

Royal Bahamas Police Force



COMMISSIONER'S POLICING PLAN

2025



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OUR VISION

“To Create Safer Communities”

OUR MISSION

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

OUR MANDATE

The Royal Bahamas Police Force delivers on a wide range of policing services 24/7, 365 days a year. Simultaneously, the country is changing, and the Police Force must change with it. Our mandate reflects the special nature and demands of policing in the Commonwealth of The Bahamas and they are important because they shape and guide the ways in which we work. Accordingly, the mandate of the Royal Bahamas Police Force includes:

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



STATEMENT OF COMMON PURPOSE AND VALUES

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

Commissioner's Foreword



It is with profound honor that I present the Commissioner's 2025 Policing Plan that will guide the Royal Bahamas Police Force throughout the year, as mandated by Section 9 of the Police Act 2009. As the 10th Commissioner of Police appointed under an independent Commonwealth of The Bahamas, this moment holds extraordinary significance, as I am the first woman in the history of the Force to hold this esteemed position. My appointment not only symbolizes progress, but it is also a powerful message on the importance of breaking down barriers and redefining leadership to realize the possibility of all aspirations.

To that end, the Force is at a critical juncture in history. Ethical challenges and a lingering fear of crime have tested the public's trust in law enforcement. Despite an overall reduction in crime by the end of 2024, these circumstances persist... demanding decisive action, strategic reform, and a renewed commitment to ethical standards and professional excellence. Accordingly, we will pivot to strengthen our relationship with the public and encourage community cooperation using a data-driven approach underscored by transparency.

Notably, true progress lies in valuing competence, vision, and dedication, which are qualities that transcend gender and define my commitment to serving our Nation. Improving the image and integrity of the organization will take meticulous effort and time. Yet, our approach will be surgical, with the implementation of comprehensive and transformative ethics training programs to start the process. Officers across all ranks will undergo rigorous instruction on ethical decision-making, the far-reaching implications of misconduct, abuse of power and

Commissioner's Foreword

the importance of accountability. These programs will be paired with robust checks and balance systems for monitoring, reporting, and addressing any deviations from our core values of courage, integrity, and loyalty.

Notwithstanding, equal attention will be placed on bolstering our crime-fighting efforts, which is anchored by the “Clear, Hold, and Build” strategy. This approach focuses on targeting and eliminating areas of criminal activity; holding these spaces through sustained law enforcement presence; and building community resilience by cultivating strong relationships between the police and the communities they serve.

As Commissioner, I am committed to using every tool at our disposal to eradicate organized gang activity that directly impacts one of the root causes of crime in our society. Notably, these affiliations are major contributors to serious offences including murder, armed robbery, and stolen vehicle. We will dynamically employ proven methods and best practices that were successfully implemented in similar regions around the world to tackle these cases, tailoring strategies to our Nation's unique challenges, but grounded in practicality.

We will systematically deploy our methods by clearing high crime areas through intensive crackdowns on gang operations. Specialized units trained in gang suppression will be deployed along with increased divisional patrols to disrupt gang related activity. Mass arrests of known and suspected gang members will be conducted in collaboration with intelligence driven investigations, ensuring that key players and associates who continue to act in contravention to the Anti-Gang Laws are removed from our streets.



Commissioner's Foreword

Recognizing the role of environmental factors in deterring crime, we will work closely with the Ministry of Housing and Urban Renewal as well as the Urban Renewal Authority to integrate urban planning strategies into crime prevention efforts. Using detailed crime hotspots, our collaboration will focus on redesigning spaces to enhance safety. Measures may include improving lighting conditions in public areas, removing blind spots, optimizing traffic flow, and creating community friendly infrastructure that promotes active use of public spaces. Once these areas are stabilized, we will maintain a strong and visible law enforcement presence, supported by advanced monitoring and surveillance technologies to prevent gangs from regaining footing.

Our interest in building safer communities is central to addressing the root causes of gang recruitment and organized crime. This includes investing in youth programs through our Urban Renewal Division and School Resource Officers. Yet, working with NGOs, community leaders and churches will also provide key economic opportunities to foster community initiatives that empower residents to take pride in their neighborhoods. Targeted intervention strategies will also support community rebuilding efforts to address high crime areas. A confluence of these initiatives is expected to create an impactful change, making our streets safer and communities more resilient for future generations.

We will expand on the foundational work that has already been done and leverage our Urban Renewal Centers as hubs for proactive community discourse. We want the public to view these Centers as safe spaces where law enforcement and residents collaborate to address social challenges, reduce vulnerabilities, and create environments that deter criminal behavior. By aligning resources and fostering trust, we aim at making each center a catalyst for meaningful change.



Commissioner's Foreword

Simultaneously, we recognize the persistent fear of crime in our communities, notwithstanding the overall reduction in crime over the preceding years. This problem continues to impact the quality of life for residents and at times, cast The Bahamas in a negative light to prospective tourists due to high crime travel advisories. We are cognizant of the fact that addressing the fear of crime requires more than statistics and therefore our visibility, proactive initiatives, and community policing efforts will prioritize the safety and well being of every citizen and visitor alike. As we officially fuse the "Clear, Hold, and Build" platform into our crime fighting strategy, we remain steadfast in our commitment to restoring a sense of security and trust across the Nation.

The previous Plan laid the groundwork for many of our current successes, including an overall 10% decrease in crime across the Commonwealth. An increase in our key productivity indicators, including enhanced police visibility, urban renewal initiatives and the integration of advanced technologies has accounted for our success. Yet, we will not rest on these achievements, but strive to exceed expectations and amplify our efforts in 2025. The complexities of 21st Century crime demands us to adapt continuously, employing innovative strategies that address both immediate threats and the underlying factors driving criminal behavior.

As we embark on this new chapter, my vision for 2025 is clear. The police promises to deliver a safer, stronger, and more unified Bahamas where trust is reinforced and restored with the public. This vision is anchored by 6 (six) pivotal areas of priority that will guide our crime prevention efforts as follows:

- 1. Transformation of Professional Integrity;**
- 2. Training for Excellence and Professionalism;**
- 3. Leveraging Data Analytics in Crime Prevention;**



Commissioner's Foreword

4. **Anti-Gang Approach to Crime Prevention and Criminality;**
5. **Crime Reduction through Crime Prevention; and**
6. **Urban Renewal Revitalization: A Clear, Hold, and Build Nexus.**

As the Force looks forward to a new era of policing, we do so with boldness and determination. We are prepared to confront challenges with innovative solutions and an unyielding commitment to safeguarding the lives and livelihoods of all who call this Country home. Together, let us redefine what it means to serve and protect, creating a legacy of excellence and integrity for the future.



Ms. Shanta E. Knowles, OM
Commissioner of Police
Royal Bahamas Police Force



PRIORITY ONE

TRANSFORMATION OF PROFESSIONAL INTEGRITY

The ability of the Force to review its ethical policies and establish comprehensive guidelines to enhance organizational development, operational excellence, and public trust.

Objectives:

1. Promote transparency in police operations and decision making to hold officers accountable for ethical conduct;
2. Create a framework that integrates ethical principles with developmental goals to foster a culture of integrity, accountability, and professionalism in all interactions with the public;
3. Conduct a comprehensive review of all existing policies on ethics to ensure alignment with modern policing benchmarks, societal expectations, human rights, and emerging trends in law enforcement;
4. Integrate ethical leadership assessment into promotion processes, placing a disadvantage to officers who have not only been convicted of ethics violation, but also face unresolved allegations of misconduct or breaches of professional standards;
5. Reestablish the Inspection and Review Branch to ensure optimal levels of productivity and services by police officers at police stations and on the frontlines with a view to eliminate opportunities for unethical police practices;



Clear, Hold, & Build Approach

PRIORITY ONE

TRANSFORMATION OF PROFESSIONAL INTEGRITY

6. Appoint additional presidents to the Disciplinary Tribunal and expand the investigatory capacity of the Complaints and Corruption Branch to ensure that all cases of misconduct are handled swiftly in accordance with Standing Force Orders and the Police Act;
7. Encourage anonymous reporting of suspected unethical police behavior to the Complaints and Corruption Branch for immediate investigation with a view to stemming unethical practices within the ranks;
8. Ensure transparency in the resolution of cases involving misconduct as a zero tolerance approach to deeds that bring the Force into disrepute, making all officers accountable for their individual action with penalties including interdiction, firing, leave of absence, disciplinary tribunal proceeding and/or criminal court proceeding based on the nature of the breach;
9. Review current standards of recruitment process to assess levels of vetting, psychological assessments, background checks, and the ability of prospective candidates to make ethical decisions using tested scenarios to ensure the best officers are hired;
10. Maintain open channels of communication with community stakeholders and provide feedback ensuring all ethical concerns are addressed promptly and effectively in line with transforming the image of the Force; and
11. Ensure that the Force's Mission Statement, Vision and, Code of Conduct are visibly accessible to all officers across the Commonwealth as a constant reminder of our oath to the Constitution grounded on the tenets of loyalty, integrity and trust.



PRIORITY ONE

TRANSFORMATION OF PROFESSIONAL INTEGRITY

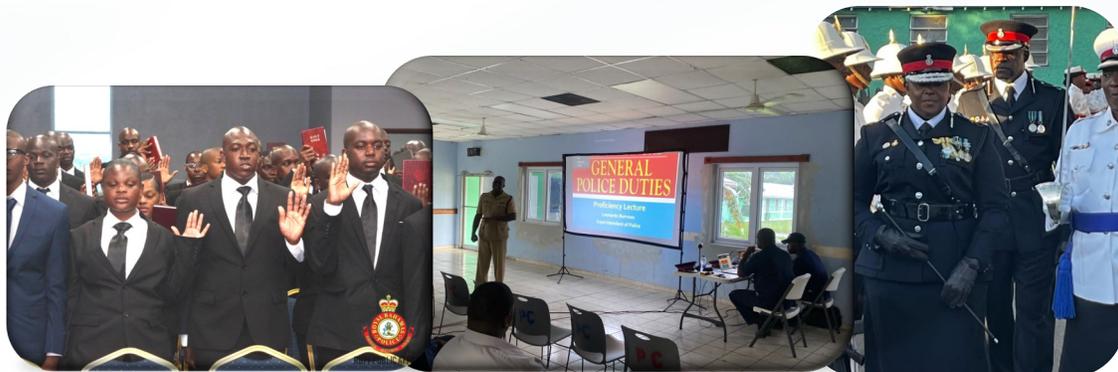
Key Performance Indicators (KPIs)

1. Measure changes in public trust and confidence through community surveys;
2. Compare existing cases of misconduct to preceding years;
3. Compare existing cases of internal breaches to preceding years;
4. Create benchmarks in reports by the Inspection and Review Branch; and
5. Measure use of force cases forwarded to the Coroner's Court.



Expected Outcomes:

1. Public trust and confidence restored in law enforcement;
2. Higher morale and professionalism among officers driven by ethical leadership;
3. Enhanced reputation as a transparent and accountable police organization;
4. Reduced incidents of corruption and unethical behavior; and
5. Demonstrated commitment to the ethical responsibilities and well being of all police officers.



PRIORITY TWO

TRAINING FOR EXCELLENCE AND PROFESSIONALISM

The ability of the Force to improve its image with a focus on internal processes. This approach seeks to empower officers to meet the challenges of modern day policing while fostering a culture of continuous learning and professional development with an emphasis on public integrity and moral ethics.



Objectives:

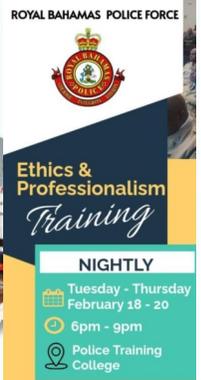
1. Ensure all training programs at the Police Training College align with the renewed vision of the Force that contributes to public safety and security while fostering public trust;
2. Establish partnerships with external entities to design practical training modules on ethics and professionalism to complement the training and development of officers;
3. Introduce curriculum at the Police Training College to address the evolving challenges in law enforcement, including ethics and professional integrity, concepts of ethical decision making, abuse of power, justifiable force and harm, crisis management, criminal investigations, marshalling evidence, conflict resolution, incident de-escalation, community engagement, mentorship for mentors, leadership, management and supervisory training modules;



PRIORITY TWO

TRAINING FOR EXCELLENCE AND PROFESSIONALISM

4. Train all police officers at every level within the Force on varying levels of ethics within the first three months of 2025 to strengthen their understanding of ethical decision making and its impact on promoting public safety and building community trust;
5. Establish partnerships with accredited universities and law enforcement academies at a local, regional and international level to facilitate training programs and certifications via virtual and/or in-person engagement to provide additional training opportunities in policing disciplines to improve efficiency;
6. Expand tactical training preparedness initiative to include handling high-risk scenarios, such as active shooter situations, hostage crises, and counterterrorism operations to ensure the Force remains in ready mode to thwart any impending threats;
7. Implement a health and wellness training program to serve as a foundational component for all courses at the Police Training College and introduce tailored regiments for senior commanders to support their physical wellbeing; and
8. Establish the “Shanta Emily Knowles Scholarship Fund” to assist officers desirous of pursuing higher education in disciplines of law enforcement.



PRIORITY TWO

TRAINING FOR EXCELLENCE AND PROFESSIONALISM

Key Performance Indicators (KPIs)

1. Create benchmarks for the number of new courses added to training academy program;
2. Create benchmarks in the number of officers benefiting from new courses;
3. Improvement in response times during crisis situations after specialized training; and
4. Retention of talent due to enhanced professional development opportunities.

Expected Outcomes:

1. A more agile, adaptive police force capable of addressing modern crime challenges;
2. Enhanced community trust through culturally sensitive and empathetic policing practices;
3. Increased officer safety and situational awareness in high-risk scenarios;
4. Higher rates of public satisfaction with police professionalism and effectiveness.



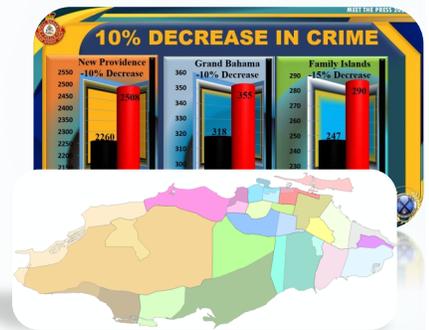
PRIORITY THREE

LEVERAGING DATA ANALYTICS IN CRIME PREVENTION

The ability of the Force to leverage a data-driven environment to enhance operational efficiency based on productivity indicators and empirical methods to prevent or reduce crime. This priority aims to impact crime levels and strengthen public trust in the Force through the use of modern tools and best practices for results-driven outcomes.

Objectives:

1. Increase the use of data-analytics to measure the impact of crime prevention initiatives on the fear of crime throughout the Commonwealth of The Bahamas;
2. Monitor real-time crime mapping systems to identify and address emerging crime trends using impromptu and ad hoc operational strategies;
3. Expand the use of information and communications technology with emphasis on surveillance and monitoring in areas of high criminal activity, to prevent and/or interrupt crime in action by deploying operational units accordingly;
4. Review data patterns of prolific offenders and persons on the electronic monitoring devices using overlays and/or superimposing unsolved case patterns with the data movements of criminal suspects to establish a nexus in criminal investigations;
5. Expand the use of ShotSpotter Technology based on data collected overtime in high-crime areas to increase police presence as a mitigation tool and improve response times to firearm related incidents including gunshot reports;



ShotSpotter®



PRIORITY THREE

LEVERAGING DATA ANALYTICS IN CRIME PREVENTION

6. Follow the data on evolving crime trends which includes an escalation in crime using unrecovered stolen vehicles and craft effective mitigation strategies to reduce this threat;



7. Monitor the Force's social media platforms to foster continuous communication with the Bahamian public encouraging feedback in an effort to gauge the temperature on public trust and the fear of crime within various communities;



8. Raise public awareness on the effectiveness of the FUSUS surveillance camera enrollment platform and encourage anonymous public participation to assist in criminal investigations thereby contributing to the overall fight against crime; and



9. Expand deployment of body-worn cameras among frontline officers to ensure documentation of all encounters between the public and the police, promoting professionalism, transparency and mutual accountability, while utilizing the data collected to reinforce best practices.



Key Performance Indicators (KPIs)

1. Percentage reduction in response times to high-priority incidents;
2. Number of arrests made with the assistance of predictive policing tools;
3. Percentage decrease in firearm-related incidents in ShotSpotter-equipped zones; and
4. Number of operations mounted as a result of data analytics.

PRIORITY THREE

LEVERAGING DATA ANALYTICS IN CRIME PREVENTION

Expected Outcomes:

1. Enhanced crime prevention through proactive deployment of resources;
2. Increased community trust via transparent and efficient policing practices;
3. Reduced crime rates in areas equipped with real-time monitoring and analysis tools;
4. Improved officer safety and operational readiness through wearable technology; and
5. Expanded public cooperation through accessible reporting and feedback channels.



PRIORITY FOUR

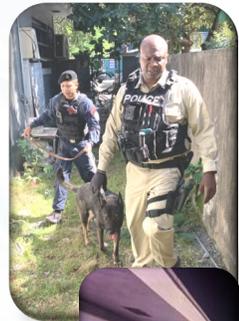
ANTI-GANG APPROACH TO CRIME PREVENTION AND CRIMINALITY

The ability of the Force to implement a holistic strategy to deter gang activity and recruitment through robust law enforcement and community engagement that offers alternatives to youth, incorporating the "Clear, Hold, and Build" strategy.



Objectives:

1. Conduct in-depth assessment of gang factions and identify groups, signs, symbols, networks, key players, and areas of influence for targeted disruption;
2. Deploy consistent operational strategies to dismantle operations of key gang members by closely monitoring illegal activities and addressing every infraction with decisive police action following the letter of the law related to organized gangs;
3. Coordinate efforts with law enforcement partners to monitor and target drug peddlers, drug traffickers, and firearm traffickers to disrupt normal operations of organized gangs;
4. Conduct surgical operations based on actionable intelligence on targets to neutralize criminal activities of key players and associates by seizing illegal firearms, drugs and other illegal contrabands at their disposal;
5. Deploy operational units to flood areas associated with gang related activity as a measure to hold the line and prevent criminality;



PRIORITY FOUR

ANTI-GANG APPROACH TO CRIME PREVENTION AND CRIMINALITY

6. Erect Mobile Police Stations in areas where known gang activity is rampant as a secondary line of crime prevention;
7. Deploy urban renewal teams to maintain a visible police presence in recently cleared neighborhoods and engage the youth in alternative programs, deterring the infiltration of gang related activity;
8. Engage local leaders, the clergy, and NGOs to assist in rebuilding trust and collaboration through community forums that create mentorship programs and support initiatives that deter gang recruitment through education and youth empowerment;
9. Collaborate with community and business leaders as well as church leaders to establish vocational training programs that provide economic alternatives for the youth and former gang members;
10. Reinforce efforts of School Resource Officers as mentors for the youth on life skills, conflict resolution, and the dangers of gang involvement; and



11. Encourage reformed gang members to act as mentors and share experiences in public forums to deter young people from joining gangs.

PRIORITY FOUR

ANTI-GANG APPROACH TO CRIME PREVENTION AND CRIMINALITY

Key Performance Indicators (KPIs)

1. Strong reduction in gang-related crime;
2. Reduction in gang-recruitment;
3. Reduction in rate of recidivism;
4. Greater collaboration between the public and Urban Renewal Teams in all cleared areas; and
5. Satisfaction ratings among residents in gang affected communities.

Expected Outcomes:

1. Permanent dismantling of gang operations in targeted hotspots;
2. Increased community trust and collaboration with law enforcement;
3. Safer neighborhoods with reduced gang influence and recruitment; and
4. Long-term reduction in crime rates through sustainable development efforts.



PRIORITY FIVE

CRIME REDUCTION THROUGH CRIME PREVENTION

The ability of the Force to implement a framework of crime prevention initiatives in tandem with the "Clear, Hold, and Build" strategy to decrease crime. This approach integrates a data driven strategy with operational accountability and community collaboration to reduce crime and enhance public safety. By addressing crime trends with precision and proactiveness, the Force seeks to build trust and ensure the safety of all citizens.

Objectives:

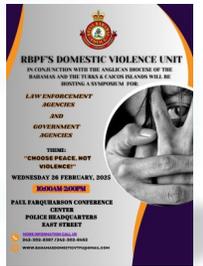
1. Incorporate greater use of statistical analysis and crime mapping to allocate resources more effectively in high crime areas using resources at the Research and Policy Branch;
2. Target chronic crime hotspots, repeat offenders, and emerging threats with tailored approaches to long term solutions supported by the Real Time Crime Center;
3. Expand human resources for addressing specific crime categories such as cybercrime, trafficking in persons, firearms and drug trafficking;
4. Enhance interagency collaboration to promote intelligence sharing for more impactful investigations elevating the collective presence and influence of all agencies involved including our partners associated with the Anti-Gang and Firearms Task Force and the Drug Enforcement Unit;



PRIORITY FIVE

CRIME REDUCTION THROUGH CRIME PREVENTION

- Partner with the public to assist in the fight against crime by utilizing the Force's Crime Stoppers Hotline to report wanted suspects, suspicious vehicles, active altercations, or any unusual activity. Call (242) 328-8477 for New Providence or (242) 300-8476 for the Family Islands;
- Enhance communication between neighborhood watch groups, urban renewal centers, and policing divisions to develop more effective policing strategies using a feedback driven approach to criminal concerns;
- Develop and distribute public service announcements (PSAs) and organize activities to raise awareness about crime prevention and road safety. This includes creating and sharing posters, videos, flyers, and brochures featuring public safety tips lead by the Public Affairs and Communications Department and the Urban Renewal Division;
- Ensure that officers have access to advance tools and technologies for evidence collection, including body-worn cameras, digital forensics kits, and mobile data terminals to ensure the cogent handling and retrieval of evidence that maintains integrity throughout the investigation and prosecution life cycles;
- Foster strong partnerships with businesses and organizations to develop impactful initiatives that provide young people with job training and employment opportunities. These collaborations are essential to reducing the allure of criminal activity by offering meaningful alternatives; and



PRIORITY FIVE

CRIME REDUCTION THROUGH CRIME PREVENTION

10. Mount innovative operations to purge and prevent crime using Operation Black Scorpion, Operation Resolute and DEU Special Operations to support the Urban Renewal Division in bolstering the 'Clear, Hold, and Build' strategy while promoting long term safety through partnerships and social programs, effectively reducing crime.



Key Performance Indicators:

1. Reduction in reported crimes within high-crime areas;
2. High satisfaction scores regarding police visibility and responsiveness;
3. Response time to critical incidents compared to baseline levels;
4. Number of interagency operations conducted and resulting arrests; and
5. Volume of crime prevention tips submitted via community reporting systems.

Expected Outcomes:

1. Enhanced trust and cooperation between the police and the community;
2. Measurable and sustained reduction in crime rates across key metrics;
3. Improved perception of safety and security among residents;
4. Strengthened interagency networks for comprehensive crime control; and
5. Widespread adoption of data-driven police operations.



PRIORITY SIX

URBAN RENEWAL REVITALIZATION: A CLEAR, HOLD, AND BUILD NEXUS

The ability of the Force to strengthen its Urban Renewal Program by fostering trust, collaboration, and community driven development. This initiative leverages the Force's ability to create safer neighborhoods by addressing socio-economic challenges and empowering communities to partner with law enforcement in creating a more secure Bahamas.



Objectives:

1. Restructure RBPF Architecture and appoint a Deputy Commissioner to spearhead the Urban Renewal arm of the Force to enhance police and community volunteer initiatives that focus on the safety and revitalization of urban areas;
2. Work closely with community leaders, the Ministry of Urban Renewal and Housing as well as the Urban Renewal Authority to implement urban beautification projects;
3. Coordinate efforts among multiple government agencies, NGOs and private contractors to address neglected and unsafe structures, eliminate debris and waste, clear obstructive and unsightly items from public spaces, and maintain underutilized or overgrown areas effectively removing physical conditions that contribute to crime and criminality;
4. Foster a safe and clean environment to create a foundation for long-term community development and crime prevention with consistent police presence;



PRIORITY SIX

URBAN RENEWAL REVITALIZATION: A CLEAR, HOLD, AND BUILD NEXUS

5. Expand urban renewal programs throughout at-risk neighborhoods in The Bahamas to facilitate community engagement, programs that promote safer streets and community led projects aimed at improving neighborhood safety through intelligence sharing;
6. Collaborate with stakeholders to host "Urban Renewal Youth Summits" to involve young leaders and 'at risk youth' in community building efforts;
7. Enhance partnership with the business community and NGOs to implement job creation and entrepreneurship programs for community residents;
8. Work with community leaders to host workshops on conflict resolution, leadership, and community empowerment initiatives in an effort to help at risk youth make better decisions in life, while expanding mentorship programs to connect officers with young people in urban renewal communities;
9. Build rapport with community members through consistent walkabouts and door-to-door visits to identify local issues and concerns for resolution; and
10. Target public safety campaigns across varying communities and encourage the sharing of crime tips or suspicious activity in an effort to enhance police operations, support criminal investigations and improve public safety.



PRIORITY SIX

URBAN RENEWAL REVITALIZATION: A CLEAR, HOLD, AND BUILD NEXUS

Key Performance Indicators:

1. Number of urban beautification projects completed annually;
2. Reduction in crime rates in Urban Renewal-targeted neighborhoods;
3. Participation rates in mentorship and after-school programs;
4. Volume of job opportunities created through NGO partnerships; and
5. Increase in the number of residents actively participating in Urban Renewal Program.



Expected Outcomes:

1. Stronger, more resilient communities built on trust and collaboration;
2. Improved quality of life in urban renewal neighborhoods through targeted initiatives;
3. Enhanced perception of police as community partners and leaders in renewal efforts;
4. Greater youth engagement, reducing juvenile delinquency and gang recruitment;
5. Empowered residents actively leading safety and development efforts; and
6. Broader societal support for the Urban Renewal Program and its objectives.



NOTES

NOTES

Clear, Hold & Build



COMMISSIONER'S 2025 POLICING PLAN

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