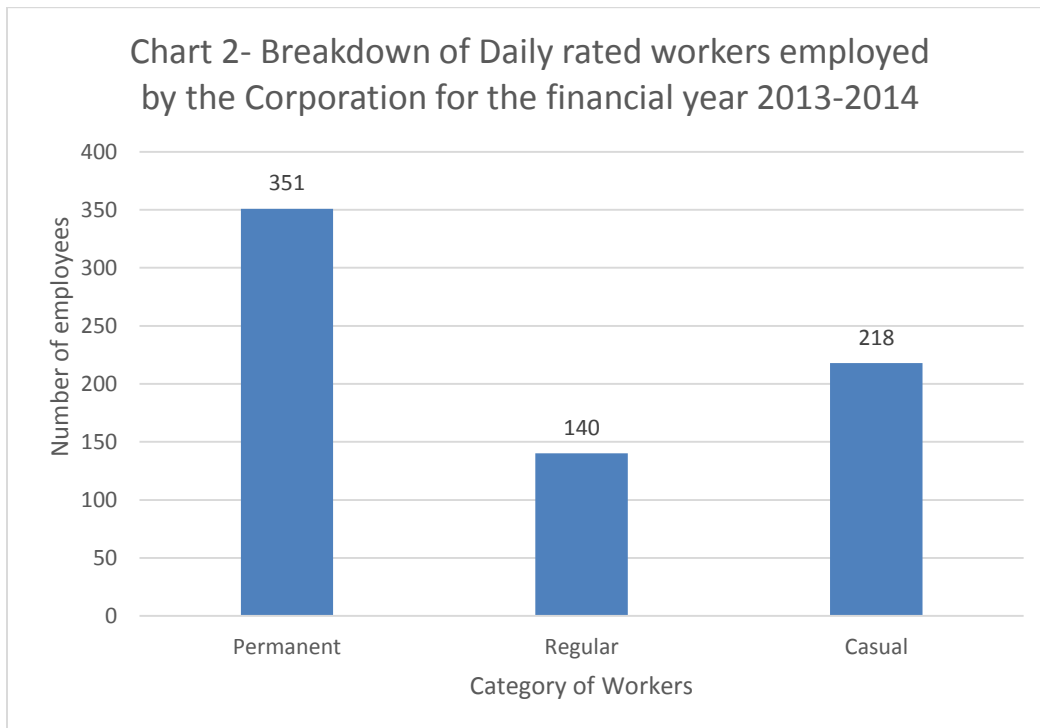


Figure 4- Illustration of the Human Resource Management function of the PTRC

### 4.3. Breakdown of workers

Within the financial year 2013-2014, the total number of workers employed by the Corporation was 823. This can further be broken down into-

- Monthly Paid- 72
- Contract-17
- Daily Rated- 709 (*see Chart 2 for breakdown*)
- On the job trainees-25<sup>1</sup>



The staffs of the Corporation provide a wide range of support to the administrative arm of the Corporation. According to the Civil Service Regulations it can be classified into six (6) categories, they are-

1. Professional & Scientific
2. Technical
3. Administrative
4. Clerical

<sup>1</sup> On- the job trainees are provided by the Ministry of Science, Technology and Tertiary Education to the Corporation for a period of two (2) years where they are trained in the day to day operations of the Corporation in order to obtain valuable work experience.

5. Secretarial
6. Manipulative

Monthly Paid Staff- The monthly paid staff of the Corporation provide support services to the Chief Executive Officer who is responsible for their overall management in the execution of the work. They are provided by the Public Service Commission to the Ministry of Local Government who then assign staff to the Corporation. They are represented by the Public Services Association (PSA) where their salaries and conditions of service are negotiated with the Chief Personnel Officer (CPO). These positions include secretarial, clerical, administrative, professional, technical and manipulative.

Contract workers- The contract workers of the Corporation consist of- the Corporate Secretary, the Financial Officer, the Medical Officer of Health, the staff of the Disaster Unit, the Litter Wardens and the Public Health Officers. They are hired by the Ministry of Local Government and their terms and conditions of work are negotiated by the Ministry of Local Government and the Chief Personnel Officer.

Daily Rated workers- The daily rated workers are recruited by the Corporation and provide a means of direct labour. They can be broken down into- permanent, regular and casual workers. They make up skilled and unskilled workers. The administration is guided by the Collective Agreement which states the wages and conditions of service of the daily rated workers. This is negotiated by the National Union of Government and Federated Workers (NUGFW), who is the union representative of the daily rated workers and the CPO.

**Chief Officers**- According to the Municipal Corporations Act #21 of 1990, the Corporation shall have five (5) Chief Officers. These officers are-

1. The Chief Executive Officer
2. The Corporation Secretary
3. The Treasurer
4. The Engineer
5. The Medical Officer of Health

#### 4.4. Human Resource Challenges

The Corporation faces many challenges in the human resource aspect. These include-

1. Delays in the filling of vacant posts and unfilled positions due to dependency on the Public Service Commissions to provide adequate staff
2. An ageing labour force
3. Limitation of past and ongoing Collective Agreements
4. Changes in current and new legislation
5. Some senior workers reluctant to learn and adapt to technological changes
6. The inability of the Corporation to source its monthly paid staff directly from the Public Services Commission

During the period 2013, the Princes Town Regional Corporation met with the Public Management Consulting Division (P.M.C.D) of the Ministry of Public Administration to provide justification for the hiring of additional positions that are deemed relevant for the Corporation and will contribute towards more efficient and effective service delivery. These positions are listed in Table 1.

<b>POSITION REQUESTED</b>	<b>NUMBER OF OFFICERS</b>	<b>STATUS TO DATE</b>
Human Resource Officer 111	1	Awaiting PMCD decision
Human Resource Officer 11	1	Awaiting PMCD decision
Human Resource Officer 1	3	Awaiting PMCD decision
Auditor 11	1	Awaiting PMCD decision
Auditor 1	1	Awaiting PMCD decision
Auditing Assistant	3	Awaiting PMCD decision
Project Officer	2	Awaiting PMCD decision
Public Health Inspector I	4	Awaiting PMCD decision

<b>POSITION REQUESTED</b>	<b>NUMBER OF OFFICERS</b>	<b>STATUS TO DATE</b>
Supervisor Litter Prevention Wardens	1	Awaiting PMCD decision
Road Officer I	3	Awaiting PMCD decision
Works Supervisor II	1	Awaiting PMCD decision
Works Supervisor I	2	Awaiting PMCD decision

Table 1- Proposal for additional positions at the Princes Town Regional Corporation

Training of staff is done regularly as the Corporation recognises the importance of training and improving the skills of its workers. Hence, six (6) training sessions was provided for staff development for the financial year. These are-

1. Microsoft Project
2. Public Health Ordinance
3. Litter Wardens Act
4. Technology Conference
5. Emergency Management Procedures
6. Quality Change Management

## 5.0 FINANCIAL MANAGEMENT

Financial Management deals with the most efficient use of funds to ensure that resources are allocated in a manner to achieve the overall service objectives. The Accounts Department of the Corporation is responsible for managing all the finances of the Corporation. It is headed by the Financial Officer who is one of the Corporations Chief Officers.

The department operates within a legal framework in dealing with revenue and expenditure and is guided by-

- The Financial Regulations
- The Financial Instructions 1965
- Exchequer & Audit Act, Chapter 69:01
- The Constitution of the Republic of Trinidad and Tobago Chapter 1:01
- Act 21 of 1990- Municipal Corporations Act, Part VI

The objectives of the Accounts Department is as follows-

- To effectively manage funds.
- Ensure that payments documents (vouchers) comply with regulations.
- To collect revenue.
- To ensure payment of bills and utilities are made in a timely manner.
- Timely processing of payroll.
- To address budget and any changes.
- To ensure appropriate customer service.
- To ensure all books and records are done in accordance with accounting best practices and financial regulations.

Funding is received at the beginning of each financial year through the Ministry of Finance. It is based on the submission of the Corporation's Draft Estimates which shows financial projections for work to be carried out in the new financial year. There is a process that the Corporation must adhere to before any money is released from the Ministry of Finance to provide services. *See Figure 5.*



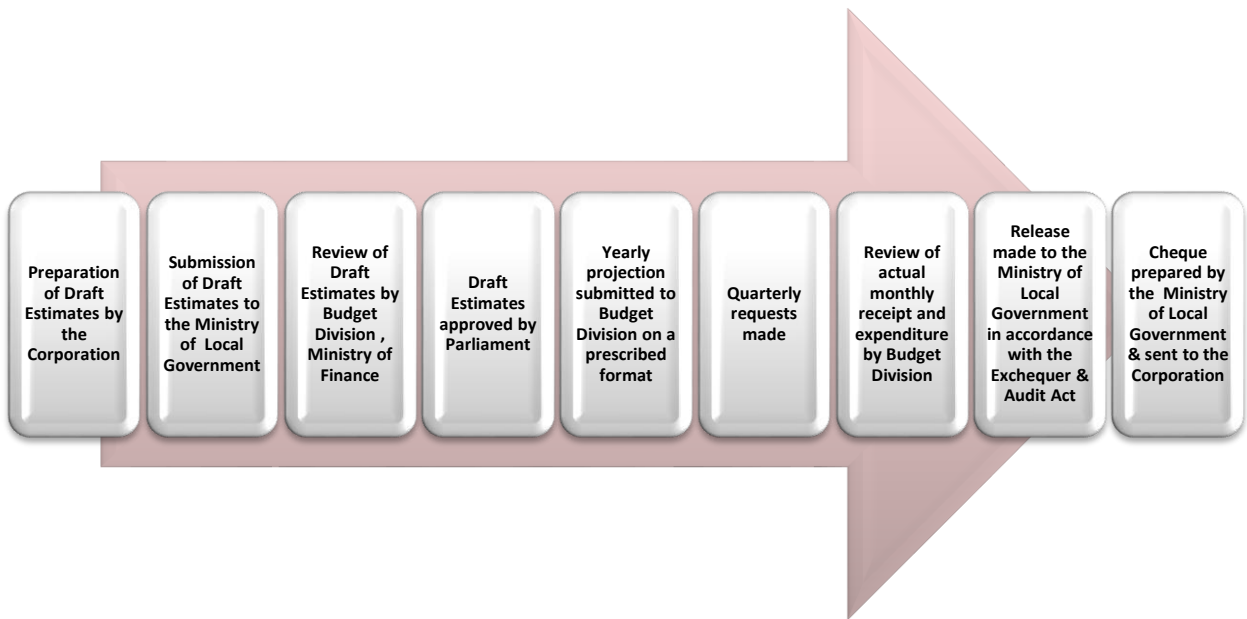


Figure 5- Process for the release of funds

Revenue is also earned by the Corporation through bank interest and from chargeable services provided to its burgesses. These chargeable services include-

- Cleaning of cesspits and septic tanks
- Collection of Poultry Waste
- The use of the stalls/ booths at the market
- The collection of fees from the Building Inspectorate Department
- The purchase of cemetery plots
- Burial Fees
- Tender Deposits
- Rental of Parks and Recreation Grounds

The Accounts Section of the Corporation strives for efficiency in its operations in disbursing public funding in the most efficient manner. Annual financial statements are always prepared and submitted to the Auditors General Department for audit on time. The financial statement for the year ending September 30<sup>th</sup>, 2013 was audited in July 2014.

## 5.1. EASIPAY 2000 Payroll System

The EASIPAY 2000 Payroll System was designed by Software and Solution Ltd to specifically meet the needs of the Princes Town Regional Corporation.

### **The features of the EASIPAY 2000 PAYROLL SYSTEM includes:**

- 1. Multi-user capability:** Easy to use and allows **usage** on a network with the processing of multiple payrolls for the organization and the ability to direct reports to screen, file or printer.
- 2. Comprehensive security facilities:** based on security levels assigned by user or group of users.
- 3. User-maintained tables** for calculations of statutory deductions e.g. PAYE, NIS, Health Surcharge, Cola, Pension, Medical, Trade Union Dues, etc. with weekly, fortnightly, bi-monthly and monthly pay periods. Unlimited number of earning (taxable & non-taxable) and deduction codes as well as automatic processing of standard earnings or deductions.
- 4. Wages Analysis by cost centre, division or department:** Allows for complete employee information with automatic logging changes for audit trail purposes, ability to override calculated or standard deductions and earnings for a user specified number of pay periods, with automatic removal of entry at end, permits an employee to split his net salary among multiple banks and can pay employees by bank transfer, cheque or cash. The system can track entitlement and usage of various types of leave, and short pay an employee for any leave taken in excess of entitlement (hourly or daily rated).
- 5. Ability to override:** For example an employee's standard rate during hours entry with piece rate processing. Easy inactivation (check box) and automatic date reactivation of employees.
- 6. Ensures monitoring:** Ability to set up and monitor Employee loan balances and payments. Ability to return payroll calculation as required before the period is closed and allows reprinting of payroll reports until the period is closed. Printing of employee, banks and deductions cheques and listing.
- 7. Creation of files:** These include NIS text files on diskette in the approved format, the creation of ACH extract file in approved format for all banks.

### **5.1.1. System Alerts**

System alerts can be set up as requested by the user. When the event triggers, these alerts are configured to display when the user next logs into EasiPay. The configuration of the alert also allows for the appropriate action to be taken on double clicking on the display (e.g. Go to the appropriate form). Message can then be flagged as “Read” and can be deleted by the user.

### **5.1.2. Reports**

The following are reports that are derived via the EASIPAY:

- 1. Maintenances Reports:** these reports details employee information.
- 2. Edit Reports:** involves hours Entry Listings, Transaction Edit List, Payroll Exception Report, Audit Trail Report.
- 3. Processing Reports:** include payroll information relating to employees.
- 4. Year-to-date Reports:** include current YTD Report (Employee), Employee YTD Listing by Earning/ Deduction, Employee YTD Listing by Employee
- 5. Statutory Reports**
- 6. Other Reports** include employee annual Pay Record Card, Company annual Pay Record Card.
- 7. Utilities:** allows for the export Pay slips to PDF, E-Mailing of Pay slips, Automated Backup & Restore of Data.

## **5.2. Automated Clearing House Republic Bank**

The Automated Clearing House is a service provided by Republic Bank of Trinidad and Tobago Limited to the Princes Town Regional Corporation for the electronic processing of payments. The ACH system is very cost effective in terms of transactions, for example the cost attached to the processing of transactions via the ACH system is \$1.00 per transaction as opposed to the cost of \$12.00 for a cheque for the said transaction.

### **5.2.1. Advantages of using ACH:**

1. Cost reduction in the preparation of cheques/wire transfers/standing orders/fraud.
2. Allows for better cash flow as it is made known when cash is withdrawn.

3. Reduction in paper handling.
4. Reallocation of human resources as there is no longer the need to write cheques.
5. Reduction in time off for employees as they no longer need to go to the bank to cash cheques.
6. It is a fast, accurate and secure process.
7. All employees are paid at the same time with immediate availability of funds, removing the need to place holds cheques.

Further to the processing of wages the Corporation is in the process of engaging Republic Bank Limited to process payments for suppliers of goods and services. Presently the Corporation has collected data for scavenging contractors to be verified by the bank.

### **5.3. Financial Management Automation Project**

In an attempt to modernize and automate PTRC's financial management systems, the Princes Town Regional Corporation has contracted a local company for the purchase and implementation of several modules of the USL Financials government accounting software suite.

The corporation has purchased USL modules for General Ledger, Accounts Payable, Accounts Receivable, Project Accounting, and Purchase Order. The system would support both Accrual and Cash basis accounting methods simultaneously which allows the PTRC to generate reports using the mandated Cash basis while concurrently providing the more robust management capabilities afforded by the Accrual method.

The features includes document management integrated with the accounting system. This permits the ability to scan and store hardcopies of documents with the accounting transactions which facilitates easy access and retrieval. For example, signed Purchase Orders together with vendor invoices can be scanned into the Accounts Payable module and stored in the transaction history.

The Project Accounting module enables the arrangement of all the corporation assets (buildings, roads, bridges, grounds, cemeteries, etc.) as permanent projects so as to track the history of all maintenance and enhancements performed over the life of the asset. Each (PSIP) Project is set up as a sub-project under the affected asset with the approved budget. Besides tracking basic

accounting functions, like budgets and expenses, the Project Accounting module also seeks to support the recording and reporting of project management information such as project status, project managers, progress notes, quotations from contractors, milestones, due dates, government Program, Electoral District, Administrative District, Pillar, etc. Such an initiative will serve to reduce the time required and increase the accuracy of generating PSIP Status reports to the Ministry and allow elected officials increased access to information about projects in their constituencies.

The Accounts Receivable aspect of the program includes cash receipting capabilities, this would allow for improved cash management, and audit trails. Prior to the implementation of the Cash Receipting function an analysis of all business functions in the corporation that generate revenue from fees was conducted. At this juncture in the process several previously unidentified inefficiencies were revealed. A case in point in with the collection of fees for the public market. There is an absence of the preparation of invoices on a monthly basis for booth rentals, and instead relied on computing arrears at the time payments are collected. This process dates back many years, and has allowed vendors to become backward in their payments without management oversight. PTRC will now be issuing invoices on a monthly basis, which the Accounts Receivable module will track, age, and report on. When the implementation stage is completed we will be able to generate reports on arrears, monitor credit limits, and identify tenants that are habitually delinquent.

The Purchase Order module is fully integrated with all the accounting modules allowing for budget checking and commitment of funds before the purchase order is issued. PTRC will be able to track vendors behind schedule in delivering goods and services, compare historical pricing, and be able to drill-down from the General Ledger and Accounts Payable modules to see detailed purchase order information.

The General Ledger module includes control and reporting of all financial information from budgets, actuals, commitments, and available balances. The USL Financials has incorporated several enhancements to their system specifically to meet the need of Trinidad and Tobago government, such as the generation of budget transfer approval documents for Virement requests and Transfers of Releases. Audit Trail documents such as Posting Registers and key reports

have been enhanced to include printing of Signature Lines to provide evidence of proper accounting controls during the processing of transactions.

Unlike most accounting software packages, USL Financials supports up to nine separate budget versions/types allowing us to track all the mandated budgets (Original Allocation, Supplemental Funds, Virements, Revised Allocations (calculated), Releases, Other Income, Transfer of Releases, Total Income and Releases) by fiscal year. When the implementation is complete we expect it to reduce manual paperwork, reduce time to process payments, and increase the accuracy and availability of management and financial reporting.

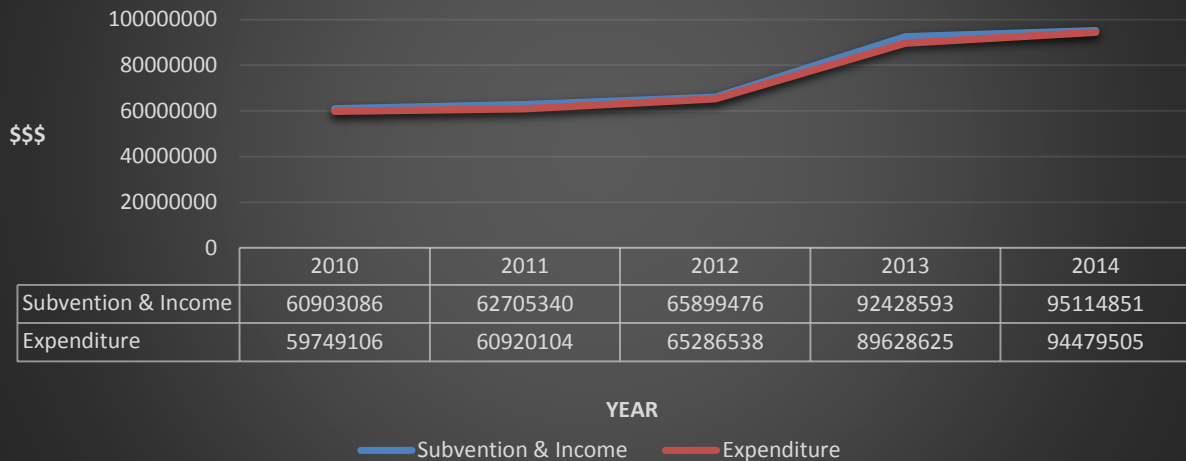
#### **5.4. Recurrent Services**

*Income and Subvention-* For the period from 2010 to 2014, there has been a gradual increase in the total annual income and subvention received by the Princes Town Regional Corporation. There has been an increase from sixty million, nine hundred and three thousand and eighty six dollars. (\$60,903,086.00) to ninety five million, one hundred and fourteen thousand, eight hundred and fifty one dollars (\$95,114,851.00), a 56% increase.

*Expenditure-* For the financial year ending September 2014, the Princes Town Regional Corporation utilised approximately ninety nine percent (99%) of its income and subvention for the payment of wages, goods and services. Ninety four million, four hundred and seventy nine thousand, five hundred and five dollars (\$94, 479,505.00) was spent at the end of the financial year 2013-2014.

*Chart 3* below depicts the relationship between the annual income and subvention and expenditure for Recurrent Services of the Princes Town Regional Corporation from 2010 to 2014.

**Chart 3- Relationship between Annual Income & Subvention and Expenditure for Recurrent Services for the financial year 2010-2014**



### 5.5. Public Sector Investment Programme (PSIP)

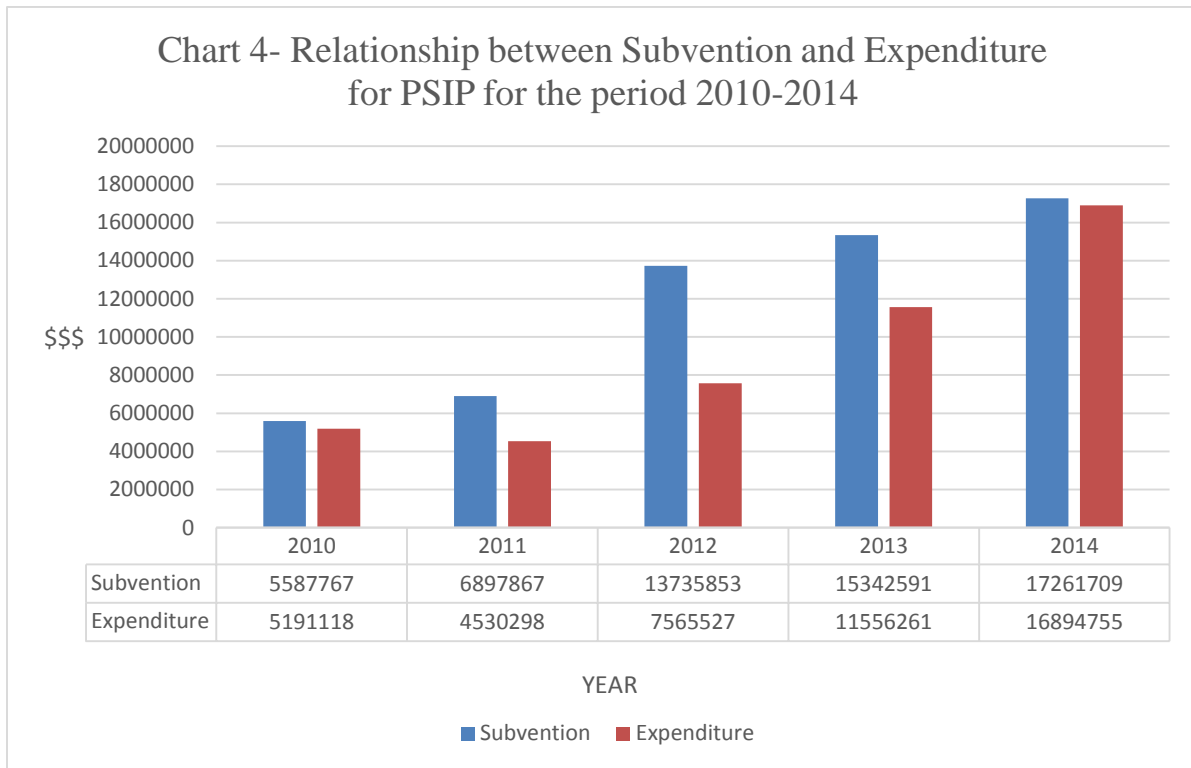
*Subvention-* For the period 2010-2014, the Corporations annual subvention under the PSIP has shown a gradual increase as there was an overall increase for the five year period from five million, five hundred and eighty seven thousand, seven hundred and sixty seven dollars (\$5,587,767.00) to seventeen million, two hundred and sixty one thousand, seven hundred and nine dollars (\$17,261,709.00).

*Expenditure-* The expenditure of the Corporation increased significantly from 2010 to 2014. Five million, five hundred and eighty seven thousand, seven hundred and sixty seven dollars (\$5,587,767.00) was spent in 2010 as compared to sixteen million, eight hundred and ninety four thousand, seven hundred and fifty five dollars (\$16,894,755.00) being spent at end of the financial year September 2014.

*Chart 4* below depicts the relationship between the annual subvention and expenditure for PSIP of the Princes Town Regional Corporation from 2010 to 2014.

**Note-** The unspent balances under both Recurrent Services and PSIP which are unutilised releases are retained by the Corporation and placed under an account named Fund Balance. In

order for these funds to be utilised, there must be both Statutory Approval from Council and Ministerial Approval.



For the financial year 2013-2014, the Corporation was allocated the sum of twenty million dollars (\$20,000,000.00) under the PSIP, commonly called the Development Programme. From this allocation, seventeen million, two hundred and sixty one thousand, seven hundred and nine dollars (\$17,261,709.00) was released with sixteen million, eight hundred and ninety four thousand, seven hundred and fifty five dollars (\$16,894,755.00) being spent. This accounts for ninety eight percent (98%) of the Corporations releases being spent on development works. *See Table 2.*



<b>Item</b>	<b>Amount</b>	<b>% of allocation/releases</b>
<b>Total Allocation</b>	\$20,000,000.00	100%
<b>Total Releases</b>	\$17,261,709.00	86% of allocation
<b>Total Expenditure</b>	\$16,894,755.00	84% of allocation 98% of releases

Table 2- Summary analysis of allocation, releases and expenditure for 2013-2014

### **5.6. Main Challenges of the Accounts Department**

1. Timeliness of Releases- the Corporation prepares request for releases on a quarterly basis and receives funding monthly. This creates some concerns as payment to suppliers cannot be made without available funds.
2. Replacement of Staff- Employees are not readily replaced when they proceed on vacation leave. As a result, current staff must double up to ensure continuity in operations. A lack of incentives in the system has also resulted in little motivation of staff to perform effectively.

### **5.7. Recommended Solutions**

1. Release of funding should be done quarterly and in advance
2. Create a cadre of skilled workers and make them available as soon as the request is made by the Corporation for replacement

## 6.0 PUBLIC HEALTH MANAGEMENT

The Public Health Department of the Corporation plays an essential role in the management of public health within the region. They are responsible for maintaining the overall sanitation of the region of Princes Town by providing a range of services to the public. *See Figure 6.* Their functions are guided by the Municipal Corporations Act, Part X11, Miscellaneous Functions, paragraph 232. The Department is headed by one of the Corporations Chief Officers, the Medical Officer of Health.



*Figure 6- Illustration of the responsibilities of the Public Health Department*

## **6.1. Overview of the Responsibilities of the Public Health Department**

1. Garbage Collection & Disposal (Household & Bulk Waste) - A major responsibility of the Corporation is the collection of household and bulk waste. The Corporation submits a scavenging schedule and areas to be serviced to the Solid Waste Management Company Limited (SWMCOL) who is responsible for the procurement of garbage collection contractors. Contractors tender based on the number of houses and areas (household- 26 areas, bulk- 3 wards) to SWMCOL who awards a contracts for a three year period.. The Public Health Department of the Corporation is responsible for ensuring that the contractors comply with their contract through supervision of the areas by the Corporation's personnel. Once the areas have been properly serviced, they are then paid by the Corporation who receives funding for garbage collection.
2. Distribution of Truck Borne Water Supply- Truck Borne water is distributed to citizens of the region by the Corporation who has no supply of pipe borne water. Water is supplied to citizens by the Corporation through contracted services and in-house. For contracted services, the Public Health department submits a distribution schedule of areas devoid of pipe borne water and contracts are awarded by the Chief Executive Officer up to the limit of the allocation received for that financial year. The period for distribution of water normally occurs between the months March to May.
3. Cleaning& Desilting of Drains- The Public Health Department of the Corporation is responsible for the general upkeep of the region by cutlassing overgrown bushes and cleaning and removing debris from drains and secondary water courses that may hinder the flow of water resulting in a potential health hazard. This is done on a monthly basis.
4. Collection & Removal of Chicken Offal- In order to maintain a clean and sanitary region and prevent dumping in the environment, poultry waste is collected on a daily basis from poultry operators. Contracts are awarded through SWMCOL to garbage contractors for this service.
5. Rodent Control- In order to protect the citizens of the region, efforts by the Public Health Department has been made to control the spread of diseases by rats and mice. Hence, a

programme of identifying and baiting of these rodents has been done in an effort to eradicate their population.

6. Removal of Stray Dogs- The Corporation operates a canine unit managed by the Public Health Department where stray dogs are removed from the region of Princes Town. Stray dogs are captured through daily patrols by the employees of the canine unit and through requests made from members of the public. When dogs are captured, they are taken to the San Fernando pound. Within three (3) days, if they are not claimed by anyone, they are euthanized.
7. Maintenance of Public Market- To ensure that the public market is kept in a sanitary condition for use by both members of the public and vendors, it is cleaned and maintained regularly by the Public Health Department. The existing toilet facilities which are used by the vendors are also maintain
8. Cleaning of Septic Tank- The emptying of septic tanks and pits is done based on requests made from members of the public at a fee. Fees vary depending on the size of tanks and whether emergency services are required. The Corporation currently owns four (4) cesspool emptiers to service the region. Once the waste is collected, the trucks offload at the Water and Sewerage Authorities (WASA) treatment plant in San Fernando at a cost.
9. Litter Prevention- In order to curb dumping and littering in the region, the Corporation was assigned Litter Prevention Wardens whose responsibilities entail-
  - a. Patrolling of area within the region of Princes Town
  - b. Issuing Clean Up Orders and Litter Removal Orders to offenders
  - c. Issuing on the spot ticket to offenders
  - d. Taking Matter to court for non-compliance to notices and the Litter Act.

## **6.2. Challenges of the Public Health Department**

1. Nine Litter Wardens were assigned to the Corporation in January 2013, one per electoral district. However, at the last local government elections, an additional electoral district was created leaving one district without a Litter Warden.
2. At present, three (3) Litter Wardens have gone off to new jobs resulting in a total shortage of four Litter Wardens.

Note- It should be noted that the Litter Wardens have been working with the Municipal Police to prevent indiscriminate disposal of refuse.

## **6.3. Partnerships**

The Public Health Section of the Corporation is at present partnering with the Insect Vector Control Division of the Ministry of Health in formulating a source reduction programme with a view to removing breeding places of the *Aedes aegypti* mosquitoes thereby preventing the spread of the Chikungunya outbreak. The partnership does not end here, it continues with the Corporation attempting to commit resources – machinery, chemicals and personnel to the said Division to improve its capability to control the *Aedes aegypti* mosquitoes thereby controlling the spread of both Dengue Fever and the Chikungunya disease.

## 7.0 TECHNICAL DEPARTMENT

The Technical Department is responsible for the overall maintenance and development of the physical infrastructure that falls under the purview of the Corporation. Their functions are guided by the Municipal Corporations Act, Part X11, Miscellaneous Functions, paragraph 232. The Department is headed by one of the Corporations Chief Officers, the Engineering and Survey Officer. The responsibilities of the department can be divided into five main sections- roads, works supervisor, building inspectorate, workshop and transport. *See Figure 7.*

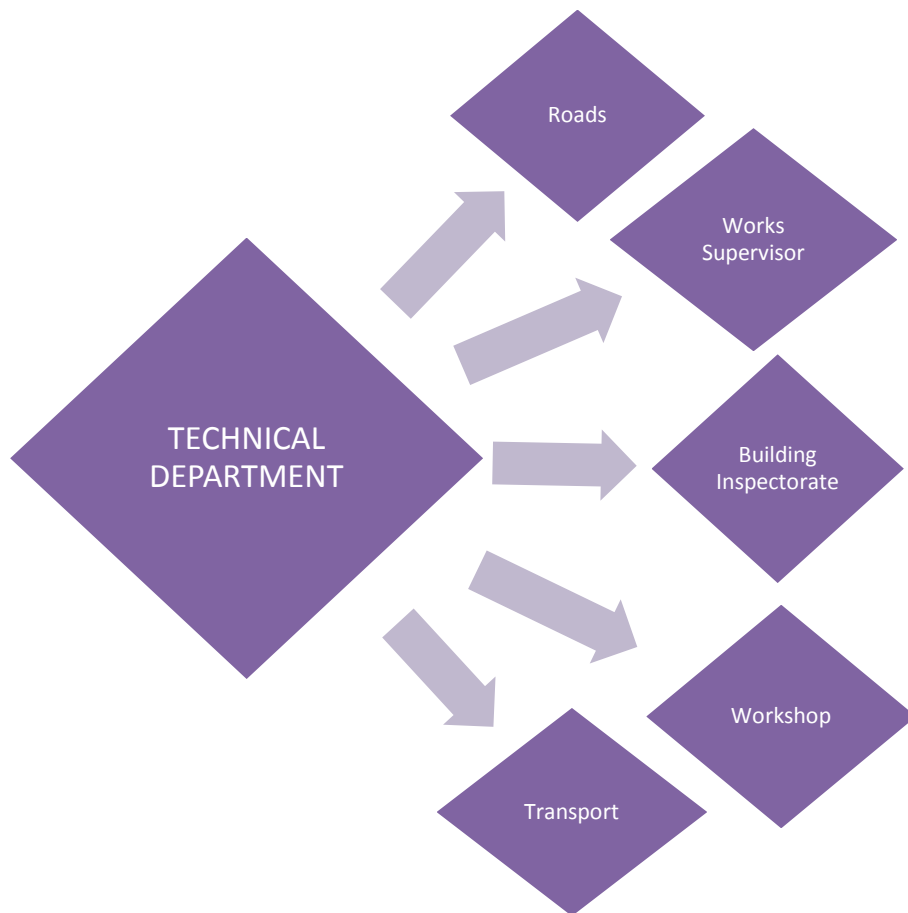


Figure 7-Illustration of the responsibilities of the Technical Department

## 7.1. Overview of the Responsibilities of the Technical Department

1. Roads- responsible for the preparation of estimates, preparing programme of works, maintaining, implementing and monitoring projects and investigating complaints for all secondary roads, traces and bridges within the region. There are 540,175km of roads, 114 wooden bridges and 16 concrete bridges vested in the Corporation which is responsible for the maintenance and development of these infrastructures. It is maintained on a quarterly programmed basis under Recurrent Services and development works takes place under the PSIP. The region is divided into five administrative districts- Savanna Grande North 1, Savanna Grande North 2, Savanna Grande South, Ortoire and Moruga/Fifth Company. For each administrative district, a technical officer is assigned to manage all works and projects that take place within that district.
  
2. Works Supervisor- responsible for the preparation of estimates, preparing programme of works, maintaining, implementing and monitoring projects and investigating complaints for all parks, cemeteries, market, recreation grounds, Corporation buildings, beaches and public spaces within the region. There are currently 47 Recreations Grounds and 24 Cemeteries vested in the Corporation. The Corporation also owns and maintains its buildings which include-
  - a. Two (2) markets- Princes Town New Market & Princes Town Old Market
  - b. The Transport Office- houses Stores, the Disaster Unit and the Transport and Workshop Department
  - c. Moruga Sub Office
  - d. The Princes Town Car Park/ Maxi Taxi Hub
  - e. The Princes Town Municipal Police Station
  - f. Cacique Mall Princes Town
  - g. Outdoor Stage- located at the northern end of the Princes Town car park
  - h. Welcome Signs
  - i. The Princes Town Abattoir Building (non- functional)

3. Building Inspectorate- responsible for technical work in the examination of building plans, building area layouts and makes recommendations for approval. This section is headed by one Building Inspector who has a number of responsibilities. These include-
  - a. The examination of plans and specifications submitted for approvals
  - b. Makes recommendations for buildings and sub-division layouts to the Local Authority
  - c. Checks structural details including diagrams of reinforced concrete, steel and timber structures and makes detailed sketches and corrections on plans
  - d. Examines and interpret provisions of the Bye Laws and regulations under the public Health Ordinance Chap. 12: No 4 to Architects, Contractors, property Owners and other interested persons
  - e. Investigates complaints received from the public by making site visits
  - f. Conducts proceeding before magistrate on behalf of the competent authority or before the appropriate statutory bodies and testifies as witness in the matters pertaining to breaches of the Building Regulations under Chapter 12, No. 4.
  - g. Investigate, report and serve notices with respect to unauthorized erections of buildings and sub-division layouts
  - h. Supervised operations; demolish unauthorized buildings/structures
  - i. Attend meetings of the Local Authority each month and give technical advice
  - j. Prepare monthly statistical reports on approved building plans and sub-division layouts for submission to the Central Statistical office
  - k. Keep proper and adequate records with respect to building and sub division layouts, completion certificates, show cause notices and court matters etc.
  - l. Inspect premises which are in dilapidated condition and unsafe for occupancy and make recommendations to the Local Authority
  - m. Make recommendations to the Secretary, Local Authority for Completion certificates
  
4. Workshop- responsible for the upkeep, maintenance and repairs of the Corporation's vehicles. The Workshop Foreman manages this department where he -



- a. Conducts inspections of vehicles
  - b. Ensures vehicles are serviced when required
  - c. Performs the necessary repairs to vehicles
  - d. Submits specifications for the purchase of new vehicles
  - e. Receives, inspects and certifies new vehicles received by the Corporation.
5. Transport- responsible for mobilising the Corporations vehicles and equipment to job sites and for use by the Corporations personnel. The Transport Foreman is responsible for the management of this department. His responsibilities include-
- a. The timely collection of materials from suppliers
  - b. Materials and equipment are delivered to the required job sites when necessary
  - c. Vehicles are made available for Corporation personnel when needed to conduct Corporation affairs
  - d. Assignment and reassignment of different classes of drivers to the necessary vehicles

## **7.2. Strengths and Weakness of the Technical Department**

The Public Sector Investment Programme Projects are executed by contracts and initiated, planned and monitored by the P.T.R.C technical department.

The **strengths** of the technical department in the corporation are as follows:-

1. Project implementation within a specific period.
2. Timely payment of goods & services.
3. Effective delivery of goods & services due to the procurement of major vehicles.
4. Increase in standards and productivity due to the procurement of minor equipment.
5. Effective communication with different agencies to assist in projects and delivery of services.
6. Ability to perform with limited resources and under time constraints.

The **weaknesses** of the technical department in the corporation are as follows:-

1. Insufficient labour resources i.e. Still working with 1990 permanent cadre and there is an increase in complaints from the burgesses.
2. Lack of technical capability from team supervisors.
3. Lack of a civil engineer.
4. Inadequate office accommodation.
5. Lack of information technology.
6. Lack of motivation for employees.

## 8.0 MUNICIPAL POLICING

The Municipal Police of the Princes Town Regional Corporation has the responsibility to provide security services with the duties, functions and objectives of the Princes Town Regional Corporation, in addition to the duties and responsibilities of a Police Officer of corresponding rank of the Trinidad and Tobago Police Service (TTPS); as outlines in Part 111 of the Municipal Corporations Act No. 21 of 1990. The Department is headed by a Municipal Police Inspector. See *Figure 8* for Hierarchical Structure.

### 8.1. Overview of Responsibilities of the Municipal Police Department

- Foot/Mobile Patrols identifying/ detecting breaches of the law and arresting suspected offenders and preserving the peace
- Dispute Resolution & Problem Solving within the community
- Enforcing the Bye Laws, Municipal Corporations Act and all other laws of T&T
- Orderly Duty for Chairman of Council at official functions
- Providing police escorts for Corporation Employees, namely-
  - Building Inspector
  - Accounts Department
  - Litter Wardens
  - Corporation Employees during demolition exercise
  - Corporation Employees working in high risk areas
  - Other departments as required
- Joint Exercise/Stakeouts with Litter Wardens
- Day/night visits to institutions, parks, recreation grounds and other Corporation facilities

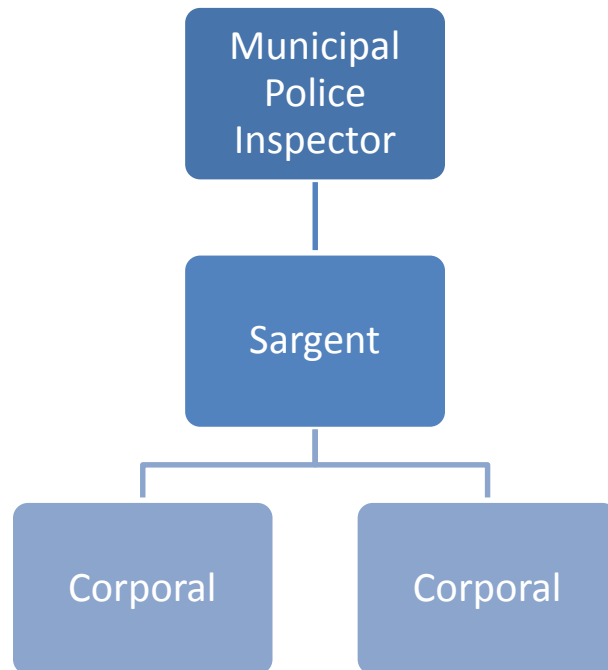


Figure 8- Hierarchical Structure of the Municipal Police Department

## 8.2. Departmental Requirements

The Municipal Police Department faces a severe challenge with regards to a manpower shortage. It operates with a staff of one(1) Municipal Police Inspector, one(1) Sargent and two (2) Corporals who has the task of policing the entire municipality of Princes Town. See *Table 3* for staffing requirements.

ACTUAL STRENGTH	IDEAL STRENGTH	REQUIRED
Nil	1 A.S.P.	<b>1 ASP</b>
1 INSPECTOR (AG)	2 INSPECTOR	<b>1 INSPECTORS</b>
1 SERGEANT (AG)	4 SERGEANTS	<b>3 SERGEANTS</b>
2 CORPORALS (AG)	8 CORPORAL	<b>6 CORPORALS</b>
Nil	38 CONSTABLES	<b>38 CONSTABLES</b>
1 Clerical Assistant (Civilian)	-	-

Table 3- Staffing requirements of the Municipal Police Department

In order to have a proper and efficient Municipal Police Department, the following recommendations are made-

- Manpower – taking into consideration the vast geographical area, the growing number of households, the infrastructural development and the expansion of the region the present strength of the Municipal Police Department remains woefully inadequate.
- Training – Municipal Police Officer are not afforded the opportunity to attend the College of Science Technology and Applied Arts of Trinidad and Tobago (COSTAATT) on a full time basis as our counterparts under the Statutory Authorities’ Service Commission and other Law Enforcement Agencies. Officers were however afforded the opportunity to attend the National Security Training Academy but because of the frequent movement of officers they are often removed from the department shortly after being trained; the department still does not benefit from their training.
- There is also a need for Municipal Police officers to be trained and certified in Photography & Finger Printing which is accessed by the Trinidad and Tobago Police Service. This training authorizes the officer to give expert testimony in the courts of Trinidad and Tobago not only enabling them to work in conjunction with the officers of the Trinidad and Tobago Police Service; but also eliminate the need for Officers to rely upon TTPS to provide these services given their own constraints.
- Municipal Police Officers should also be exposed to international training partnering with countries such as Canada, United Kingdom and the United States of America because of our similar expertise in the Bye Laws which will enhance our ability to efficiently perform police duties.

As a result of the severe manpower shortage, a contingency approach was taken to contract private security to ensure that security is not compromised at the following institutions on a daily basis as follows:

➤ **Princes Town Public Market**

<b>Days</b>	<b>Time</b>	<b>Officers</b>
Mon – Sat	6.00am – 6.00pm	1 armed 2 unarmed
Sundays & Public Holidays	6.00am – 12noon	1 armed 2 unarmed
Sun – Sat	6.00pm – 6.00am	1 unarmed

➤ **Administration Building**

<b>Days</b>	<b>Time</b>	<b>Officers</b>
Mon – Fri	6.00am – 6.00pm	1 armed  1 unarmed

➤ **Transport Yard**

<b>Days</b>	<b>Time</b>	<b>Officers</b>
Sun– Sat	24hr basis	2 unarmed

**8.3. Department’s Firearms & Ammunition**

<b><u>FIREARM TYPE</u></b>	<b>QUANTITY OF FIREARMS</b>	<b>QUANTITY OF AMMUNITION</b>
<b>SHOTGUNS</b>	<b>1</b>	<b>25 ROUNDS 12 GAUGE</b>
<b>9MM PISTOLS</b>	<b>3</b>	<b>150 ROUNDS</b>
<b>.38 SPECIAL REVOLVERS</b>	<b>4</b>	<b>51 ROUNDS</b>

Despite the staffing constraints the Municipal Police Department, Officers continue to function commendably and even sacrificially. Provision of adequate tool and training for Municipal Police Officers will no doubt result in –

- Staff motivation.
- Higher quality of service delivery.
- Strategic planning to meet new organizational demands.
- A Professional, well-skilled and equipped Municipal Police Department
- A reduction of crime within the region

A resolution to these challenges can assist in the fight against crime in the region where Municipal Police can play a critical role in the fight against crime; which will redound to the benefit of not only the region but Trinidad and Tobago as a whole.

#### **8.4. Training**

Training exercises are done throughout the year for officers. This year, five (5) training exercises were conducted, these are-

1. Breathalyzer
2. Courtroom Practices & Procedure
3. Email & Cell Phone Forensics
4. Use of Force and Conflict Management
5. Introduction to Conversational Spanish

## 9.0 DISASTER MANAGEMENT

The Disaster Management Unit of the Princes Town Regional Corporation was established in 2008 by the Ministry of Local Government. Its overarching goal is to " *facilitate and maintain a robust disaster risk reduction capability at the local government level*".

### 9.1. Overview of the responsibilities of the Disaster Management Unit

- The main purpose of this unit is to respond to any natural disasters that may occur within the region. The Unit is headed by a Disaster Management Coordinator and a staff comprising a one (1) Communications Officer and two (2) Field Officers. Their main responsibilities include-
  - Ensuring that financial records, monies spent during the emergency are kept;
  - Ensuring that Princes Town Region Agencies develop and continually update emergency Plans and Standard Operating Procedures and respond to emergencies;
  - Ensuring that Agencies designate officers to staff the Princes Town Emergency Plan activities;
  - Ensuring that exercises and tests of emergency systems are conducted on a periodic basis;
  - Ensuring that the Princes Town Region Emergency Plan is reviewed annually;
  - Maintaining administrative records as required;
  - Maintaining current list of available resources;
  - Alert and activate as required, the Princes Town Region Management Organization when informed of an emergency within the Region;
  - Plan and co-ordinate emergency operations within the jurisdiction in accordance with Government guidelines;
  - Establishing communication links on a continuous basis with all agencies in the Princes Town Region's emergency Management Organization when informed of an emergency within the Region;
  - Receiving request for assistance within the Region and directs aid to areas where needed;



- Ensuring and maintaining liaison with utility companies to arrange for backup water, power and telephone services during emergencies;
- Alert citizens in advance of disaster through elected representatives of districts.

The Mission Statement of the Disaster Unit of the Princes Town Regional Corporation states-

*“In the occurrence of a natural or man-made hazard, the Disaster Management Unit of the Princes Town Regional Corporation in coordination with the Ministry of Local Government and the Office of Disaster Preparedness and Management (ODPM) would be expected to direct their immediate and complete effort to maximize the preservation of life and protection of property”*

The Disaster Management Unit produces a yearly Emergency Operations Plan. The purpose of this plan is to establish policies and procedures which will ensure maximum and efficient utilization of all resources of the Princes Town Regional Corporation, to prevent, minimize prepare for, respond to, and recover from the loss of life and/or injury to the population. Additionally, to protect and conserve resources and facilities of the Princes Town Regional Corporation during large-scale emergencies considered to be of disaster magnitude.

## 9.2. Phases of Emergency Management

The Disaster Unit of the Princes Town Regional Corporation manages in all aspects of Emergency Management. See *Figure 9* and *10*.

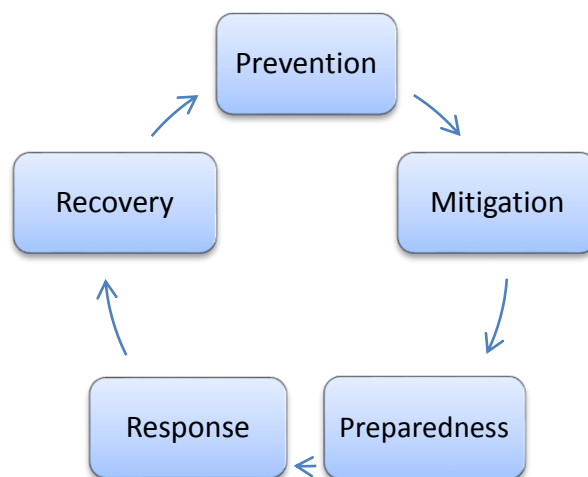


Figure 9- Phases of Emergency Management

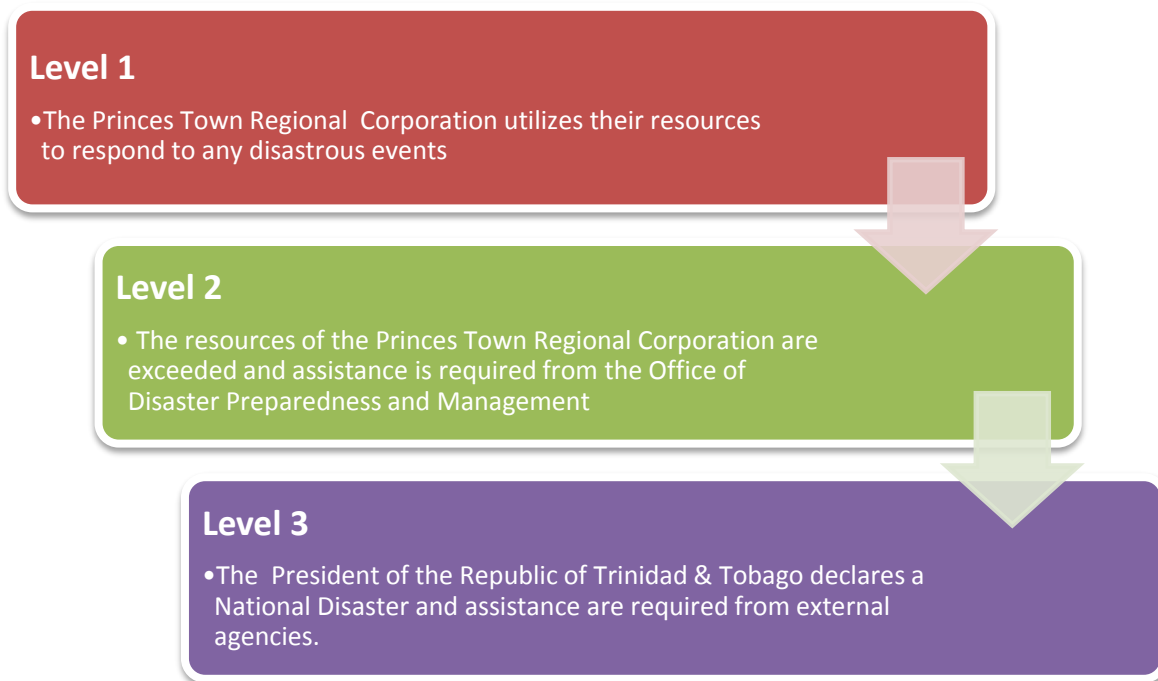


Figure 10- Levels of Emergency Management

### **Level 1 – Localized Event (Princes Town Regional Corporation)**

- A localized event which can be dealt with using the regular operating mode of the resources of local government authorities in conjunction with the normal first responder agencies such as the Trinidad & Tobago Police Service, Trinidad & Tobago Fire Service and the Health Services, when deemed necessary.
- It is expected in such scenarios that the Emergency Operations Centre of the local entity will be stood up to coordinate those effects in the region and regular communication channels be maintained with the ODPM. Once operations have ended a final report must be lodged with the ODPM and the Ministry of Local Government.

## Level 2

- The level is so identified when events are occurring in two or more municipal regions/Tobago and can be dealt with without overwhelming the capacity of the national resources to respond and recover.
- It is expected that once two or more municipal regions are impacted the ODPM National Emergency Operations Centre (NEOC) will be notified and partially activated. This is to facilitate closer monitoring of events and preparation taking place should the system become overwhelmed.
- Partial activation is defined by bringing to the NEOC, those agencies deemed critical to monitor, evaluate and coordinate responses to situations on the ground, ready to mobilize and dispatch resources when necessary. At this phase the Ministry of Local Government Chief disaster Coordinator would be requested to sit amongst these agencies to monitor and evaluate the effectiveness and efficiency of the response of the affected municipalities.

## Level 3

- This indicates that the emergency/disaster events have overwhelmed the capacity of the national resources to respond and recover and external assistance is required. On the advice of the Prime Minister, the President can make a Proclamation declaring a disaster area (**Disasters Measures Act 1978 sec 2 (1)**).
- At this stage the NEOC is fully activated and will lead in coordinating the regional and international relief efforts.

## 10. HEALTH AND SAFETY

- The Health and Safety Department is responsible for providing occupational safety and health services to ensure compliance with Occupational Safety and Health laws, codes and regulations. This department was established in the Corporation in the year 2011.
- The main responsibilities include-
  - Preparation and evaluation of programmes, projects, plans and assessment, procedures and systems to compliance with Occupational Safety and Health Act (OSHA) 2004 as amended.
  - Undertake inspections of operating systems and procedures and reports accordingly
  - Oversee compliance with arrangements to ensure that best practices in occupational safety and health management are evidenced in the workplace
  - Gives basic direction on safety and health matters
  - Conduct investigations and prepares reports.
- The Department is managed by the Health & Safety Officer.
- A Health and Safety Policy has been developed, implemented and renewed yearly. It has been devised to provide assistance and protection in the performance of daily tasks as there are specific guidelines to follow.
- The Corporation remains committed to provide a work environment that reduces the occurrence of accidents and injury, which can only be achieved through the collaborative effort of senior management, other managerial personnel, all employees and contractors.
- This is reinforced in the Corporation's Health and Safety theme– **“Safety is everyone's responsibility”**
- The Health and Safety policy is constantly reinforced which has led to a major reduction in the number of accidents by the Corporation employees.
- There is also contractor orientation with regards to Health and Safety on the job for scavenging and general contractors.
- A job safety analysis is done for all different work activities.
- Health and Safety training is conducted regularly for workers of the Corporation.
- An evacuation plan has also been done for the public market.

# 11. STRATEGIC PLAN

## 11.1. Overview

A new Strategic Plan of the Princes Town Regional Corporation was adopted in 2013 for the three year period 2013-2016. This new plan seeks to chart a roadmap towards achieving the Corporation's corporate objectives for the aforementioned period. In the preparation of the Plan, a new Vision and Mission Statement was developed. See *Figure 11*. Additionally, new core values were determined. See *Figure 12*.



Figure 11- Vision and Mission Statement

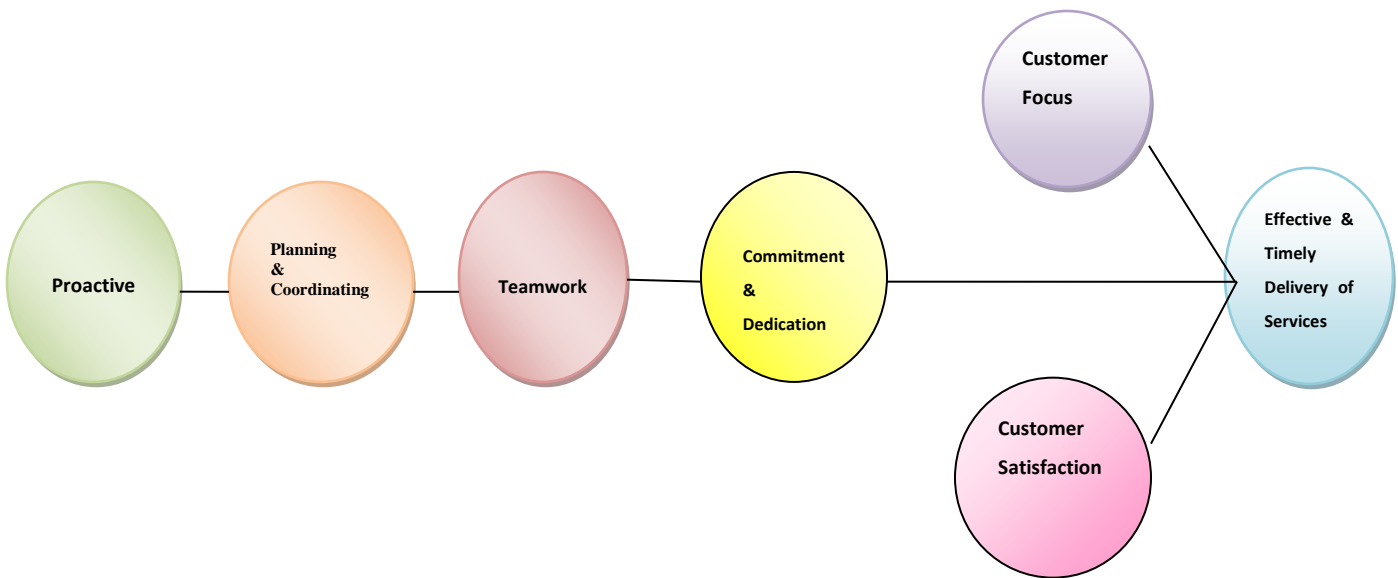


Figure 12- PTRC's Core Values

Four categories of challenges/ problems were also identified. These are-

- **Funding/ Resource Management issues**
- **Communication issues**
- **Service Delivery issues**
- **Partnership issues**

To treat with these issues, the Corporation developed a strategic approach to treat with each issue which is used as a guiding policy element and forms the Strategic Framework for the Corporation. These are:

- 1. Resourcefulness**
- 2. Communication and Information Sharing**
- 3. Service Facilitation**
- 4. Partnership**

The interplay and linkages between each of these four guiding policy elements are illustrated in *Figure 13*.

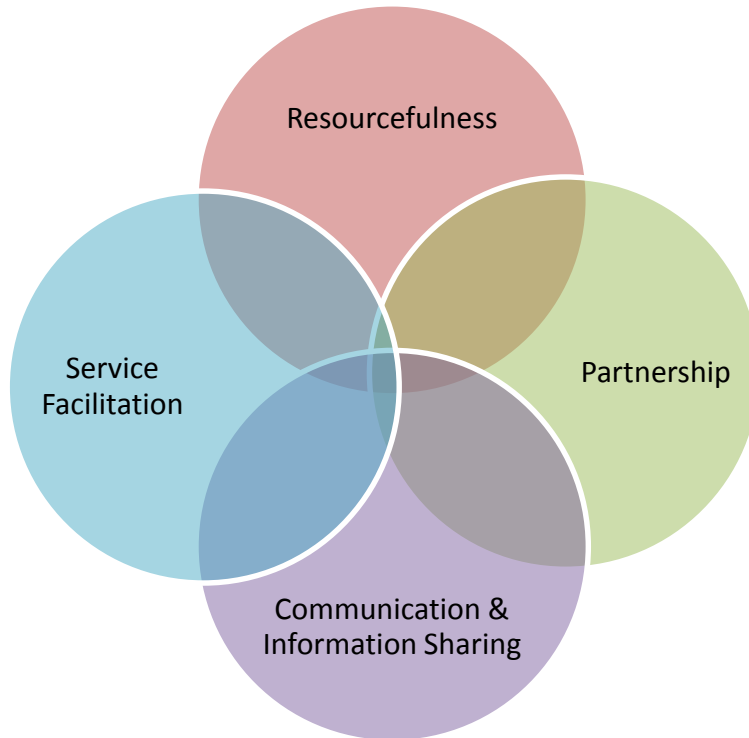


Figure 13- PTRC's Strategic Framework

## 11.2. Monitoring and Evaluation of the Plan

In order for successful execution of the Strategic Plan, there are critical success factors for proper implementation of strategies. These include:

1. Leadership's vision, commitment and interest that is publicly communicated and actively demonstrated through chairing of strategic reviews, project update meetings and stakeholder updates.
2. The adoption of best-practice project management principles such as those espoused by the Project Management Institute (PMI).
3. The use of cross-functional teams for projects that have corporation-wide impact.
4. Regular progress review meetings and status updates that will include:
  - a. Addressing new information and feedback from key stakeholders;

- b. Discussions on hindrances and barriers to project success and brainstorming actions to overcome these;
  - c. Modification of strategies/ actions if required by changing realities.
5. Timely provision of resources required to completed projects arising from strategies.
  6. Active involvement of project stakeholders through timely updates, meetings and participation.

### 11.3 Status Update on the implementation of Objectives/ Strategies outlined in the Strategic Plan 2013-2016

## RESOURCEFULNESS

<b>Challenge</b>	PTRC mainly relies on funding from the Central Government through the Ministry of Local Government. Historically, funding provided is less than what is required to run PTRC's operations and to execute its programmes and projects.
<b>Guiding Policy</b>	<b>Resourcefulness</b> PTRC will become resourceful in pursuing and acquiring the necessary resources for executing its plan. Such resourcefulness will require the full interdependence of the next three guiding policy elements. Resourcefulness also includes the astute use of resources already under the Corporation's stewardship. Resourcefulness is demonstrated by guarding against duplication of services to burgesses thus ensuring effective use of resources

<b>Strategy</b>	<b>Program/ Action</b>	<b>Status</b>
<b>R1. Build a working relationship with the business community</b>	R.1.1. Host quarterly meetings with businesses  R.1.2. Identify projects to partner with businesses (Public Private Partnership Ventures)	Yes meetings are held with the business community. Last meeting was held in mid-June 2013. The major activity was to implement traffic plan discussions ongoing for multipurpose car park.



<b>Strategy</b>	<b>Program/ Action</b>	<b>Status</b>
<b>R2. Encourage Income Opportunities for Burgesses</b>	R.2.1 Host training events in eco-tourism in partnership with UTT and MoT  R.2.2 Host international events that provide opportunities for businesses, vendors	Local economic development for the region of Princes Town is planned through Cariled for heritage tourism. It is envisage to encourage sustainable income opportunities by way of micro enterprise. Currently awaiting proposal from Cariled.
<b>R3. Manage Services Coverage</b>	R.3.1 Develop Feedback and Communication system to ensure burgesses' needs to directed to relevant service providers and progress tracked	This is ongoing via various electoral district offices, in addition the opportunity is provided at the statutory meeting to allow a regulated number of burgess to share their concerns and prompt feedback is given.

## PARTNERSHIP


<b>Challenge</b>	PTRC interfaces with several agencies and groups in the delivery of services to its burgesses. This interaction presents challenges and opportunities that PTRC must address. Additionally there are opportunities to extend the quality and range of service delivery through strategic partnerships.
<b>Guiding Policy</b>	<b>Partnership</b> PTRC will transition from competition to collaboration with key agencies and between its administrative and political arms. Limited resources make it difficult for PTRC to fully meet the demands of its burgesses. PTRC can therefore leverage its existing and new partnerships to ensure that burgesses are serviced. For effective partnerships, trust and shared vision are paramount. PTRC will therefore recognise the importance of sharing information and acknowledging the work of its partners as some of the ways in which its partnerships can be strengthened.

Strategy	Program/ Action	Status
<b>P1. Strengthen External Partnerships</b>	P.1.1 Establish PTRC Development Committee - members to include business, civil society and leading persons of region	Under the umbrella of the Princes Town Regional Corporation development committee we have the following sub committees: police committee council, market and vending committee, local economic committee, development committee, facilities management committee
<b>P2. Strengthen Internal Partnerships</b>	P.2.1 Host Sports and Family Day  P.2.2 Host Awards Celebration Event  P.2.3 Form Rapid Response Teams  P.2.4 Form Cross Functional Project Teams	Yearly ,last sporting activity held on 5 <sup>th</sup> September 2014  Awards celebration held in 2013 and ongoing  To be established  To be established
<b>P3. Develop International Partnerships</b>	P.3.1 Twinning with a foreign city/ community	Princes town regional corporation has established twinning with Titusville Florida and discussion ongoing to twin with municipality of London in Alberta

# COMMUNICATION & INFORMATION SHARING

<b>Challenge</b>	<p>PTRC has experienced difficulties in ensuring the timely and accurate flow of information between its departments, the Ministry of Local Government, other state agencies, and its burgesses. Awareness of PTRC’s roles, responsibilities, services and accomplishments have been obscured by limited communication. This contributes to anxiety and frustration of burgesses who have expectations whether fair or unfair about the Corporation.</p>
<b>Guiding Policy</b>	<p><b>Communication &amp; Information Sharing</b></p> <p>PTRC will view communication and information sharing as vital to servicing burgesses and nurturing strategic partnerships. For example many burgesses are unaware of the role, responsibilities and services of the Corporation. This lack of awareness can be a source of frustration when burgesses need urgent help. In addition to providing information on the Corporation’s services, PTRC can provide information on its partners and key service providers. A Referral service is value added.</p>

Strategy	Program/ Action	Status
<b>C1. Develop Key Communications Infrastructure</b>	C.1.1. Hire Communications Officer  C.1.2 Create cross-functional communications team  C.1.3 Develop PTRC's Website  C.1.4 Upgrade PBX System  C.1.5 Launch Newsletter	Communications officer attached to D.M.U prep unit  To be established  Website to be established and upgraded  Completed  To be re-established.
<b>C2. Establish Feedback System</b>	C.2.1 Conduct Public Meetings e.g. Key Burgesses Forum  C.2.2 Establish Help Desk	Ongoing but to be re-structured  Help desk to be established

Strategy	Program/ Action	Status
<b>C3. Provide Proactive Information</b>	C.3.1 Develop and Institute Services Charter  C.3.2 Create List of Services and Service Providers  C.3.3 Host Info Expo  C.3.4 Issue Performance Reports	 <p data-bbox="732 499 1328 575">To be developed and introduced by second quarter of 2015</p>

Strategy	Program/ Action	Status
<p><b>C4. Promote PTRC's Uniqueness</b></p>	<p>C.4. 1 Highlight Historic Achievements and Natural Landmarks e.g. "Another First from Princes Town"</p> <p>C.4.2 Develop PTRC-specific tourism brochure</p> <p>C.4.3 Develop the "Princes Town Experience" – An Adventure Safari through Princes Town – combining single events along a trail into a memorable experience</p> <p>C.4.5. Promote key achievements and traits of PTRC through signage and branding e.g. "Princes Town – Home of the Moruga Scorpion Pepper – World's Hottest Pepper."</p> <p>C.4.6 Promote as an Eco-Tourism destination</p> <ul style="list-style-type: none"> <li>- Seven Wonders of Princes Town</li> </ul>	<p>Incorporated and highlighted in the Cariled proposal for development and implementation over 3 year period phase one to be launched by March 2015.</p>
<p>Princes Town Regional Corporation</p>	<p>C.4.7 Host Exotic Culinary and Cultural Competitions</p> <ul style="list-style-type: none"> <li>- Hottest Pepper</li> </ul>	<p>2013-2014 Administrative Report</p>

# SERVICE FACILITATION

<b>Challenge</b>	Directly influenced by funding issues, PTRC has as a major challenge in the delivery of key services. There is however the emerging awareness of service duplication and competition by other agents.
<b>Guiding Policy</b>	<p><b>Service Facilitation</b></p> <p>PTRC will make the paradigm shift from service delivery to service facilitation. Service delivery puts the burden on the Corporation to deliver key services to burgesses against a limited budget. Service facilitation includes service delivery but also recognizes the work of other entities in the Princes Town Region in meeting the needs of burgesses. Service facilitation involves creating and nurturing a strong service network that burgesses can access as required. In this new paradigm PTRC works to create an enabling environment for the development of Princes Town by engaging projects that attract income and investment into the community.</p>

Strategy	Program/ Action	Status
<b>S1. Develop and upgrade enabling infrastructure</b>	S.1.1 Develop and maintain Road Network	Ongoing via D.P and P.S.I.P
	S.1.2 Build Car Park	Discussion ongoing with business community for multi-level parking structure.
	S.1.3 Renovate Abattoir	To be revisited with view of reconstruction and redesign.
	S.1.4 Construct PTRC Complex	Awaiting award from RBC.

Strategy	Program/ Action	Status
<b>S2. Develop Service Providers Network</b>	<p>S.2.1 Identify key services provided by members of RCC</p> <p>S.2.2 Identify services frequently asked for by burgesses and link to appropriate service provider</p> <p>S.2.3 Promote Service Providers Network via brochure. Posters, website</p>	<p>Ongoing</p> <p>Network developed via regional coordinating committee meeting and request from the burgesses are forwarded to the key service providers forming part of the R.C.C for their consideration and implementation.</p>
<b>S3. Develop Rapid Response Approach/ Unit</b>	<p>S.3.1 Create PTRC cross-functional team to address quick wins and chronic execution challenges</p> <p>S.3.2 Expose team to project management and execution training</p> <p>S.3.3 Identify and remove chronic roadblocks and unnecessary red tape preventing service delivery to burgesses</p>	<p>To be established</p> <p>To be established</p> <p>ongoing</p>





## 12. FUTURE PROJECTIONS

The following are planned projects that are expected to be implemented in the next financial year 2014/2015.

<b>PROPOSED P.S.I.P PROJECTS TO BE UNDERTAKEN IN FINANCIAL YEAR 2014-2015</b>		
<b>To construct box drain</b>	3650m	\$4,000,000.00
<b>To construct kerb wall and slipper drain</b>	160m	\$200,000.00
<b>To construct retaining wall</b>	80m	\$640,000.00
<b>To construct bleacher</b>	3 (15m x 5m)	\$900,000.00
<b>To construct turf</b>	1	\$150,000.00
<b>To construct jogging track</b>	180m x 3m	\$300,000.00
<b>To construct perimeter fence</b>	180m	\$180,000.00
<b>To construct playpark</b>	1	\$250,000.00
<b>To rehabilitate roadway</b>	8.10Km	\$9,400,000.00
<b>To construct sanctuary</b>	2 (4m x 4m)	\$600,000.00
<b>To fill regrade and shape recreation ground</b>	1	\$200,000.00
<b>To construct cubicles , install air-condition units and upgrade electrical works</b>		\$1,000,000.00
<b>To purchase 10 tonne excavator with auger and jackhammer</b>	1	\$1,400,000.00
<b>To purchase motor grader</b>	1	\$2,000,000.00
<b>To purchase vac-tron's machine complete</b>	1	\$1,000,000.00
<b>General development works to enhance the physical environment of the transport compound</b>		\$500,000.00
<b>Hire of consultant to setup network in various departments</b>	1	\$400,000.00
<b>To construct conference room and</b>	1 (10m x 10m)	\$600,000.00

<b>gym</b>		
<b>To prepare land and construct building and access road for canine unit</b>	1	\$920,000.00
<b>To purchase mobile emergency relief vehicle</b>		\$600,000.00
<b>To purchase and install vhf and uhf trunking radio</b>		\$200,000.00
<b>To purchase community emergency response team bins</b>		\$200,000.00
<b>To construct gazebos , to purchase and install picnic tables and benches , to purchase interlocking tiles , to construct perimeter fence , to construct box drain with covers</b>		\$1,000,000.00
<b>To rehabilitate Malgretoute tunnel</b>		\$800,000.00
<b>TOTAL</b>		<b>\$27,440,000.00</b>

# APPENDICES



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## ACHIEVEMENTS for the Financial Year 2013-2014

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**Appendix A (i)**  
**TECHNICAL SECTION**  
**Achievement Report for the Financial Year 2013-2014**  
**PUBLIC SECTOR INVESTMENT PROGRAMME (PSIP)**

ACTIVITY / SUB ACTIVITY	OBJECTIVE	ACHIEVEMENTS / OUTPUTS	COST	REMARKS
Development of Recreation Facilities	To promote healthier and better lifestyle and enhance the community	12m x 5m bleacher constructed 250m x 1.8m jogging track constructed 2 - play park facility constructed 4 picnic tables supplied and installed 1 - turf pitch constructed 36m x 6m gabion basket retaining wall constructed 180m - box drain constructed 60m chain-link wire fence placed and secured 4300m <sup>3</sup> sand fill - for the formation of recreation ground	1,507,286.49	There was an increase in funding in the 2013-2014 financial year there by resulting in an increase in infrastructure works
Development of Cemeteries & Cremation Facilities	To enhance the ambiance for the residents to witness the final rites of their departed loved ones	260m roadway rehabilitated	\$264,500.00	
Procurement of Major Vehicles	To increase the productivity and efficiency with day to day operation in the region	(2) vehicles Procured- 1 4x4 wheel tractor, 1 - 3 tonne diesel forklift,	\$418,562.30	

ACTIVITY/SUB ACTIVITY	OBJECTIVE	ACHIEVEMENTS/OUTP UTS	COST	REMARKS
Computerization Programme	To improve the computer network, which would increase the efficiency of the corporation and the satisfaction of the employees	To procure financial software (Easy Pay )	\$172,619.20	
Unspent Balances From Development Programme	To promote healthier and better lifestyle and enhance the community	To electrify basketball court Enclose perimeter 96m x 3.05m Fabricate and install gate 3.05m x 1.2m Supply & install double post and rings Pave basketball court ( 30m x 18m ) and carpark ( 19m x 10m ) Construct box drain 25m Construct jogging track 384m x 1.8m , Fill, grade, shape and compact recreation ground	\$1110,580.00	
Disaster Preparedness	To bring relief to residents when disaster occur.	To procure 1-7000 watt generator , Motorola portables radios	\$400,000.00	
Establishment of a Spatial Development Plan	To improve the drainage network, prevent water borne diseases and provide a safe channel for the egress of storm water. Prevent erosion and soil degradation.	To pave carpark 210m x 18m To construct 3 gazebos and 2 washrooms	\$800,000.00	
Local Roads & Bridges	To improve the efficiency of the Local transportation network for vehicular traffic thereby reducing operating cost and provide safety to road users	7.088km - Roadway Rehabilitated 75m - Retaining Wall 85m - Kerb Wall & Slipper Drain Constructed	\$9,300,000.00	There was an increase in funding in the 2013-2014 financial year thereby resulting in an increase in infrastructure work.

ACTIVITY / SUB ACTIVITY	OBJECTIVE	ACHIEVEMENTS / OUTPUTS	COST	REMARKS
Drainage & Irrigation	To improve the drainage infrastructure thereby reducing erosion mitigate flooding transport sediment and pollutants and provide egress of storm water	3561m- Box Drain Constructed 250m - Kerb Wall & Slipper Drain Constructed 18m - Box Culvert Constructed	\$4,361,507.61	There was an increase in funding in the 2013-2014 financial year there by resulting in an increase in infrastructure work.

**Appendix A (ii)**  
**TECHNICAL SECTION**  
**Achievement Report for the Financial Year 2013-2014**  
**RECURRENT SERVICES**

ACTIVITY / SUB ACTIVITY	OBJECTIVE	ACHIEVEMENTS / OUTPUTS	COST	REMARKS
Routine Maintenance	To maintain & rehabilitate roads in the region, enhanced and create a safe environment for the residents and traveling public.	490 Km vegetation maintained  280,190m side drains regraded  300,050m roadway edged and weed  36,064m <sup>2</sup> roadway mobile patched	\$4,218,432.00	
Construction of Box Drain	To improve the drainage infrastructure thereby reducing erosion mitigate flooding, transport sediments and pollutants and provide egress of storm water.	2826m Box Drain Constructed.	\$5,266,800.00	
Construction of Kerb Wall & Slipper Drain	To improve the drainage infrastructure thereby reducing erosion mitigate flooding, transport sediments and pollutants and provide egress of storm water.	1053m Kerb Wall & Slipper Drain Constructed.	\$1,053,000.00	



ACTIVITY / SUB ACTIVITY	OBJECTIVE	ACHIEVEMENTS / OUTPUTS	COST	REMARKS
Construction of Box Culvert	To improve the drainage infrastructure thereby reducing erosion mitigate flooding, transport sediments and pollutants and provide egress of storm water.	58m Box Culvert Constructed.	\$207,544.11	
Repairs Bridges	To maintain & rehabilitate bridges in the region, enhanced and create a safe environment for the residents and traveling public.	3 Wooden Bridges & 1 Concrete Bridge Rehabilitated	\$340,000.00	
Construction of Retaining Wall	To stabilize roadway.	77m Retaining Wall Constructed.	\$528,664.00	
Maintenance of Pavilions	To promote healthier and better lifestyle for citizens in the region and enhance the community.	30 Pavilions Upgraded.	\$815,920.00	
Maintenance of Recreation Grounds	To promote healthier and better lifestyle for citizens in the region and enhance the community.	47 Recreation Grounds vegetation Maintained, Filled, Shaped & Regraded.  8 Play Park & 1 promenade maintained	\$5,288,082.49	
Maintenance of Cemeteries	To enhanced the ambience for the residents to witness	24 Cemeteries- vegetation maintained &	\$1,306,071.19	

ACTIVITY / SUB ACTIVITY	OBJECTIVE	ACHIEVEMENTS / OUTPUTS	COST	REMARKS
	the final rites of their departed love ones.	roadway rehabilitated.		
Maintenance of Government Building	To provide a safe working environment for the employees.	Upgrade of electrical, plumbing, painting and repairs to buildings- 3 cultural stage, 1 public convenience and 1 car park	\$1,447,600.00	
Minor equipment	To create efficiency and maintained standards in the workforce	1 water pump and fittings  3 quick cut off saws  2 chain saws  1- 368 auger w/rigid frame  1 earth auger 358mm  1 earth auger 288mm	\$90,000.00	

**Appendix B**  
**HEALTH SECTION**  
**Achievement Report for the Financial Year 2013-2014**

Activity/Sub Activity	Objectives	Achievements/ Outputs	Income	Expenditure	Remarks
Truck Borne Water Distribution.	Provision of potable water to areas devoid of pipe borne water supply during the dry season. Potable water is also provided on a daily basis on requests from households and public institutions without a water supply	3 - Wards were serviced as per approved Schedule.  Approximately 24 household benefitted from this service per day		<b>767,098.25</b>	Contract System Used  Two (2) in house water tenders were used.
Disposal of Chicken Offal	To prevent dumping in public places and pollution of the environment	<b>334 loads removed</b>	<b>85,640.00</b>	<b>367,012.50</b>	
Maintenance of existing Market and Toilet facilities attached.	To keep and maintain in a sanitary condition for the use of vendors and the public.	Satisfactory.		<b>213,160.00</b>	
Cleaning of Drains.	To keep drains free flowing	Approximately <b>3,009,280</b> metres of drains were cleaned.		<b>14,296,000.00</b>	Earthen, inverted, box, kerb and slipper drains cleaned monthly.
Pump out of Septic Tanks and Cesspits.	Ensuring proper collection and disposal of Faecal Waste.	<b>890</b> – Pump outs.	<b>361,750.00</b>	<b>116,650.00</b>	Disposal at WASA Treatment Plant.
Removal of bulk and white waste.	Enhancement of the environment and a reduction in mosquito and rodent population	<b>1543</b> loads of bulk waste were collected.		<b>3,282,075.00</b>	
Scavenging Services	Effective scavenging of 28 areas in the collection and disposal of household waste.	All areas serviced as per approved schedule.		<b>7,147,811.33</b>	Contract System used.
Rodent Control	Reduction of Rodent population	No. of premises		<b>1,141,882.60</b>	Cost of material

Activity/Sub Activity	Objectives	Achievements/ Outputs	Income	Expenditure	Remarks
		baited – 18,980  No. of premises rebaited – 18,637  No. of rats (dead) – 18,352 collected  No. of mice (dead) – 5,821 collected			and labour
Canine Control	Reduction in the number of stray dogs from public places.	No. of dogs caught and euthanized (257)		<b>24,771.00</b>	Cost of disposal at the San Fernando City Corporation's Dog Pound
Litter Prevention	Enhancement of the Environment. Maintaining clean and healthy surroundings	No. of Notices Issued - <b>502</b>  Total number of notices complied with – <b>432</b>  Total number of matters taken to court – <b>16</b>  No. of conviction – <b>1</b>  No. of matters reprimanded & discharged - <b>2</b>			Contracted Litter Prevention Wardens by the Ministry of Local Government

**Appendix C**  
**BUILDING INSPECTORATE SECTION**  
**Achievement Report for the Financial Year 2013-2014**

Building Plans		Layouts		Completions	
<i>Received</i>	<i>Approved</i>	<i>Received</i>	<i>Approved</i>	<i>Received</i>	<i>Approved</i>
<b>217</b>	41	75	12	30	12

**Appendix D**  
**MUNICIPAL POLICE DEPARTMENT**  
**Achievement Report for the Financial Year 2013-2014**

The following are the accomplishments of the Municipal Police Department –

1. Complete removal of Illegal Vendors who converged upon Buen Intento Road, making it impassable for vehicles on Sundays.
2. Control of Illegal Vending within the Town Centre
3. Officers conducted five hundred and ten (226/284) mobile and foot patrols performed, special attention being paid to Illegal Vending, Traffic Violations and Other Breaches of the Peace.
4. A number of Stakeout/Joint exercises with Litter Wardens has resulted in a significant reduction in illegal dumping in the region
5. A total of twenty-nine (36) Show Cause, Demolition and Other Notices were served on behalf of the Corporation.
6. A total of forty (40) traffic tickets were issued which resulted in \$47,800.00 paid in fines.
7. Thirty (30) Summons were served upon Defendants for their attendance in Court on a variety of Charges.
8. CCTV Cameras were installed in the Public Market, Transport Yard and Administration Building. These Camera have the capacity to be monitored offsite.

**Appendix E**  
**DISASTER MANAGEMENT UNIT**  
**Achievement Report for the Financial Year 2013-2014**

The following are the achievements of the Disaster Management Unit-

Activity	Achievement
<b>Training</b>	<b>Community Emergency Response Team Training (CERT)</b> – 40 persons trained in August 2014
<b>Simulation Exercises</b>	Exercise Dark Wave- March 2014
<b>Public Outreach and Mitigation Activities</b>	<ol style="list-style-type: none"> <li>1. Communities Organised &amp; Ready for Disaster (CORE) in collaboration with the ODPM <ul style="list-style-type: none"> <li>- Williamsville</li> <li>- Cedar Hill Village</li> <li>- Princes Town Promenade</li> </ul> </li> <li>2. Public Outreach in collaboration the Ministry of Food Production</li> </ol>

**Appendix F**  
**Financial Statement**  
**PRINCES TOWN REGIONAL CORPORATION**  
*Statement of Changes in Reserve*  
*For The Year Ended 30<sup>th</sup> September, 2014*

	Reserve for Assets \$	Fund Balance \$	Recurrent Reserves \$	Development Reserves \$	Total \$
<b>Balance as at 1<sup>st</sup> October 2013</b>	57,061,184	5,354,775	2,799,968	3,786,330	69,002,257
<b>Adjustments</b>	-	-	-	-	-
<b><u>Restated Balance 1/10/2013</u></b>	<u>57,061,184</u>	<u>5,354,775</u>	<u>2,799,968</u>	<u>3,786,330</u>	<u>69,002,257</u>
<b>Fund changes</b>	-	813,659	(1,172,028)	(2,929,767)	(3,288,136)
<b>Asset changes</b>	11,298,416	-	-	-	11,298,416
<b>Recurrent programme surplus revenue</b>	-	-	635,346	7,700,778	8,336,123
<b>Development programme surplus revenue</b>	-	-	-	-	-
<b>Balance as at 30<sup>th</sup> September 2014</b>	<b>68,359,600</b>	<b>6,168,143</b>	<b>2,263,286</b>	<b>8,557,342</b>	<b>85,348,661</b>