

Clarksdale Police Department

STRATEGIC PLAN 2019 - 2023

Adopted By the Clarksdale Police Department
October 1, 2019

Approved By the Clarksdale Board of Mayor and Commissioners
When ever

Opening Letter

2019-2023 Strategic Plan FROM THE CHIEF OF POLICE

I am very excited to introduce the Clarksdale Police Department's five-year strategic plan to the citizens of Clarksdale, Mississippi. The plan embodies our Department's commitment to community concerns and outlines goals and strategies to carry the department into 2023. It will also set the stage for state-of-the-art law enforcement in Clarksdale well into the future. While its focus is four-fold: enhancing public safety, implementing community policing, improving overall effectiveness, and strengthening our team, its goal is singular—your safety.



In this plan, our commitment to serve and protect the Clarksdale community is evidenced by the attention given to both how and why we do what we do. We are acutely aware of the roles that best practices, technology, and training play in staying on top of a rapidly changing crime culture. And we are confident that our integration and investment in the community we serve will build stronger, more crime-resistant neighborhoods.

This strategic plan will not only guide the department in its decision making, but it will also prepare you, the citizens of Clarksdale, for both the subtle and highly visible changes you can expect over the next five years. The maximization of the effectiveness of our services and our community-building efforts bolster our confidence that the slow-paced, relaxed Clarksdale way of life will be enhanced and maintained for Clarksdale's citizens and visitors alike.

Thank you for taking time to review the Clarksdale Police Department's 2019-2023 Strategic Plan.

BIOGRAPHY

Chief Sandra J. Williams

Chief Sandra Johnson Williams was appointed Chief of Police in Clarksdale Mississippi on September 11, 2017. She is the first woman to ever hold this position. Williams is an accomplished and highly dedicated law enforcement officer with over 28 years of experience. Her career began with Vicksburg Police Department in July 1991. Throughout her career at the Vicksburg Police Department she served in a range of positions including patrol, school resource officer, crime prevention officer, juvenile investigator, public information officer, and a criminal investigator. Chief Williams is also certified as a criminal investigator, G.R.E.A.T. officer and computer voice stress analyst.

As she rose through the ranks, she was promoted to captain and appointed to command the Criminal Investigative Division in 2013. Chief Williams successfully commanded the Criminal Investigative Division for over four years where she was responsible for overseeing complex criminal investigations relating to major crimes, narcotics, crime scene, and juvenile cases. Chief Williams was the first female captain and the only female to command the investigative division at the Vicksburg Police Department.

Chief Williams is a graduate of Jackson State University with a Bachelors of Arts Degree in Criminal Justice and Correctional Services. She is currently an active reservist and has honorably served 19 years in the United States Navy Reserve. She is assigned to a Defense Intelligence Unit located in Millington, TN.

Chief Williams is passionate in her role as a public servant; she understands and appreciates the importance of transparency, fairness and respectful community engagement.

Executive Summary

The Clarksdale Police Department will devote the next five years to redirecting its organizational culture to more fully engage the citizens of Clarksdale as partners in improving the safety and quality of life in the community. This Strategic Plan was developed to affect the organization's cultural evolution through identification of strategies to support the four goals that have been identified.

Beginning in September of 2017, the newly appointed Police Chief and her leadership staff began to review CPD's structure, attitudes, and activities. They began to identify opportunities to improve morale, community perceptions and organizational efficiencies.

Through a series of public meetings, field experiences and self evaluation the CPD determined that the need existed to understand the relationship the department had with the public and the perception of less than optimal respect from both perspectives.

Resources from the Department of Justice and its Community Oriented Policing Division were researched for examples of best practices and emerging technologies. Subjects dealing with organizational issues and case studies of Law Enforcement Agencies' experiences with various strategies and technologies were reviewed.

The additional reality of limited funds in a challenged economic environment of high poverty, high unemployment and high crime rates required the department to identify technologies and practices that would help enhance organizational efficiencies.

The solutions identified through these methods of assessment included:

- CPD officers understanding that the public is their customer

- The public being engaged in the process of law enforcement and safety
- The nurturing of an environment of mutual respect
- The employment of new law enforcement and investigative technologies
- The constant updating and employment of best practices as they are identified and defined.
- Aggressive professional development programs and assistance for officers and staff
- A structured program facilitating communications with multiple publics, internal and external

This combination of High Tech (emerging and improved existing technologies) and High Touch (personal interaction and development of mutual respect with the people) is the foundation for the direction being pursued by CPD. This document is the road map to implementing the strategies to be employed.

The changes in department culture and the organizational transformation required to effect that change is identified as Community Policing.

Community Policing is a philosophy that promotes organizational strategies that support use of partnerships and problem solving techniques to pro-actively address the immediate conditions that give rise to public safety issues such as crime, public disorder, and fear of crime.

Publication of this plan is for the purpose of promoting public awareness of CPD activities and will be used as a tool to follow and hold the department accountable for its implementation. Its release is another first step in the open communication that the department is pursuing.

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Mission Statement

The Clarksdale Police Department is committed to protect, preserve, and safeguard the constitutional and civil rights of all citizens through impartial and courteous law enforcement. We shall ensure public safety and provide quality service in partnership with our community with integrity and professionalism.

Vision Statement

The Clarksdale Police Department is committed to being a regional leader in law enforcement and public safety. We will pursue and engage the best trained, equipped, and committed professionals who demonstrate the highest standards of performance and best policing practices in partnership with the community.

AREAS OF CONSIDERATION FOR THIS PLAN

Community Partnerships

- Other Government Agencies
- Community Members/Groups
- Nonprofits/Service Providers
- Private Businesses
- Media

Organizational Transformation

- The alignment of organizational management structure
- Personnel
- Information systems to support community partnerships
- Proactive problem solving.

Agency Management

- Climate and culture
- Leadership
- Labor relations
- Decision-making
- Strategic planning
- Policies
- Organizational evaluations
- Transparency

Organizational Structure

- Geographic assignment of officers
- De-specialization
- Resources and finances

Personnel

- Recruitment, hiring, and selection.
- Formalized job descriptions and expectations
- Personnel supervision/evaluations
- Training

Information Systems (Technology)

- Communication/access to data
- Quality and accuracy of data
- Retrieval of data
- Data as a management tool
- Technology as an extension of capabilities

The themes of the future of the Clarksdale Police Department are: Community Oriented Policing, Community Engagement, and customer service. This 5-year plan for CPD is published to be a road map and a contract with the community to achieve its goals

Overview

In order to effectively address the Clarksdale Police Department’s role in satisfying community needs, it is necessary to understand the environment and public perceptions even more than the statistical reality the agency deals with on a daily basis. This section will review the demographics of the community, the public perceptions of crime, the public perceptions of the CPD, and the statistical data on criminal activity.

City Data

The 2018 Census Bureau population estimate for Clarksdale is 15,304. That number is down from the census results in 2010 of 17,962 and shows a continued decline from the 2017 estimate of 16,579 one year ago. The population is 81.3% Black or African American and 17.4% White or Caucasian American and 1.3% all other races and ethnicities combined.

The median household income is \$29,643 and 36.9% of the population lives below the national poverty level. Unemployment is estimated at 17.3% with the most challenged age group from 16-29 years and some segments being as high as 43.3% (16-19 and 20-24).

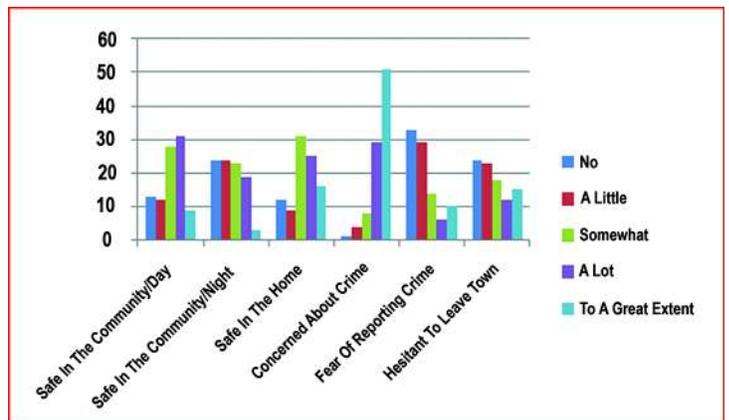
Cultural Tourism is working as an economic engine for the City. In 2008 the Mississippi Development Authority suggested that Tourism was contributing \$53,000,000 to the city’s economy. It has been growing at a steady rate of 6% since. It has also attracted new, younger, entrepreneurs to the district from all over the country and internationally. The City, Chamber of Commerce and several development focused non-profit organizations have been working on amenities to further enhance the quality of life in the area and to encourage longer stays for visitors. Additions to the quality of life in the district are also beginning to attract new industry.

Public Perceptions

Public meetings were held in each of the four wards in the city without public officials or members of the police department in order to encourage more open discussion on topics such as levels of perception of safety, attitudes towards police and perceptions of levels of crime. The surveys were received anonymously in hopes of blunt honesty in responses. Attendance was low at each of the meetings so the results of surveys will not necessarily be reflective of the majority of citizens.

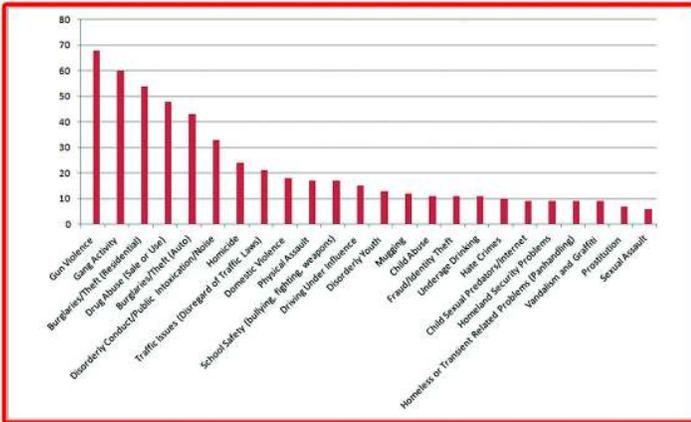
The surveys indicated that the respondents generally feel safe in their community but have serious concerns about crime.

The perception of crime in Clarksdale is mixed in terms of frequency of occurrence of various categories. Survey responses and discussion that ensued during the survey sessions indicated that the respondents felt



different levels of vulnerability to different threats. The greatest threat perceived by respondents was gun violence followed by gang activity. Auto and residential burglaries were also in the top of the list of concerns. The following chart demonstrates the perceived threat levels and concerns expressed by participants in order of their level personal of concern.

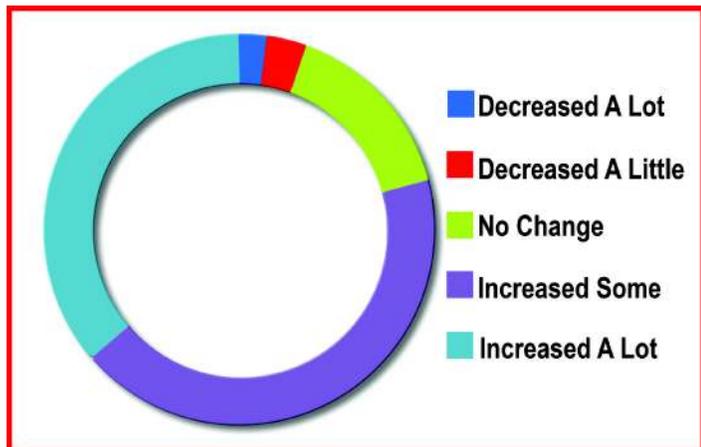
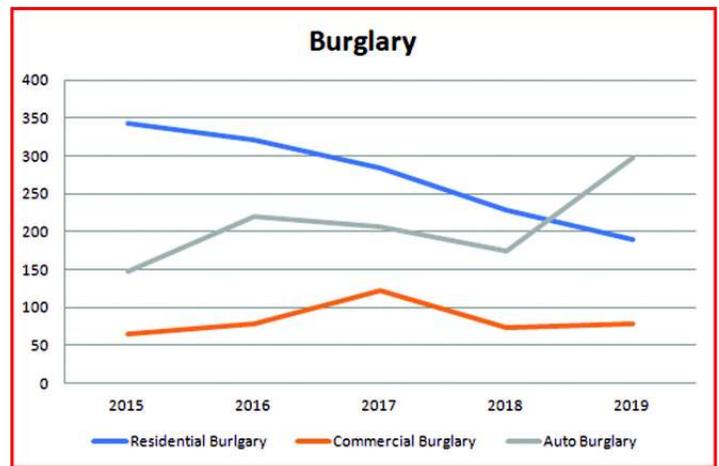
Statistical Data on Criminal Activity



Actual crime data drawn from CPD’s reporting system shows declining crime in some categories and, with some fluctuations, little or no change in others over the last five years

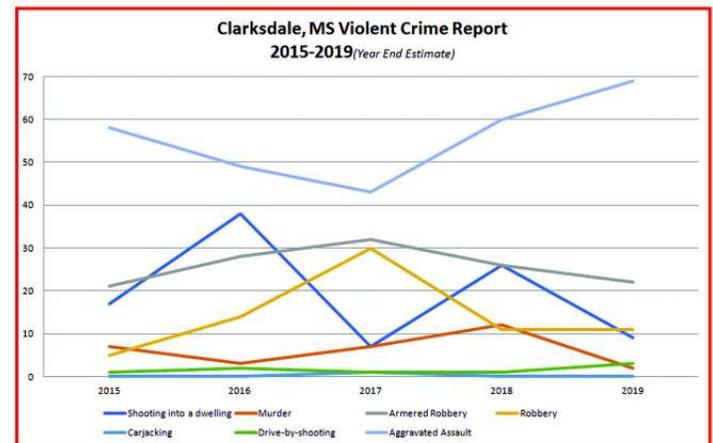
“Property Crimes On Residences” is the most improved category while commercial burglaries and auto burglaries have fluctuated for the past 5 years.

The perception that crime is increasing in the area was prevalent through all wards with “Increasing Some” being the most common response followed very closely by “Increasing a Lot.”



Violent crime in general has been in decline with the exception being in aggravated assaults which have shown a recent increase.

Other opinions identified from the surveys suggest that: there is a general disinterest on the part of officers responding to an incident; reports are hard to get; calls are not returned in a timely manner; and there is a general need for interpersonal skills development. The participants would like to see more frequent neighborhood patrols providing higher visibility but understand that the department is understaffed. While many of these opinions and perceptions persist, CPD has begun to release actual data to the public to allow future impressions to be formed with accurate information.



Anecdotally, it has been observed that tourists are basically not affected by crime in the city.

Goal: *Establish and maintain a working relationship with residents of Clarksdale to jointly create a safe and nurturing environment for the community and surrounding area.*

Nationally, policing is gravitating toward a more community-oriented culture as agencies begin to understand that they are providing a service and that the citizens of their jurisdiction are their customers. These customers can also be their allies and partners.

The Clarksdale Police Department is redirecting its organizational culture toward community-oriented policing. This approach inherently exhibits higher levels of visibility which deters crime in patrol areas. It allows officers to become familiar with the people who live and work in their assigned beats and learn who belongs there and who does not. A familiar face in a uniform becomes far more approachable to the public. This should yield more and better information for combating crime while providing more opportunity to take preventative measures.

Several actions are required to move to Community Oriented Policing (C.O.P.) in order to support the first goal, “Establish and maintain a working relationship

with residents of Clarksdale to jointly create a safe and nurturing environment for the community and surrounding area.”

Strategy: Establish assigned patrol sectors to specific officers for integration into the neighborhoods.

This redeployment of assets is intended to enhance visibility in each precinct while allowing the officers to learn their territory, become familiar with the residents and begin to build a relationship based on trust and mutual respect.

Strategy: Open precinct based substations in the 4 precincts and establish times for them to be manned.

The presence of an easily recognized substation helps reinforce the commitment to focus on neighborhoods and is a permanent reminder of an active police presence. It also offers residents easy access to police services and direct reporting to familiar faces.



Strategy: Encourage closer-knit block groups to form watch programs and help establish the program through awareness discussions.

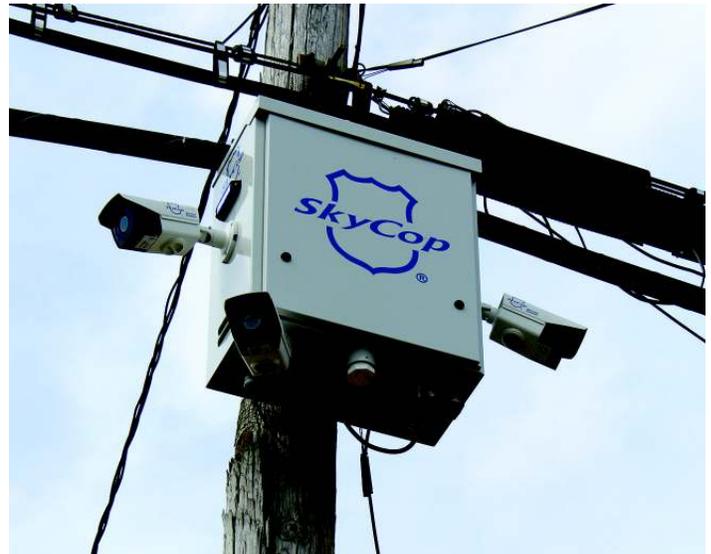
Neighborhood watch groups are organized and active in some parts of the city. By meeting with neighborhoods and sharing successes and challenges experienced by active groups, new organizations can develop and become effective much quicker. Meetings of these groups provide a safe forum to discuss problems and to develop strategies for specific situations.

Strategy: Focus on crime prevention and resistance programs;

- Drug and Alcohol Resistance Education (D.A.R.E.) *This has been an active program in the schools for some time. With a new officer assigned to the program there will be renewed emphasis on it.*
- Gang Resistance Education And Training (G.R.E.A.T.) *This is also an established program that will be pursued aggressively.*
- Establish a “Crime Stoppers” program for the City. *The Crime Stoppers program has had several incarnations based on county activities. A Clarksdale-specific program will prove to be more responsive as citizens begin to share responsibility for prevention and their own safety.*
- Establish a routine of officers engaging with the citizens on a regular basis.
- Study possibilities for forming a Citizens Police Academy.
An understanding of how officers deal with every day issues and unusual situations will help build community confidence and mutual respect. Having training in response to specific threats and circumstances prepares a civilian to be able to assist law enforcement appropriately.

Strategy: Deploy SkyCop units in active locations for greater police presence visibility.

The use of SkyCops as a surveillance system has its problems with privacy issues, but identifying individuals acting out on public property is admissible. The presence alone tends to move criminal activity away from the areas where the systems are deployed.



Strategy: Study the feasibility of employing a forensic sociologist to identify cultural, family and environmental situations that promote antisocial and criminal behavior as a preventative tool.

By building an individual profile of the social and familial influencers a person at risk encounters, many problems can be avoided through counseling.

Strategy: Explore the benefits of hiring an experienced public information officer who could be shared with the other departments to gather information and disseminate consistent and accurate content through town hall meetings and the media.

While it may not be reasonable for the department to bear the expense of a professional information officer, such expertise yields an advantage to City government in dissemination of information in a factual and timely manner, promoting confidence and support from the public.

Goal: *Maintain Awareness of State-of-the-Art technologies and procedures that could be employed in law enforcement activities and the improvement of operational efficiencies.*

The City is met with several challenges in policing: the ratio of population to number of law enforcement employees is below state and national norms, having been as low as 1.7 per 1000 in a 2.95 per 1000 normal environment; average tenure is lower than national averages; budget constraints impact many operations; the high-crime environment places more demand on the agency. The department has kept pace with demand for service, but not without considerable sacrifice.

Given Clarksdale's current depopulation trend, increased funding to respond to policing needs is not a guarantee, necessitating a more creative initial solution. The answer is to enhance organizational efficiencies through employing current best practices identified by the industry, recruit community engagement, and rely on technology to extend departmental capabilities.

Command staff is stepping up to get the most out of the resources available by identifying and acquiring additional, enhanced technologies and systems that will save time; and better use resources to compensate for limited personnel.

Several opportunities have been identified for consideration and, if proven efficient, will be employed in the operation.

Strategy: Consider drone technology for surveillance and data acquisition and, if found beneficial, deploy.



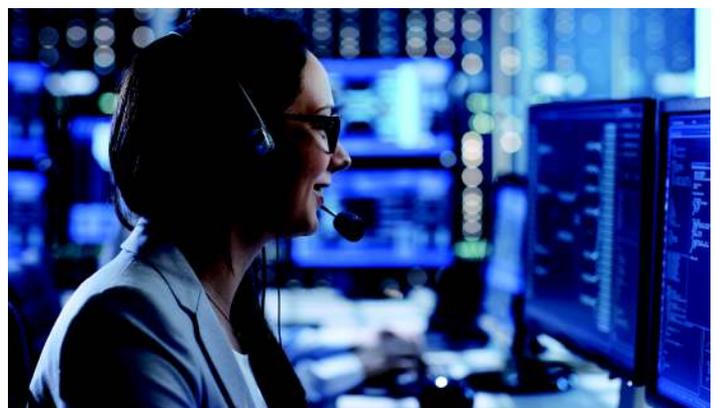
For surveillance, drones fall under the same restrictions and requirements as any situation requiring a warrant or determination of probable cause. However, an additional set of eyes, unseen by those being served a warrant, provides additional safety for the officers involved and visual tracking of flight. It also captures documentation of the incident. HD day and night cameras provide accurate scale to recreate the location and events. Incidents on public property provide more latitude in the capture of images, activities and movement with fewer restrictions on admissibility.

An officer deployed to an accident is normally on the scene for an extended period of time as the investigation unfolds. With Geo-spatial imaging provided by high-resolution, calibrated imagery, an officer can have an extremely accurate recreation of the scene in a fraction of the time, allowing him to move on to other activities more quickly.

For search and rescue activities, drones can cover more territory in less time with greater expectation of success.

Strategy: Install GPS tracking systems in all vehicles with dispatch having real-time review of information and location on each vehicle.

With constant real-time data being captured on each unit in the dispatch center, command staff can review how long the vehicle was running on each shift, how long it was stopped, the patrol patterns driven, fuel consumption, acceleration and braking, and instant



location for deployment of the closest vehicle to a call for service for fastest response time. This information will allow staff to review activities and make suggested changes to procedures to promote the most efficient delivery of services in terms of fuel, visibility and response.

Rather than an intrusion on the individual officer, it is a tool for maximizing the efficiency of operations.



Strategy: Deploy a K9 unit to extend the departments capabilities.

CPD has identified the need for a K9 unit to maximize an officer's time and effort in the field. Whether a search and rescue mission, serving a warrant, or establishing justification for probable cause, the capabilities of a canine officer add to the department's efficiency.

Anywhere in Clarksdale can be reached within 5 minutes from anywhere else, allowing time, in the case of suspicious circumstances on routine traffic stops, to deploy a K9 unit to the scene. If he reacts to the presence of drugs, the officers may proceed with a search of the car under a probable cause scenario and evidence discovered would be admissible in court.

Of course tracking and searches are well known functions of a K9 unit. The unique senses of a canine

can speed up operations for rescue or apprehension.

Considerations aside from the cost of the dog include kennels, a vehicle, and maintenance of the animal. The handler must receive extensive training and work with the dog prior to deployment, and some time must be allocated to accomplish the training and orientation period.

Strategy: Acquire radar units for each patrol car and two hand-held devices.

During the Ward hearings and discussions, a common point of concern was a general disregard for traffic



laws. Complaints included speeding through residential neighborhoods, failure to yield, disregard of stop signs and signal lights - all cited as common with Clarksdale traffic. The number of traffic citations are up and so are the number and severity of accidents. The acquisition and deployment of the units will raise awareness of active law enforcement in the area.

Once deployed in cars, word will travel quickly through the community that CPD has more radar units and they are looking for speeders. This higher visibility will leave an impression on many segments of the public and raise awareness of police presence. Ultimately, the action will improve traffic safety in the City.

Goal: *Build and maintain professional services and support systems from regional, state and federal agencies, businesses and medical services organizations.*

The Clarksdale Police Department has a continuing relationship with federal, county and state agencies as needed and longer-term on special projects and investigations.

The department has updated its communications recently to digital communications compatible with county, state and federal systems so that as situations escalate or the target territory expands, additional talk groups can be added to the communications. A worst-case scenario would require that all agencies be included in communications.

These relationships will be continued, strengthened, and utilized to help extend CPD resources, bring in experts with specific expertise, and have access to expanded communications and higher tech forensics.

The next step is to plan for automatic responses through a plan for situation management of escalating scenarios such as natural disasters, issues involving homeland security or terrorism, issues impacting other locations with Clarksdale as a triage point, or any situation that disrupts normal business and life activities on a larger scale.



Strategy: Develop and adopt a Clarksdale Crisis Management Plan.

The plan should be inclusive of segments at risk and well enough planned to provide a measure of normalcy as quickly as possible.

Several key areas demand addressing: the availability of cash to citizens which requires banks and financial institutions to become involved (ATM's don't work when there is no electricity), pre-designation of triage points for faster operational capability for ambulances, clinics, hospitals, etc., distribution of all public safety assets, and accessibility of the communications plan for contacting needed service providers planned by situation type. The plan should be far-reaching and dynamic in both identifying potential hazards and mitigating each one.



Strategy: Improve forensic capabilities by identifying resources available and by acquiring expanded internal capabilities.

It would not be realistic to try to develop a complete forensic lab in the CPD, however, some capabilities are within the scope of what could reasonably be improved. Mobile forensics for accessing cell-phone intelligence is one area that could be expanded for faster information retrieval.

Multiple labs are available through the network of agencies with which CPD works. The Mississippi Crime Laboratory (MCL) system consists of the main laboratory in Jackson and three regional laboratories

located in Batesville, Biloxi, and Meridian. Outsourcing for expanded capabilities is to regional and national labs. MCL services are divided into three categories: Impression Evidence, Analytical, and Bioscience. Impression Evidence services involve comparisons and examination of latent prints, firearms and tool marks, and questioned documents as well as technical assistance to laboratory sections and evidence management. Analytical services primarily involve chemical analysis of substances, and Bioscience services, which are biological in nature, include serology examinations and DNA testing.



Strategy: Strengthen inter-agency cooperation through development of a regional training facility.

Clarksdale PD has recognized the need for a training facility in the form of a classroom for some time. The firing range is also in need of improvements and expanded training opportunities.

By inviting other area agencies to participate in building a state-of-the-art facility serving this part of the State, the costs of the project would be reasonable for all parties concerned and improve the total area's training environment.



Goal: *Become the Law Enforcement Employer of Choice*

Strategy: Aggressively pursue State accreditation for CPD.

The Mississippi Law Enforcement Accreditation Commission was created to establish professional standards for Mississippi law enforcement agencies to recognize professional excellence.

The objectives of Mississippi State Accreditation are:

- Strengthen crime prevention and control capabilities.
- Formalize essential management procedures.
- Establish fair personnel practices.
- Improve service delivery.
- Solidify inter-agency cooperation and coordination
- Boost citizen and staff confidence in the agency.
- Provide another level of professionalism to officers.

Benefits of receiving accreditation for the City of Clarksdale include:

- Controlled liability insurance costs
- Stronger defense against lawsuits and citizen complaints
- Greater accountability within the agency
- Staunch support from government officials
- Increased community advocacy

The department must comply with (140) one hundred forty standards for state accreditation during a (2) two-year self-assessment.

Strategy: Assist officers in achieving the highest quality of work and efficiency of operations.

- Implement a schedule for in-service training.
- Review habits and attitudes that may be less efficient with each officer on a set periodic basis.
- Initiate a Customer Awareness training program.
- Encourage professional development through opportunities for advanced training.
- Provide continuing instruction on efficient use of technologies available.

Strategy: Improve communications within the agency through regularly scheduled meetings and reviews.

- Set specific schedule for command staff to meet

with line officers to discuss department issues, department direction and focus of the CPD beyond shift orientations.

- Create an environment conducive to cooperation between patrol and investigative divisions.
- Establish policies for command staff to be available and approachable to staff for one-on-one information exchanges.
- Create a blind suggestion box and a procedure for receiving direct suggestions from all personnel.

Strategy: Establish clear career path opportunities for advancement with recognition for professional growth.

- Develop a blueprint for advancement which includes opportunities for training in an organized schedule.
- Initiate a performance and achievement-based advancement program.
- Make assistance available to individuals for counseling on career path issues.
- Establish a recognition program for exceptional achievement.

Strategy: Develop a recruitment and retention plan

- Revitalize a recruitment program for both sworn and civilian personnel.
- Develop a retention plan, incorporating identification of signs of dissatisfaction or loss of enthusiasm and appropriate responses.
- Plan for future vacancies.
- Facilitate employee participation.

Strategy: Improve incident reporting and documentation.

- Maintain a training program of input and retrieval of data on the department's reporting system.
- Provide coaching on the timely input of data and content to be captured.
- Periodically review reporting habits and accuracy with officers.
- Provide training for civilian staff to retrieve reports for the public.

For more than a year after assuming leadership of the Clarksdale Police Department, the new Chief of Police interviewed staff, discussed administrative and operational procedures and observed the organization's structure and methods of operation. As she developed her leadership team, she began the process of realigning responsibilities and duties of her department.

Once an opinion of direction was formed, the process moved to the more formal stage of verification. A strategic planning project was launched in January, 2019 with the help of a grant from the Walton Family Foundation, Inc., through their Home Region Program,.

The project was divided into six phases:

1. External Research/public
2. Analysis
3. Internal Research/personnel
4. Analysis
5. Technical and experiential Input
6. Identification of Goals and Objectives (supporting previously developed Mission Statements) and Vision.

External research began with development of a survey to be conducted in a series of Town Hall-styled ward meetings. These were accomplished with no politicians or members of law enforcement in attendance. This was to allow people to express themselves without saying only what they thought officials might want to hear. It was thought that more honest answers would be given.

The meetings were publicized in the local newspaper, radio station, community bulletin boards, shop windows and on social media. Additionally, extra survey forms were available in various locations and on-line.

As the meetings and surveys were being finalized, the City Board of Mayor and Commissioners appointed

a citizens' steering committee to review and suggest courses of action to address the issues defined by the public responses.

A second committee was internal and consisted of the leadership staff of the CPD.

Goals were agreed upon and strategies identified to address the issues most relevant to the mission and goals of the department.

Many of the proposed strategies had been either the subject of extensive Department of Justice studies or are drawn from other law enforcement organizations' experiences.

Technical experts were retained to submit papers relevant to their areas of expertise. Basic actions suggested from these papers are included in this plan and the full reports and/or publications are in the possession of CPD.

The plan is aspirational in approach in that it outlines actions and studies to be accomplished rather than individual objectives to tackle. As the plan progresses over the next 5 years, the public is invited to follow the CPD's progress and comment.



Steering Committee Members - Front Row: Lewis Wilkins, Lela Keys, Joe Alderson, Jim Schnadelbach, Brenda Outlaw Back Row: M. A. (Mac) Crank, consultant/facilitator; Christopher Campos, research and planning associate.

TIMELINE FOR STRATEGIES

	2019	2020	2021	2022	2023
1. Establish patrol sectors for specific officers for integration into the neighborhoods.	Beats Established 45,46,47,48				
2. Open precinct-based sub-stations in the four precincts.	Sub-Station Beat 46	Sub-Station Beat 47	Sub-Station Beat 45	Sub-Station Beat 48	
3. Encourage closer-knit block groups to form watch programs.					
4. Focus on Crime Prevention and resistance programs.	GREAT and DARE Programs				
5. Deploy SkyCop units in active locations for greater police presence and visibility.					
6. Study the feasibility of employing a forensic sociologist.					
7. Explore benefits and costs of hiring an experienced public information officer.			Trained By January 2021		
8. Consider drone technology for surveillance and data acquisition.			Study Period		
9. Install GPS tracking systems in all vehicles.					
10. Deploy K9 unit.	Train	Deploy			
11. Acquire radar units.	2 Units	2 Units	2 Units	2 Units	2 Units
12. Develop and adopt a Clarksdale Crisis Management Plan.					
13. Improve forensic capabilities.			Certify Crime Scene Investigator	Certify Crime Scene Investigator	
14. Develop a regional training facility.				Spearhead Development	
15. Assist officers in achieving the highest quality of work and efficiency of operations.		Quarterly Training			
16. Improve communications within the agency through regularly scheduled meetings and reviews.					
17. Establish clear career path opportunities for advancement with recognition for professional growth.					
18. Develop a recruitment and retention plan.					
19. Improve incident reporting and documentation.					

LEADERSHIP TEAM



Robbie Linley

Assistant Chief of Police

Assistant Chief Linley began his career in law enforcement with the Clarksdale Police Department in September 1997 as a patrol officer. He served in the Patrol Division for numerous years until he was transferred to the Investigative Division. During his tenure in the Investigative Division, he rose through the ranks and was promoted to Captain.

As commander of the division, AC Linley was responsible for the supervision of criminal, crime scene, narcotics, and juvenile investigations.

In January 2013, he was appointed as Assistant Chief which is the position he currently holds.



Vincent Ramirez, Jr.

Assistant Chief of Police

Assistant Chief Ramirez began his law enforcement career with the Coahoma County Sheriff's Office in January 1995 as a road deputy. He continued his career with the Clarksdale Police Department in July 2002. Over the years as he rose through the ranks, he was assigned to various divisions to include Patrol, Narcotics, and Criminal Investigations.

He was promoted to Assistant Chief of Police in February 2019. His assignments include supervising the Criminal Investigations Division, Training, and Fleet Management.



Fernando Harris

Assistant Chief of Police

Assistant Chief Harris began his career in law enforcement with the Clarksdale Police Department in May 1991. After three years of service, AC Harris began working in the private sector of law enforcement in the state of Texas. In October 2018, he was hired by the City of Clarksdale as a law enforcement consultant. In December 2018, he was hired as an assistant chief with the Clarksdale Police Department. He is assigned to command the Special Operations Team, Narcotics Division, and the Neighborhood Enhancement Team (NET) with a focus on organized drug and gang activity.

AC Harris is a veteran of the United States Army.



CLARKSDALE POLICE DEPARTMENT

Chief of Police

Sandra J. Williams

Administrative Assistant

Rhonda Walker

Assistant Chiefs

Robbie Linley

Fernando Harris

Vincent Ramirez

Captains

Ricky Bridges

Delarian Norsworthy

Norman Starks

Randy Tomlinson

Officers

Devail Anderson

Andrew Bankhead

Jessie Barnes

Orlando Bell

Jaylan Benson

Jasmine Booker

Nicoris Black

Jacob Braxton

Alvina Coley

Kenneth Davis

Myette Dawson

Terry Glasper

Larry Grimes

Charles Hampton

Kenny Harris

Titus Hawkins

Dorothy Henley

Raymond Hill

George Johnson

Ulyda Johnson

Johnny Jones

William Leavy

Stacy Lester

Latravione Mitchell

Christopher Osborne

Victor Randle

Charles Sledge

Darrell Taylor

Clifton Thomas

Davarcus Wade

Kendrick Walker

Patrick Williams

Dispatchers

Cynthia Joiner

Martha Calloway

Ashley Davis

Barbara King

Arzella Monix

Records

Josephine Bruce

Animal Control

Brandon Amerson



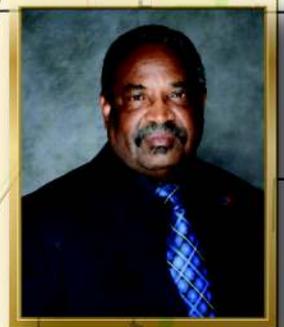
Chuck Espy
Mayor



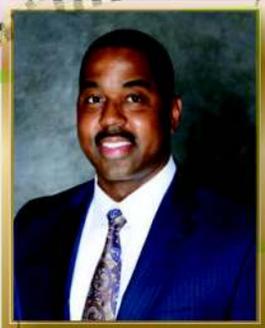
Ken Murphey
Commissioner Ward 2



Timothy (Bo) Plunk
Commissioner Ward 1



Edward Seals
Commissioner Ward 4



Willie Turner, Jr.
Commissioner Ward 3

