



2022–2027

MOBILE POLICE DEPARTMENT STRATEGIC PLAN

PAUL O. PRINE
Chief of Police

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Chief's Letter



Dear members,

Our mission is to save lives. While facing the challenges of 2021, it became even more apparent how we can accomplish this beyond typical law enforcement actions. Although Mobile's violent crimes are our primary focus, the Mobile Police Department and our members continue to be agile in an effort to meet our communities' needs.

The organization has a rich history of offering professional law enforcement services to the citizens of Mobile. The 2022-2027 Mobile Police Department Five-Year Strategic Plan illustrates our drive to accomplish our vision and mission of saving lives. Our members will always be a top priority and we endeavor to provide them with the tools and resources they need to be the most effective.

This plan is a continuation of the previous year's plan, intentionally so, to provide continuity and further expand on our strengths across the organization. However, we have added multiple new performance measures as we strive to be responsive to our citizens, be proactive and agile in responding to the needs of the community we serve beyond a traditional law enforcement focus, and also foster a diverse, equal, and inclusive work environment for our members.

Throughout 2021, please prioritize your safety and well-being. Our agency works hard to protect others, but it is critical that you care for yourself first. As you dedicate your time and energy to achieving the goals outlined within this plan, remain steadfast in your relentless pursuit of our Standards of Excellence and our member charge; to take the right action for the right reason, seize each opportunity to serve as presented, and strive to build relationships through displayed trust and confidence. Mobile needs our service more than ever and deserves nothing short of excellence.

Thank you for your dedication,

Chief Paul O. Prine,
Chief of Police
Mobile Police Department

EXECUTIVE SUMMARY:

Since our origin, in 1812, the Mobile Police Department (MPD) has focused on preserving human life and protecting property within our community. We continue to strive toward achieving our mission through the development and implementation of multifaceted strategies that are adaptive, innovative, and integrated into our relentless pursuit of the Standards of Excellence; Attitude, Appearance, Competence, and Service.

The Mobile Police Department was created to promote safety, protect human life and property of this city by the courteous and strict enforcement of the laws and regulations of this state. Since the creation of our department, we have evolved into a progressive law enforcement agency that has adapted to the changing priorities of the communities we serve. The members of the Mobile Police Department have maintained a focus on law enforcement initiatives, while accepting the challenges of a more diverse public safety mission.

Our success is essential to the safety and security of the people we serve. While member empowerment, visibility and engaging our communities may be individually identifiable, the combined effect of these three principles in saving lives and protecting Mobile will be the ultimate measure in achieving the vision of the Mobile Police Department.

The MPD Five-Year Strategic Plan is designed to provide all agency members and key stakeholders from external entities with a shared vision and roadmap for our future and outlines the department's multi-year plan to implement cutting-edge technology along with intelligence-led tactics that will provide the department a sound foundation to reduce crime in the city, even with the inevitable business and population growth. The plan focuses on the need to recruit and retain a highly qualified workforce of law enforcement professionals that exemplify the values of the community. Finally, the plan outlines the additional procedures and organizational changes in order to facilitate the growth and development of the department.

DEFINING THE MISSION:

"It is the mission of the Mobile Police Department is to make Mobile the safest city in America with respect for everyone" by ensuring a safe and secure environment for all persons by utilizing the strengths of our members to provide professional law enforcement services that reflect the Standards of Excellence; Attitude, Appearance, Competence, and Service.

In November 2013, Chief James H. Barber set a new course for the Mobile Police Department in the spirit of the new direction set for the City of Mobile by newly elected Mayor Sandy Stimpson. This new mission statement codifies that direction, and it will continue to guide our department going forward.

The ultimate goal in fighting crime is to prevent it in the first place. Law enforcement must be creative in its forward-thinking strategies to prevent as many crimes as possible. Short of that we as law enforcement professionals must identify and implement new technological advancements in law enforcement to get ahead of advancing crime trends in order to attack them head on.

Through unwavering professionalism and loyal adherence to the Standards of Excellence, the Mobile Police Department will be a leader in public safety. We will advance our profession as we safeguard life and protect property throughout Mobile.

Standards of Professionalism

All officers must understand that while the Organization is not looking for perfection, it does require each member to put forth his or her very best performance. Marginal performance will not be rewarded, and the standards of the Department will be upheld regardless of influences or biasness. Everyone from the Chief to the beat officer will be held to the same standards of excellence. There are four benchmarks of the ultimate police professional. These standards will be posted at every police facility as a reminder each time the officer sees them. They are:

Attitude: Posture, bearing, good nature, optimistic and a teachable spirit must always be at the forefront of each member of the Department.

Appearance: The display of personal appearance cannot and must not be understated. It is so important that it has long been a part of our force continuum. How one dresses and grooms him/herself reflects to their character and the Department.

Competence: Officers have to be familiar with applicable state and municipal laws as well as federal laws when applicable to include the US Constitution. In addition, officers must have a good working knowledge of the rules and regulations of the Department. Development of officer competence is imperative.

Service: Officers with the Mobile Police Department provide many services to the public. We will do so with impeccable performance with every opportunity and encounter with our citizens by buying into the mission of the Department and doing our very best by treating people with fairness, dignity, and respect.

CRIME PREVENTION: Intelligence-Led Policing:

Our intelligence-led policing is a multi-faceted approach to crime prevention. Our belief is that true crime prevention uses all the assets of the department and leverages its resources against those external to the department toward preventing crime. Crime in itself is a very complex issue driven by a multitude of environmental conditions, opportunities, social-economic factors, and the lack of effective social controls. Because of the complexity of crime, there is no simple solution. Therefore, we are looking at how to prevent crime by attacking it from all different angles. Only then will we begin to see a significant reduction in crime.

Broadly speaking, our Intelligence-Led policing can be described as a long range crime reduction strategy contained in a three-dimensional approach to crime prevention:

Primary Prevention	Secondary Prevention	Tertiary Prevention
<ul style="list-style-type: none">• Social Cohesion• Community Partnerships	<ul style="list-style-type: none">• Identifying Offenders• Identifying Hotspots	<ul style="list-style-type: none">• General Deterrence• Special Deterrence• Recidivist Offenders

Primary Prevention:

Primary Prevention focuses on strengthening social cohesion, interaction, and community partnerships in areas that are not considered to be crime hotspots. This requires understanding and adopting a Community-Oriented Policing and Problem-Solving Model (COPPS). This is mainly concentrated in neighborhoods that have low crime rates but make up 90% of the geographical area of the City of Mobile. All other prevention approaches are trying to move to Primary Prevention.

Secondary Prevention:

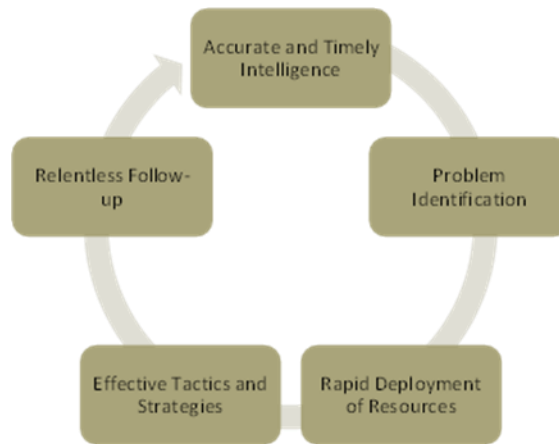
Secondary prevention focuses on a consolidated approach to root out disorder, decay and criminal activity until the area can be turned over to a Primary Prevention effort. Using the Scanning, Analysis, Response, and Assessment model (S.A.R.A.) to resolve hotspot areas is crucial. This includes early detection and monitoring of juvenile offenders by leveraging resources such as beat officers conducting probation checks or ensuring that probation conditions are being met.

Tertiary Prevention:

There are two of deterrence, general and special deterrence. General deterrence is an isolated case approach in which the offender is identified, arrested and prosecuted. The experience alone generally deters future criminal activity. Special deterrence is an offender-oriented approach in which repeat offenders are identified and selected for special prosecution leveraging community partners. Incarceration becomes the goal. 60%-80% of crime is committed by 10% of offenders. This effort is led by the Tactical Intelligence Unit by targeting recidivist offenders for arrest and incarceration to include violent offenders on bond.

COMMAND BASED RESPONSE AND ACCOUNTABILITY (CoBRA):

The Real Time Crime Information Center is very effective. It is still a command-based response and accountability methodology: however, it needs to be implemented using the RTCIC process. This is the internal data management system used to develop leads, crime patterns and trends. Leads are disseminated to precinct commanders or front-line officers to resolve hotspot problems. This is a hybrid model of the previous command base response and accountability (C.o.B.R.A.) method that was used. However, over the years the Department has waned with its genuine efforts and accountability, and in many regards has resorted back to simply regurgitating weekly crime stats with no concerted effort to address intelligence led policing. We must return to some real accountability.



The key factor in making this model a success is the continuous and relentless, never-ending pursuit of follow-up. Commanders must understand, comprehend, and buy into crime prevention using Intelligence led policing and must apply real time information, develop and deploy tactics for desired outcomes. A comprehensive training program will ensure buy-in and commitment.

COMMUNITY PARTNERSHIP/ENGAGEMENT:

The Mobile Police Department embraces the community policing model which consists of organizational strategies that emphasize partnerships with the community and employs problem-solving techniques to proactively address emerging issues that are important to the community before they become significant problems. MPD enjoys a sound relationship with the citizens of Mobile and this bond of mutual respect can be used to build a foundation to work together to address real public safety issues, such as crime and social disorder, as well as the perception of crime. Managing the perception of fear in the community is just as important as the actual victimization rate experienced.

Community policing entails working with community stakeholders such as faith-based organizations, schools, and social service organization to focus on crime prevention strategies and problem-solving collaborations that effectively deal with issues before they become pervasive in the community. In order for this strategy to work, MPD must develop avenues to listen to the concerns of the community such as attending Community Action Groups, annual neighborhood HOA meetings, faith-based events, athletic events, and city-held engagements.

GULF COAST TECHNOLOGY CENTER (GCTC):

The traditional law enforcement Task Force model requires departments to assign officers to federally funded task forces for assistance with federal jurisdiction cases. However, the current attrition problems experienced by local law enforcement agencies make it difficult to relinquish officers for this purpose. The Mobile Police Department has developed a solution to that problem. In fact, the new model is a force multiplier for the department while at the same time garnering support from federal, state and local law enforcement agencies, private sector businesses, as well as academia; all of which mutually benefit from the GCTC.

The Gulf Coast Technology Center was created in 2019. The department has solicited the participation of federal and local law enforcement agencies, as well as local educational institutions and universities. Among the law enforcement agencies currently committed to this effort are the U.S. Secret Service, U.S. Postal Service, Border Patrol, University of South Alabama Police Department, Baldwin County Sheriff's Office, Foley Police Department, Saraland Police Department, Fairhope Police Department, Spanish Fort Police Department, Citronelle Police Department, Robertsedale Police Department, Mobile Fire Rescue, Florida Department of Corrections, the Alabama Attorney General's Office, and U.S. Attorney's Office. Educational entities already committed to the effort include Springhill College, The University of Mobile and the University of West Florida. More are soon to be added. In this program the federal and local agencies assign field agents and officers to participate. Each law enforcement entity benefits from the combined resources of the unit as a whole.

FACILITIES, VEHICLES, & EQUIPMENT:

Well maintained facilities and equipment foster public confidence of a professional organization.

Facilities:

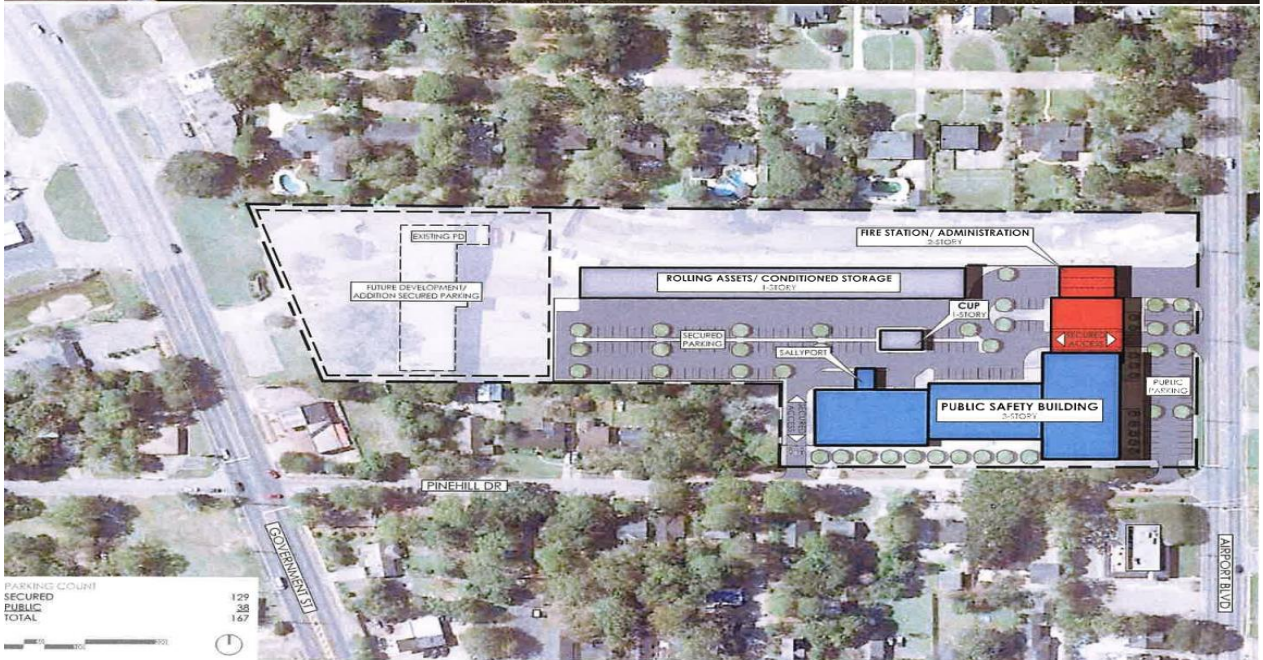
The Mobile Police Department operates from nine main facilities located throughout the city:

Police Headquarters,	2460 Government Blvd
Central Precinct,	55 Water Street
Precinct 1,	850 Virginia Street
Precinct 2,	5441 Highway 90 Suite 25
Precinct 3,	2165 St. Stephens Road
Precinct 4,	8080 Airport Blvd
Western Administrative Complex,	4851 Museum Drive
Special Investigations,	850 St. Anthony Street
Gulf Coast Technology Center,	

All precincts are strategically located in their specific districts. Decentralizing the department into precincts has served three immediate crime prevention purposes:

1. Accessibility to the public
2. Facilitate a speedy shift change
3. Geographical accountability

The most immediate need in facilities is to completely replace police headquarters. The location of the current facility is ideal, but the structure and the layout was neither designed nor conducive with public safety administration. Also, due to the age of the facility and its rapid deterioration, it is not financially feasible to continue its use much further into the future. As a cost-effective measure, the new facility should be a combined police and fire administrative complex as well as the location of a fire station. The consolidation of both administrative facilities would save the city 20% in the cost of building 2 separate complexes. This would bring a solution to replacing the equally inadequate and hazardous Central Fire Station located in downtown Mobile. The current location of police headquarters should be the site for the police/fire complex. This property is adequate in size, centrally located and highly visible to the public in addition to being part of the existing real estate inventory already owned by the city. The following chart outlines the proposed timeline for completion of this project.



YEAR	PROJECT
2021	<ul style="list-style-type: none"> *Design Concept Completion *Site Acquisition and Lay-out
2023	<ul style="list-style-type: none"> *Detailed Construction Plan *Site Survey and Testing *Identify Funding Source *Start Construction
2024	<ul style="list-style-type: none"> *Complete Construction

Relocation of First Precinct:

2601 Dauphin Island Parkway has been selected as the new location for the First Precinct as it will be the most advantageous for officer response to calls for service. At the onset of the project in August 2021, the total estimated rent was \$14,363.00 per month and the current construction pricing obtained now totals \$16,650.00 with the breakdown as follows

Base rent	\$7,500.00
CAM/TAX/INSURANCE	\$1,375.00
Build out expense	<u>\$7,775.36</u>
PER MONTH	\$16,650.36

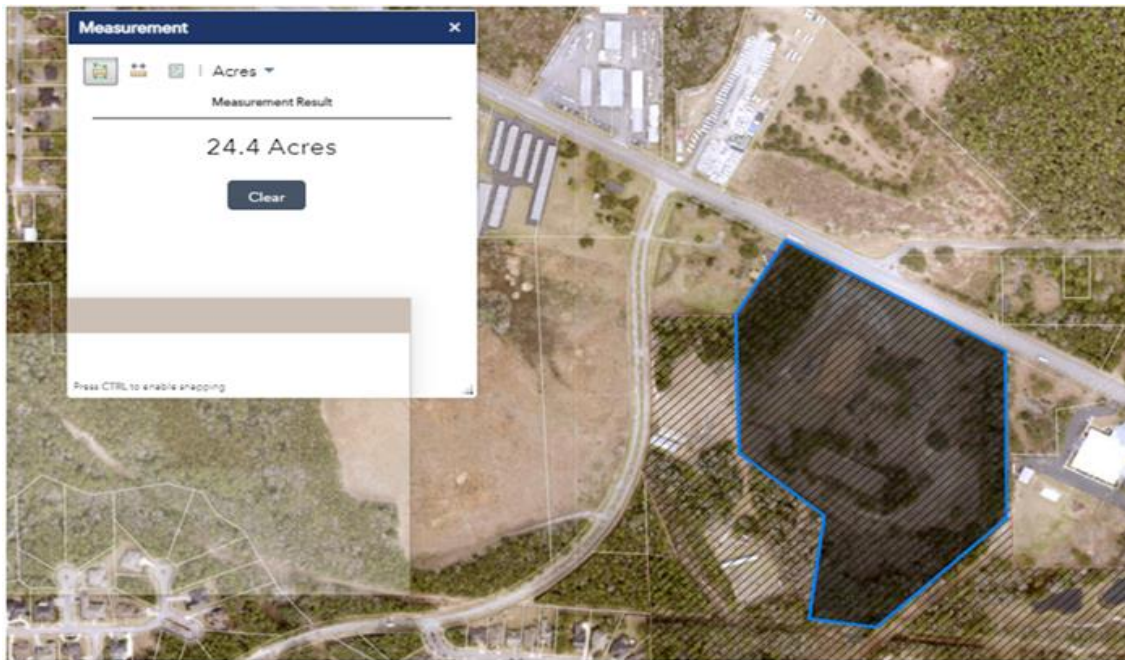
This results in a monthly increase of \$2,287.36 over the original estimated costs. Once the construction is completed this location is expected to fully operational between July-October 2022.

Repurposing Old First Precinct:

The old First Precinct location will be repurposed for use by the Traffic Safety Unit. This relocation of the Traffic Safety Unit will place them in an advantageous position that will allow for the rapid response to most incidents due to the close proximity to the interstate and most large scale events take place within the Downtown area/Central Precinct. Furthermore, the motorcycle repair specialist operates a repair facility that would be on site and allow for rapid repairs.

Canine and Mounted Facility:

The Mobile Police Department houses the Canine and Mounted Units at separate locations. The current location of the Canine Unit is at the Western Administrative Complex which requires constant off-site training on properties not owned or controlled by the City of Mobile. The Mounted Unit is located at 1251 Virginia Street and is landlocked on all sides by a cemetery, Ann Street, the Mobile Police Departments Impound Yard and APOST Training Academy. This location does not provide the proper amount of land for the horses owned by MPD. To alleviate these constraints on both units it is suggested that a joint facility be built at 6449 Moffett Road. This property is owned by the city and a portion of the land is leased to the Mobile County Sheriff's Office. Currently Capital Funding has been allocated for a Canine Facility and Mounted Facility totaling \$316,700.00 with additional funding scheduled for years 2022 and 2023. This location would provide over 20 acres of property for both units allowing for specialized training. The remaining amount would be divided between 2022 (\$316,650.00) and 2023 (\$316,650.00).



The cost of the building is estimated at \$35.00 sq. ft. (60ft x 100ft) totaling approximately \$210,000.00 which does not include the interior buildout and stalls. Stalls are on average \$3,900.00 per stall including the stall, wood, and mats totaling an additional \$39,000.00. Current funding in the amount of \$67,700.00 has already been allocated for the buildout; however that does not include future projected allocations. The Mobile Police Department Mounted Unit utilizes 10 mounts/stalls, however the required number of mounts/stalls increase during Mardi Gras Mounted School. An additional pole barn (40ft x 60ft) has been included and budgeted for in the first-year allocation of \$67,500.00 and second-year allocation of \$67,500.00 within the Capital Request to accommodate the additional structure.

Operational Vehicles:

The Mobile Police Department utilizes the Chevrolet Tahoe (PPV) as its primary patrol and administrative vehicle. The department's patrol vehicles equipped after 2017 were outfitted with the latest technology that better assist officers perform at a high level of safety and efficiency. Properly equipped vehicles allow officers to be more efficient in the field. Some of the equipment such as radios, computers and Pursuit Alert modules are funded in full by Mobile County Communications District (MCCD). This savings is realized by allowing more vehicles to be purchased, however during the year 2021 manufactures have experienced a chip shortage. This shortage has driven the base price of PPV vehicles up 9% not to mention that vehicles are not readily available any longer and are often sold before ever arriving at a dealership. This shortage caused the bid to close earlier than anticipated during 2021 and Mobile could not secure an order of PPV vehicles during the year 2021. This will hinder MPD's ability of rotating the aging fleet out of service and will be further realized in increased repair costs. The chip shortage is continuing, and market experts are not able to definitively determine when this shortage will be remedied.

With the first batch purchase of 2017 Tahoe's the ideal was to rotate the vehicles out after 5 to 6 years with 80,000 miles. To do this an increase of capital money will be needed. This year for the 2021 patrol Tahoe the cost is \$46,890 and the admin Tahoe is \$39,516. The price of the 2020 Tahoe was 32,541 it has gone up to 35,516 which was a 9.14 % increase. In the 5-year plan above a 6 % increase over 3 years was applied. The real price increased by 9.14 %. But hopefully if there are more increases, they will not be as substantial of an increase.

Patrol 350 x \$46,890 = \$16,411,500 / 5 = 3,282,300

Admin 157 x \$39,516 = \$6,204,012 / 6 = 1,034,002

Total 4,316,302

The above is an estimated cost per year to rotate the fleet of Tahoes' not including the other support and specialized vehicles. These figures are based on projected increases to the current costs.

The Mobile Police Department's plan to replace police vehicles are scheduled every five to six years. Because patrol vehicles by far accumulate the most mileage in the shortest period, a five-year period will be used for the rotation duration. The staff vehicles are on schedule to be replaced every six years. We also require specialty vehicles within the police department.

Year 1	\$3,900,172.03
Year 2	\$3,982,172.03
Year 3	\$4,060,175.47*
Year 4	\$4,139,738.98*
Year 5	\$4,220,738.76*

*2% was added to the cost of the patrol and administrative vehicles.

Specialty Vehicles:

Concessions Truck

The Mobile Police Department realized the need to consider the allocation of a concessions vehicle after Hurricane Sally in 2020. The purpose of this vehicle would be to provide meals to personnel in the event that a curfew has businesses closing at a certain time, or the lack of power to cook food for officers working a 12-hour rotation. This vehicle could also be used during Community outreach events, civil unrest, and to promote esprit de corps with the community during public events such as Mardi Gras, Azalea Train Run, etc. The estimated cost of this vehicle starts \$100,000.00 and is dependent upon equipment needs and specifications. Funding for this could be obtained from the department's Narcotics Seizure Fund for this purchase.

Mobile Command Vehicle/Trailer

The Mobile Police Department needs to replace its current Mobile Command Trailer that requires significant repairs. The MPD is evaluating two platforms for this need. 1. Motorized Vehicle or, 2. Towable Trailer. The preference is to obtain a motorized platform for ease of setup and removal after usage.

One option is a Freightliner M2 106 Conventional cab and chassis for the command center. The vehicle is powered by a CUMMINS L9 350EV HP diesel engine with an Allison 3000 EVS automatic transmission. The mobile command center features an all aluminum body construction with dual LDV-fabricated flat floor slide outs for increased interior workspace. Simplified set-up of the vehicle is handled by a large screen Intel-I-Touch vehicle automation system with local mini touchpads for convenience. The vehicle is equipped with emergency lighting and siren package. A Will-Burt Night Scan LED light tower is included. Inside, the vehicle has a front conference and collaboration room with center table and seating for six. There are flip down bench seats in the streetside slideout. Also included is a corner workstation with dual 55" high resolution display monitors. The center of the vehicle is equipped with an electronics rack, galley with refrigerator, microwave and Keurig coffee maker. Overhead cabinets feature dry erase writing surface. The rear wall has three display monitors. For privacy, the front and rear rooms have magnetic closure pocket doors.

Electric power is supplied by a 25kW liquid cooled diesel generator. All electronics are protected by a full vehicle surge suppression system.



The estimated price of this vehicle is \$889,000.00 which would require an allotment of funding of \$177,800.00 for five years. This allotment could be reduced significantly depending on if any grants could be secured and the amount of the grant.

A second option would be to consider the replacement of the current platform with an updated towable platform. The drawback of using this platform is it is burdensome to setup and dismantle with each use.



The estimated price for the trailer is \$500,000.00, which would necessitate an allotment of \$100,000.00 each year for five years. This allotment could be reduced significantly depending on if any grants could be secured and the amount of the grant.

Specialized Equipment:

The Mobile Police Department utilizes specialized equipment for unusual occurrence responses. Specifically, the Special Operations Section has a vast array of equipment that has significant expenditures associated with their procurement. As of 2021 the Special Operations Section robotic platforms have been replaced. Moving forward the Special Operations Section will ensure that they have established a rotation schedule for those platforms' future replacements. This section also has equipment assigned to the Explosive Ordinance Disposal Unit that has a large expenditure for procurement. Specifically, the Bomb suits utilized by the technicians have a usable life expectancy of 7 years and will need to be placed on a rotation to alleviate future unexpected budgetary burdens.

WORKFORCE EFFECTIVENESS:

Command and Control: Building a Winning Team

Building an effective team to achieve the objectives and goals of the department is absolutely paramount to success. Unless this is done, even the best plans and programs will fail to achieve their potential during the implementation phase or fail altogether. One of the major roadblocks in building an effective team is the natural resistance to change. Because of the massive changes that have occurred during the past eight years, going forward the men and women of the Mobile Police Department have seen what change looks like. And they were vital to its success. We continue to move the department forward with technological innovations and the advancement of intelligence led policing. With the dedicated participation of the department's leading edge executive staff, the men and women of the Mobile Police Department will continue to set the bar higher than any other department in the region.

Overcoming Resistance to Change:

Innovation is deceptively simple and follows a simple model of Planning, Implementation, and Evaluation. Nonetheless, most new programs fail to meet expectations. The reason for such failure lies in the implementation of the program, not in the planning stage. The disconnect between planning and implementation can be traced to three main problems: 1) natural resistance to change; 2) no buy in or ownership of the success of the program by those selected to implement it; and 3) ineffective leadership. First of all, there is always a resistance to change as a natural human response. The department must push to educate its entire workforce on the importance of technology in the future success of crime prevention. As far as effective leadership in this endeavor, the department will continue to identify and nurture a new generation of leaders to carry out the mandated mission of the department.

Effective leadership from the Chief focuses the management staff to work collectively on the objectives and goals of the department by understanding that each member has the ability to contribute to the overall success of the organization. This is accomplished through a leadership style of participative management.

Ensuring participation allows for each team member to feel important in the evolving organization and thus removing resistance to change. Job enrichment and empowerment brings with it a sense of importance in being part of the change process and not a victim of it.

ORGANIZATIONAL STRUCTURE:

There has been an effort to streamline the command structure within the Mobile Police Department, by consolidating the two assistant chief positions to into one Assistant Chief. Furthermore, the decentralization of command now emphasizes a greater responsibility rolled down the entire organizational structure. A process will begin to minimize the number of lieutenants the MPD utilizes. This shift will alleviate two lieutenants positions at each Precinct and will serve to further centralized command decisions to personnel and will save an estimated \$616,000.00 annually in salaries that can be utilized to fund other projects within the department.

Organize for Success: Quality versus Quantity

With the restructuring of the executive and command staff of the department in 2014, the department began a course of action that consolidated commands and pushed accountability down the ranks all the way to patrol officer. This accountability gave personnel the sense of ownership in the direction of the department and the city as a whole. What has emerged is collaboration among precinct commands toward a common goal of eradicating crime trends that affect them all. They have seen that by working together, they all succeed.

RETENTION AND RECRUITMENT:

Historically, there has been an ever-increasing challenge in identifying those that want to be a police officer. With the aftermath of the Ferguson, Missouri officer-involved shooting and the resulting national conversation regarding use of force, it has become increasingly hard to find those interested in the field of law enforcement. There has surfaced an increase in the random assassination of police officers and the result is a much smaller pool of applicants from which to choose.

BECOME THE BEST PLACE TO WORK IN ALABAMA:

The Mobile Police Department will build upon recent incremental success, and continue recruiting and hiring practices that strive to provide a more diverse pool of eligible applicants. The MPD will implement practices and support policies that facilitate the placement of members in positions that increase the efficiency and effectiveness of achieving the department's mission.

It is important to facilitate and encourage the continual growth and development of all MPD members so as to ensure each member is personally and professionally engaged. The department must cultivate a rewarding and uplifting work environment that supports member wellness, safety, and diversity.

- Provide opportunities for members to learn about and engage in proactive self-care strategies that are inclusive, responsive, supportive, evidence-based, and effective.
- Create an environment for all members that encourages and celebrates diversity, equity, and inclusion.
- Establish a culture in which all members continuously strive for personal and professional development of themselves and others through training, experiential learning, proven resources, and active mentorship.
- Develop a recruitment strategy applicable to all disciplines within the organization that facilitates the representation of the communities served by the Mobile Police Department.

By determining specific areas in which the Mobile Police Department can increase employee satisfaction through regular communication and feedback from members around wellness priorities, both personal and organizational, the MPD will strive for the Professional development of all MPD members.

Professional Development:

- Provide members with the opportunity to obtain both personal development and job specific training.
- We will recognize the importance of engaging employees in the mission of our organization. The continuous development of our employees starts with successful and regularly evaluated on-boarding training.
- Provide resources and training regarding procedural justice to ensure the interaction with the communities we serve meet the expectations of a professional law enforcement agency.
- Identify strategies that increase member understanding, awareness, and acceptance of community specific needs and expectations.

MEMBER WELL-BEING:

There is no greater key to an organization's success than the engagement of its membership. A key component of an engaged workforce is the memberships' trust and confidence that not only is their leadership resolute in achieving the agency's mission, but also leaderships' trust and commitment to the well-being of the membership. A member that understands the value and connection of their daily activities to the mission will be more vigorous in their pursuit of organizational success, regardless of generational or societal categorization.

The overall health of the organization is an integral component to achieving the mission. To improve

organizational health, the Mobile Police Department will implement an inclusive employee program that is responsive to members' mental health and well-being, overall physical health and ensures each member is physically and mentally capable of rising to the demands of their position. The Mobile Police Moral Committee will embark on this task in addition to being a voice for the officer's concerns as it pertains to the direction the Department is going. Our ability to achieve the goals set forth in this plan and respond to the needs of our communities is contingent upon a well workforce. Mobile needs us to be well.

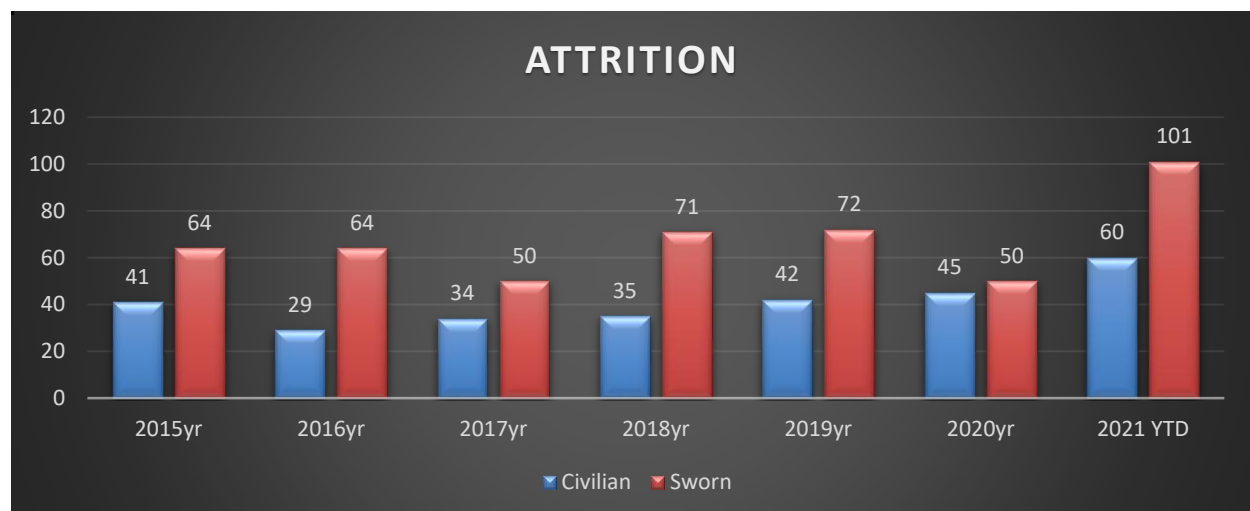
Member well-being is the backbone of our ability to meet public safety needs while providing dedicated and professional law enforcement services. Wellness, as a unifying thread throughout the strategic plan, should empower and motivate members to identify and utilize resources that encourage positive change and foster a culture of wellness within the Mobile Police Department.

A formal wellness program will, by means of recognition of the broad and individual nature of wellness, constantly seek out diverse and inclusive means to progressively instill a respect and desire for well-being in all MPD members. Through innovative approaches and recognized industry best practices, the MPD Moral Committee will lead the organization toward balanced member well-being and overall satisfaction.

IMPROVE PHYSICAL WORK ENVIRONMENT:

- Continuously work to improve members' work environment through research, recognized best practice review, innovative strategy development, and planning.
- Annually review and update the life cycle sustainment plan for mission enabling equipment and synchronize funding projects to support the organization's fiscal processes.
- Annually develop a prioritized facilities maintenance and improvement plan in coordination with the Mayor's Office to support the prioritization of agency capital needs.

This has made the conversation steer toward another aspect of the recruitment challenge that of adequate pay and benefits. This year we are experiencing a historic return to attrition rates that are set to hit record levels. By the end of 2021, the Mobile Police Department will have had 101 plus officers leave the department. The 2021 attrition rate for civilian personnel is also high compared to previous years.



Officer retention has also become a challenge as the department is losing record number of officers to other agencies. Many of these officers are going to the Mobile County Sheriff's Office. They are offering higher pay, signing bonuses and a smaller workload. The only thing that will keep officers from taking job

opportunities offered by other agencies is to raise the pay to a level that is premier for not only the County, but the local region. In the past year, more Mobile Police Officers have left to go to other departments than MCSO, but they are still leaving.

PAY INCREASE:

The Mobile Police Department in conjunction with the Mayor's office will need to implement a pay raise that will place our current and future personnel outside the potential hiring reach of the Mobile County Sheriff's Office. The goal is to provide MPD personnel with significantly higher wages compared to the aforementioned agency, and to make the hiring of MPD personnel so costly that their employment by the MCSO will result in financial compression of new personnel compared to current MCSO personnel. In order to do this a pay raise of 15% to 20% is needed to eliminate the MCSO from providing a single 5% increase over the MPD salaries. The below chart shows the project expenditures for such an increase.

Percentage	Annual Cost	4 th Quarter Cost		Percentage	Annual Cost	4 th Quarter Cost
15%	3,655,464.51	843,568.73		20%	4,999,354.70	1,153,697.24
FICA	279,643.04	64,533.01		FICA	382,450.63	88,257.84
pension	603,151.64	139,188.84		pension	824,893.53	190,360.04
	4,538,259.19	1,047,290.58			6,206,698.86	1,432,315.12

RECRUITING DIVISION/APPLICANT PROCESS:

The Mayor appointed a Public Safety Recruiting Director for both the Mobile Police Department and the Mobile Fire Rescue Department. Mr. Raymond A. "Tony" McCarron has been working to bolster our recruiting numbers with an emphasis on minority and female recruits. The goal is for our department to maintain a diverse collection of officers to serve our diverse community.

The first contact an applicant has with the Recruiting Team is to facilitate the best date possible for the candidate to attend the Police Academy to attempt to pass all phases of the Physical Agility ((PAAT) test. Upon successful completion of the physical agility test, each candidate is issued a laptop and along with members from the academy staff, the recruiting team, and Internal Affairs, each candidate is carefully instructed in properly completing the Pre-Employment Application After successful completion of the Pre-Employment application, each candidate is given a Mobile Police Department background questionnaire as well as a Pre-Polygraph questionnaire, with instructions to have both completed and returned via email, fax or delivered in person to the Office of Internal affairs within 72 hours.

The second contact is from the Academy Staff, in association with the Recruiting team, to set up a (BAT) Basic Abilities Test. The third step is passing the Background Check from The Internal Affairs Division. Once that step is completed, the Internal Affairs team member works alongside the Recruiting Team to set up the optimal time for each candidate to be given a Polygraph Examination. Upon successful completion of the Polygraph, each candidate is then slotted a time for an interview with the Hiring Committee.

The department offers a \$5,000 signing bonus to APOSTC certified lateral transfers who are successful in becoming sworn members of the department. In an additional effort to secure lateral candidates, the department offers all current personnel a recruitment bonus of \$1,000. The employee receives this incentive for every person they identify for employment who successfully completes the police academy.

This plan makes every employee a part of the recruitment team and expands the department's outreach into the community. It also gives current employees an incentive to actively promote their profession and assist the department in its future growth.

The Public Safety Recruiting Divisions objective is to visit every local 4 year and JR College with a Criminal Justice, Political Science and Psychology curriculum to speak on the opportunities The Mobile Police Department offers. The Recruiting Division as well as any other motivated sworn personnel, could visit every class and promote the very profession they have chosen for themselves. Efforts such as this are far more effective than the standard employment booth at a local job fair or carnival.

The Recruiting Division also uses Indeed, Facebook, Snapchat, Al.Media, Tik-Tok, Instagram and Zoom Media which encompasses all of the Club4Fitness facilities as well as all Planet Fitness locations within Mobile. A contract with Bradley – Morris Inc. will allow the Recruiting Division to have over 1.5 million potential candidates who are currently in TAP (Transition Assistance Program). TAP is a program that every military member transitioning from active duty to civilian life must register with to out-process. The Recruiting Division sees this as a huge opportunity to land some of the most highly qualified diverse candidates for employment with the Mobile Police Department. PAYS Program partners with the United States Army and is designed to allow reservists to introduce themselves to the MPD and allows for the pre-examination of a potential applicant.

The department is funded for 491 sworn positions but currently has 28 vacancies. It is vital that those positions be filled as soon as possible for the department to effectively succeed at its mission of becoming the safest city in America. The following chart reveals the plan of action that must occur within the parameters of three academy classes per year in 2021.

Year	Current Officers	Attrition Officers	Hired Officers	Manpower
2021	463	-101	+62	491

The goal of the City of Mobile was to become the safest, most business and family friendly city in America by 2020. Now that 2020 has passed, we are still attempting to attain that goal. The Mobile Police Department must be ready to deliver on the mission of becoming the "Safest City in America with Respect for Everyone." In order to do this the department must simultaneously advance its technological capabilities and delivery of service while sustaining adequate manpower resources to deliver on that objective.

SOCIAL MEDIA/SELF-REPORTING:

Earlier this report alluded to the untapped potential of Social Media aiding in the reduction of crime and the perception surrounding criminal activity. The last decade has seen an exponential growth of social media powered by smartphones and tablets that allow the citizenry to stay up to date on what is happening around them on a local to international level. No longer are news stories driven by traditional media outlets, instead every person on the street can become an instantaneous reporter with the capability to live stream events as they unfold for others to view. Due to the real-time reporting of events, MPD must have a substantial social media footprint in order provide accurate accounts of the events before they become buried under responses fueled by erroneous information. Departments no longer have the luxury of always calling a press conference later in the day to formulate a response, by that time the narrative has been formed and can be difficult to change. Remaining the soul source of information that is accurate, and expedient being distributed by MPD media outlets allows for MPD to highlight its accomplishment in particular cases, thus increasing the perception of transparency.

Currently, the Mobile Police Department has its own separate website, and a Facebook page that are underutilized. Increasing and broadening our use of these platforms will allow for information to more radially flow to the public, thus increasing the interest in the law enforcement profession and giving legitimacy of the department. Using these platforms to keep the public informed on those issues that affect them and the community further increases the faith the public has in the department as a whole.

In addition, the department is currently exploring online reporting for minor offenses (misdemeanor thefts, harassment, property damage, etc.) that do not require an officer's response to the reportee and are convenient for citizens to use with discreteness. This, if adopted, will also relieve officers to accomplish more community policing as well as better service calls requiring a more attention to detail.

The Department will further research an increased use of Instagram and Twitter pages in order to expand its social media footprint. As with any new platform it will take time and commitment to drive traffic to these additional social media outlets; however the department is committed to using social media as a way to keep the public informed of events happening around them and to build stronger relationships by highlighting the professionalism, courage, resiliency, and integrity exhibited by members of MPD each and every day. The department's social media presence will promote transparency, thereby increasing public confidence in its police department.