

ACHIEVING

PARTNERING

DEVELOPING



2024-2028 STRATEGIC PLAN
WILSON POLICE DEPARTMENT



TABLE OF CONTENTS

- 2** | Introduction from the Chief
- 3** | Our Mission
- 4** | Community and Organization Overviews
- 6** | Department Statistics
- 7** | S.W.O.T. Analysis
- 9** | Our Roots and Foundations
- 10** | Priorities, Goals, Objectives, and Measures
- 17** | Acknowledgements



Introduction from the Chief



William Scott Biddle
Chief of Police

The Wilson Police Department has always been an exemplary law enforcement agency striving to remain successful in working to meet the needs of the City of Wilson. I am proud to present the 2023-2027 Strategic Plan. This plan is based on priorities, goals, objectives and measures identified by our committee. This plan is in line with the goals outlined by our City Council and formulated to closely reflect our status as an agency that continuously maintains our accreditation status at the highest level attainable.

The Priorities listed in this plan are:

- Reduce crime by improving effective policing strategies
- Maintain a culture of community involvement
- Positively impact employee satisfaction
- Employee wellness

Goals, objectives and performance measures are monitored, evaluated and adjusted to ensure that work reflects our efforts to meet these priorities. This plan is developed to continually improve the Wilson Police Department's ability to provide outstanding service to the citizens of Wilson.

Our agency monitors crime trends and patterns weekly to adjust resources to develop strategies to reduce crime. We take pride in our efforts to reduce crime and the impact that it has on businesses and citizens deciding to make Wilson their home.

We are a community policing agency that has thoroughly embraced this philosophy and understand the positive impact it has on making Wilson a great place to work, live and raise families. This is accomplished by forming relationships with the citizens of Wilson to collectively solve problems.

Additional we value a culture at the Wilson Police Department to develop a working environment that allows all employees to attain their personal and professional goals and objectives.

A handwritten signature in black ink that reads 'W.S. Biddle'. The signature is written in a cursive, flowing style.



Our Mission

MISSION STATEMENT

Through partnerships with our community, we strive to reduce crime and improve the quality of life for the citizens of Wilson.

CORE VALUES

Service

To supply with aid, information, or other incidental services.

Honesty

The quality or fact of being honest; uprightness and fairness.

Accountability

The state of being accountable, liable, or answerable.

Responsibility

The state or fact of being responsible, answerable, or accountable for something within one's power, control, or management.

Professionalism

The competence or skill expected of a professional.

Education

Knowledge of or training in a particular field or subject.

VISION

The Wilson Police Department is committed to achieving excellence via partnering with the community and developing specific goals designed to ensure our future success in service of our community.



Community and Organization Overviews

The Wilson Police Department provides policing services for the county seat of Wilson County - the city of Wilson, North Carolina. The 2021 estimated population of Wilson was 47,731 people and 1,525 people per square mile, making it the 23rd largest city in North Carolina.

Located approximately 40 miles east of Raleigh - the capital city of North Carolina - Wilson is approximately 31.1 square miles in total area. It is conveniently served by the interchange of Interstate 95 and U.S. Route 264 and is the northern terminus of Interstate 795.

Wilson is home to several notable parks, including the Vollis Simpson Whirligig Park, Buckhorn Lake, Lake Wilson, and Wiggins Mill Reservoir, as well as numerous attractions, including Fleming Stadium, the J. Burt Gillette Athletic Complex, Wedgewood Golf Course, and the Wilson Country Club.

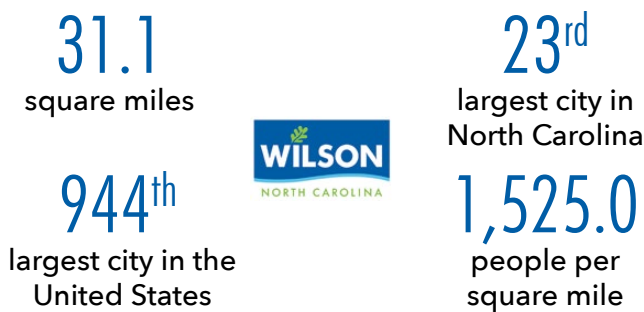
Once widely known as "The World's Greatest Tobacco Market," the city of Wilson now benefits from a diverse economy and a diverse population, which is comprised as follows: 48.4% black, 39.6 % white, 11.4% Hispanic, and 1.8% other nationalities/races.



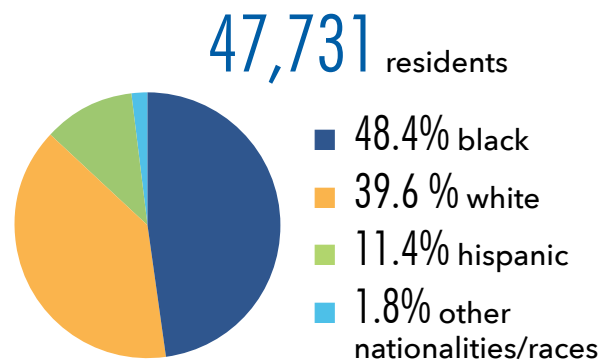
City of Wilson Community Overviews

(As of January 2023 and the 2021 U.S. Census Bureau)

City Details



Demographics



Socio-Economic Climate

RESIDENTS AGED 25 AND UP





Community and Organization Overviews

Wilson Police Department Organizational Overview

(As of December 2023)

141
Total
Employees

126 Authorized Sworn Employees

- 55% White male officers
- 11% White female officers
- 13% Black male officers
- 6% Black female officers
- 10% Hispanic male officers
- 4% Hispanic female officers
- 1% Other female officers

15 Non-sworn Employees

27 Supervisory and Command Staff Positions

- 70% White male
- 15% Black males
- 7% Hispanic females
- 4% Black females
- 4% White females





Department Statistics

2023	Traffic Accidents	Traffic Stops	Citations	Arrests	Guns Seized	Total Calls for Service	Calls for Service Non-Emergency
January	298	859	445	440	25	7,697	5,904
February	166	897	481	404	28	7,788	6,170
March	204	821	545	470	24	8,382	6,478
April	204	639	412	393	21	7,710	5,619
May	200	966	643	584	42	8,508	6,488
June	187	1,368	852	587	36	9,293	7,255
July	169	990	676	613	39	8,505	6,372
August	180	1,208	784	784	34	8,804	6,844
September	166	1,466	932	516	43	9,874	7,918
October	222	1,259	925	570	80	9,209	7,208
November	216	1,275	775	686	43	9,599	7,845
December	198	1,093	635	555	28	8,526	6,662
Total	2,410	12,841	8,105	6,602	443	103,895	80,763
Average Per Day	6.6	35.18	22.02	14.9	1.21	284.64	221.26



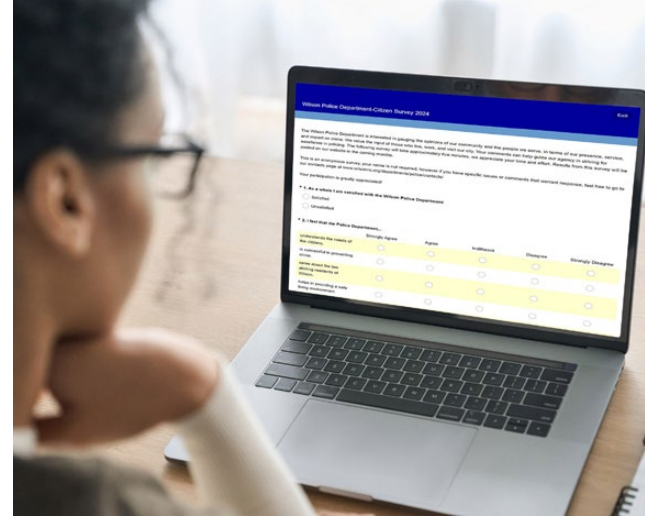


S.W.O.T. Analysis

Throughout the year, the Wilson Police Department provides a monthly survey to the citizens of Wilson. The survey is published on our department's Facebook page, which is followed by approximately twenty-four thousand people. The survey is posted on the first day of each month and the results of the survey are provided to the department. The survey was conducted to encourage citizens to provide the Wilson Police Department with their perceptions of our agency and their safety.

The results of the most recent survey are as follow:

- 77% of respondents are satisfied with the department.
- 74% of respondents believe the department cares about the residents of Wilson.
- 78% of respondents feel the department is easy to contact.
- 79% of respondents believe we are good at our jobs.
- 82% of respondents believe we are professional and courteous.
- 75% of respondents feel Wilson is a nice place to live.
- 71% of respondents feel safe in their neighborhood or part of town.



When asked about the strengths of the Wilson Police Department, a majority of respondents believe:

- Our officers are professional and respectful.
- The Wilson Police Department is heavily involved in community policing and community involvement.
- Strong relationship with the youth in Wilson.

When asked how the Wilson Police Department could better serve the community, a majority of respondents believe:

- Officers could be more visible in the community.
 - 65% of respondents agree or strongly agree that officers are visible within the community while 35% disagree or feel indifferent.
- Address traffic and speed violations throughout the city.
- Hire more officers.
 - The department currently has 17 sworn positions open.

Based on the survey, it appears that respondents believe that traffic violations are the biggest problem in the City of Wilson.

- Between January 1, 2022 and January 1, 2023, the Wilson Police Department issued 4,307 citations. The vast majority of these citations were motor vehicle violations. Of those 4,307 citations, 1,332 citations were for speeding or speed-related.



S.W.O.T. Analysis

Several members of the Wilson Police Department, civilian and sworn, participated in a SWOT analysis. This analysis was designed to identify the agency's strengths, weaknesses, opportunities, and threats (SWOT) from the employees' point of view.

A review of the responses indicated that there were many common themes present. These common themes were identified and used to assist the command staff in developing the initiatives that serve as the core of this Five-Year Strategic Plan.

S	STRENGTHS	<ul style="list-style-type: none"> Above average community involvement. Residents feel safe and respected. Interagency relationships and trust. Residents feel like most officers are friendly and approachable. 	
W	WEAKNESSES	<ul style="list-style-type: none"> Understaffed sworn manpower. Intra-department communication. Resistant to change. Outdated and lacking policies and procedures. 	
O	OPPORTUNITY	<ul style="list-style-type: none"> Community education/engagement. Enhance community partnerships. Expand Public Service Announcements and the use of social media. Up to date training and equipment. 	
T	THREATS	<ul style="list-style-type: none"> Understaffing. Increasing calls for service. Community backlash, protests. Outdated equipment, vehicles, training, and technology. 	

The employee survey measured numerous employee perceptions, needs, and attitudes in several areas. One of the topics most discussed was staffing. A majority of department employees believe having greater staff availability can be a strength and a positive opportunity; and being understaffed can become a weakness and threat. Another heavily-discussed topic was community involvement. Our employees believe that WPD strives to go above and beyond in our community, which is our most important opportunity to better serve the City of Wilson.



Our Roots and Foundations

History/Organizational Overview

The men and women of the Wilson Police Department have been protecting and serving the citizens of Wilson since the 1950's. Since its establishment on January 29th, 1849, Wilson has grown from an agricultural crossroad to a mercantile city of nearly 50,000 citizens. During the early 1900's, the city of Wilson experienced exponential growth due to agricultural expansion, industrial developments, manufacturing, and the arrival of the Wilmington/Raleigh Railroad, forcing the Wilson Police Department to grow and adapt. As of January 2023, the Department has 125 full-time sworn officers and 17 non-sworn personnel that protect and serve the people of Wilson.

The Wilson Police Department is a highly community-oriented, innovative, and professional agency. One of its most recognized achievements is its CALEA accreditation, which was first achieved in 1987. The Wilson Police Department was the second law enforcement agency in North Carolina and the forty-seventh agency nationwide to achieve accredited status. Currently, only 5% of Law Enforcement Agencies in the US are CALEA accredited.

Today, Chief William Scott Biddle leads the Wilson Police Department as the Chief of Police, the capstone of an exceptional career that began in 1992 as a patrol officer with the Wilson Police Department. Since the beginning of his law enforcement career, Chief Biddle has been the recipient of numerous commendations and awards, many due to his work with the youth of Wilson. In 1994, Chief Biddle was a founding member of Wilson Police Department's PAL (Police Athletic/Activities League), a non-profit association that enables hundreds of kids to participate in camps, mentoring, and tutoring programs every year.

The Wilson Police Department's foundation is built on a community policing philosophy, with a strong emphasis on accountability, professionalism, training, education, and respect for others. Through partnerships with multiple community groups, the Department strives to keep the peace, reduce crime, and improve the quality of life for all citizens.





Priorities, Goals, Objectives, and Measures

PRIORITY 1 | Reduce crime by improving effective policing strategies

Continue to develop strategies to deter crime, enhance case solvability, and improve the quality of life in Wilson.

Goal 1 - Improve department efficiency in crime reduction

Objectives

1. Focus police activities in areas identified by crime analysis.
2. Expand additional public safety camera systems.
3. Expand new technology, equipment, and practices that will improve workload efficiency.
4. Focus police activities in areas citizens identified as having quality of life issues.
5. Maintain response times for calls for service at or below the benchmarking average.

Measures

1. Reduce overall crime rate by 3%
2. Maintain 3 to 5 additional public safety cameras each year or as the budget allows.
3. Increase case clearance by 2%

City Council Goals

1. Building a Better Wilson
2. Homes and Neighborhoods
3. Downtown

Goal 2 - Increase traffic and roadway safety for the motoring public

Objectives

1. Conduct directed patrols focused on enforcement in problem areas identified by citizen complaints and traffic analysis.
2. Increase the number of officers that are RADAR certified.
3. Maintain a unit specialized in traffic enforcement.
4. Improve citizen education on traffic safety and laws.

Measures

1. Reduce traffic accidents by 5%.
2. Maintain at least 3 officers per patrol team that are RADAR certified.
3. Workload analysis of the STEP Team.
4. Conduct at least 1 citizen safety education program per quarter.

City Council Goals

1. Building a Better Wilson
2. Community Involvement





Priorities, Goals, Objectives, and Measures

Goal 3 - Maintain accountability and a proactive environment

Objectives

1. Continue to reward for hard work, meaningful impact on the community, and initiative.
2. Maintain Field Operations and Support Services personnel interactions.
3. Maintain CALEA Accreditation

Measures

1. Number of Catch Ya Cards, Positive Performance Indicators, and correspondences relating.
2. Documentation of information being discussed between departmental units/divisions.
3. Receiving CALEA certification.

City Council Goals

1. Building a Better Wilson

PRIORITY 2 | Maintain a culture of community engagement

Enhance the trust of the community through non-enforcement interactions between officers, youth, and other community members.

Goal 1 - Maintain community outreach and community oriented policing programs

Objectives

1. Enhance the citizen and youth academy to educate citizens.
2. Strive to enhance the Police Athletic League (PAL) program.
3. Continue with the Police Explorers program.

Measures

1. Conduct at least 1 citizen academy per year.
2. Increase youth PAL participation by 3%.
3. Increase youth participation in the Police Explorers program by 2%.

City Council Goals

1. Building a Better Wilson
2. Parks and Recreation
3. Homes and Neighborhoods
4. Community Involvement



PAL Summer Camp



Priorities, Goals, Objectives, and Measures

Goal 2 - Maintain agency visibility in the community

Objectives

1. Improve social media presence.
2. Involve the community in crime reduction efforts.
3. Continue to strengthen involvement with citizens by officers participating in community groups in their areas.
4. Increase the number of community outreach events such as Coffee with a Cop, Summer Festival, Christmas in the South, Shop with a Cop, etc.

Measures

1. Increase social media followers by 5%.
2. Maintain at least 2,000 hours of community service each year.
3. Increase positive rankings results from Citizen Surveys by 3%.

City Council Goals

1. Building a Better Wilson
2. Parks and Recreation
3. Homes and Neighborhoods
4. Community Involvement
5. Economic Development
6. Infrastructure
7. Downtown

Goal 3 - Continue engaging the community in joint problem solving

Objectives

1. Continue with bi-annual Chat with the Commander style meetings with the Chief and command staff.
2. Increase participation in Neighborhood Watch meetings in all areas.
3. Engage more community stakeholders such as churches, businesses, and property leaders by meeting with departmental personnel more regularly.
4. Maintain current Citizen Survey on departmental website and social media pages.
5. Continue sending officers to Crisis Intervention Team (CIT) training.

Measures

1. Conduct at least 2 Chat with Commander meetings per year.
2. Increase the number of Neighborhood Watch meetings by 2%.
3. Maintain at least 75% of the agency being CIT certified.
4. Conduct at least two church/retail meetings with senior staff each year.



Shop with a Cop



Priorities, Goals, Objectives, and Measures

City Council Goals

1. Building a Better Wilson
2. Parks and Recreation
3. Homes and Neighborhoods
4. Community Involvement
5. Economic Development
6. Infrastructure
7. Downtown

PRIORITY 3 | Positively impact employee satisfaction

Enhance efforts to invest in our employees.

Goal 1 - Create a succession plan for leadership positions

Objectives

1. Conduct semi-annual leadership/supervisor training.
2. Continue to send supervisors to advanced management schools such as Administrative Officers Management Program (AOMP) training.
3. Implement cross-divisional training for sworn personnel.

Measures

1. Maintain sending at least 2 supervisors each semester to AOMP.
2. All supervisors will attend 1 supervisor-related course sponsored by the department each year.
3. The department will maintain providing 1 promotional testing opportunity for non-competing ranks each year and higher ranks as needed.
4. Results of employee surveys measuring satisfaction.

City Council Goals

1. Building a Better Wilson





Priorities, Goals, Objectives, and Measures

Goal 2 - Enhance internal communications

Objectives

1. Institute Monthly Chief's Message.
2. Continue to conduct bi-monthly staff meetings with all staff.
3. Maintain the philosophy of choosing a diverse group of departmental employees for employee advisory groups.
4. Complete employee surveys to determine areas of satisfaction and dissatisfaction.

Measures

1. Publish a Chief's Message once a month.
2. Conduct staff meetings at least once every 2 months with the entire staff.
3. Results of employee surveys.

City Council Goals

1. Building a Better Wilson
2. Parks and Recreation
3. Homes and Neighborhoods
4. Community Involvement
5. Economic Development
6. Infrastructure
7. Downtown

Goal 3 - Strengthen recruitment efforts

Objectives

1. Create a recruitment video.
2. Continue updating recruitment flyers and signage to improve appeal.
3. Maintain a presence on websites and social media pages geared towards recruitment.
4. Increase ride-a-longs by future applicants.

Measures

1. Create at least 1 recruitment video.
2. Increase applicants hired by 2%.
3. Update recruitment publications at least once a year.

Message from Chief Biddle

We want to welcome and thank you for visiting the Wilson Police Department website. The members of the Wilson Police Department are extremely proud and honored to serve the citizens and visitors of Wilson, North Carolina. We are proud of our dedicated employees and volunteers who strive to provide the highest quality of police services to the citizens and visitors of our great community. We work closely with our schools, businesses, and residents to reduce crime and improve the quality of life. We are dedicated to community-oriented policing and problem solving. We operate on a foundation of service, honesty, accountability, responsibility, professionalism, and education.



At the Wilson Police Department, we place tremendous emphasis on securing our future by working with our youth. The importance of having positive influences on our youth cannot be overstated. We average over 700 hours per month working with the youth in our community through police sponsored programs and partnerships with other youth related agencies. From our Police Athletic/Activities League, Explorer Program, coaching, tutoring, and numerous mentoring programs, we strive to create positive interactions between youth and police officers. The relationships we build with our youth create a lasting impression not only with the youth but with the members of our department.

Once again, thank you for your interest in our website. We encourage all of our residents, business owners, and visitors to connect with us about any issue or concerns you may have. If you should have any questions, please do not hesitate to call on any one of us, we welcome and encourage your ideas and comments.



Priorities, Goals, Objectives, and Measures

City Council Goals

1. Building a Better Wilson
2. Parks and Recreation
3. Homes and Neighborhoods
4. Community Involvement
5. Economic Development
6. Infrastructure
7. Downtown

PRIORITY 4 | Employee wellness

Maintain a holistic approach to positively impact our employee's physical, mental, emotional, and financial health.

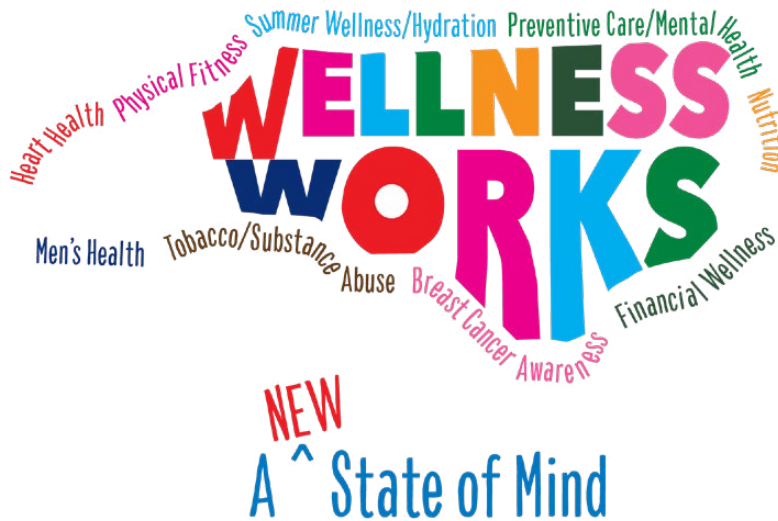
Goal 1 – Continue to support employee mental health and resiliency

Objectives

1. Promote all city resources available to employees (e.g. Employee Assistance Program (EAP), Teledoc)
2. Support family-inclusive department events.
3. Maintain current directives for mandatory debriefings after critical incidents.
4. Explore seminars on stress management and financial health.

Measures

1. Conduct at least 2 family-inclusive department events each year.
2. Create a committee to research peer-to-peer counseling strategies.
3. Results of employee survey.





Priorities, Goals, Objectives, and Measures

City Council Goals

1. Building a Better Wilson
2. Parks and Recreation
3. Homes and Neighborhoods
4. Community Involvement
5. Economic Development
6. Infrastructure
7. Downtown

Goal 2 - Improve the fitness level and physical health of department employees

Objectives

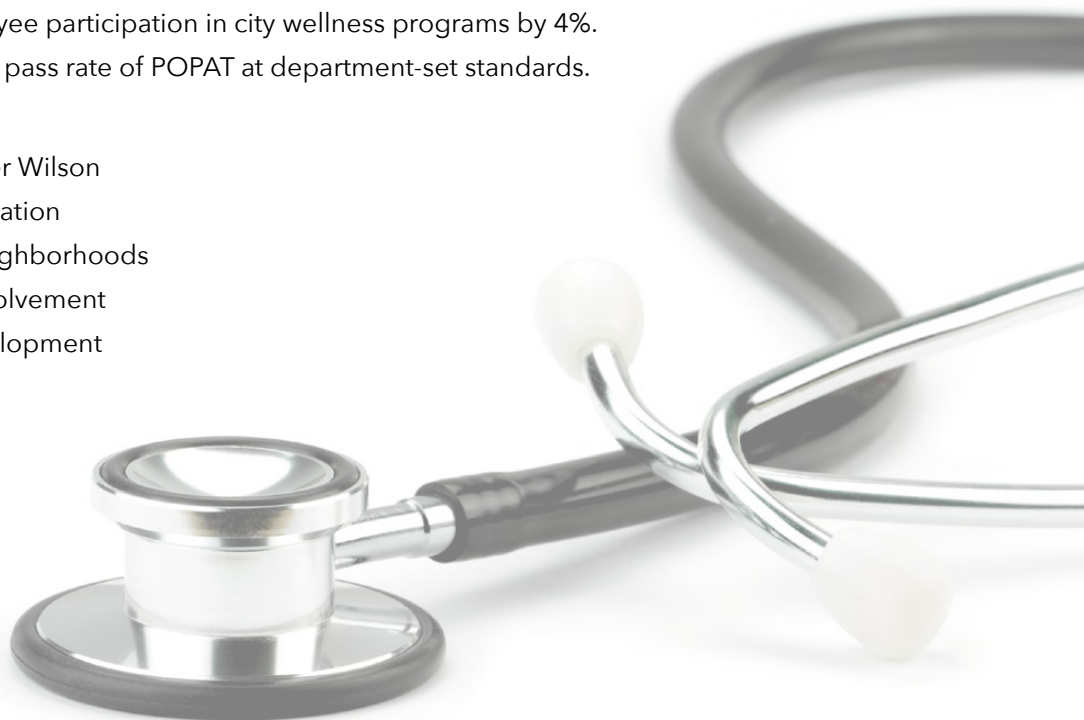
1. Establish an incentivized fitness program such as awards.
2. Support education on healthy eating and nutrition.
3. Maintain an in-house physical training team.
4. Create health challenges to promote comradery and competition.
5. Continue to support and promote the city's Employee Wellness program.

Measures

1. Create an award for passing the Police Officer Physical Abilities Test (POPAT) following Basic Law Enforcement Training (BLET) standards.
2. Increase employee participation in city wellness programs by 4%.
3. Strive for a 95% pass rate of POPAT at department-set standards.

City Council Goals

1. Building a Better Wilson
2. Parks and Recreation
3. Homes and Neighborhoods
4. Community Involvement
5. Economic Development
6. Infrastructure
7. Downtown





Acknowledgments

Strategic Planning Publishing Committee

The Strategic Plan Committee spent numerous hours coordinating efforts towards composing this plan. Between meetings, workshops, collecting data and writing this plan, the team is very proud of the final product. Without the effort from all involved, at each and every stage of production, this would not have been possible.

Major Steven Stroud

Captain Eric Kearney

Sergeant Eric McInerney

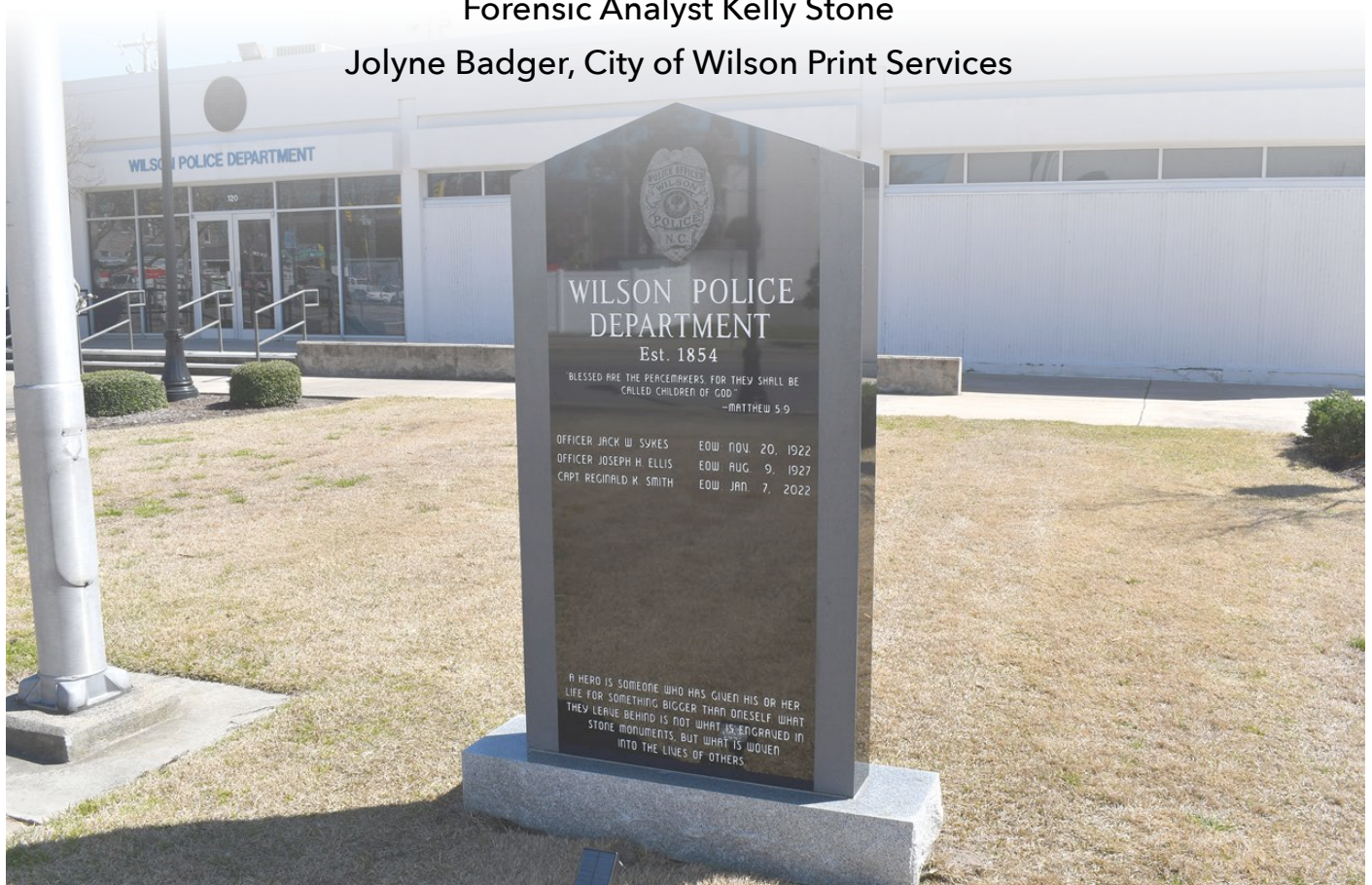
Senior Police Officer Destiny Ma'ave Kuewa

Police Officer II Ashley Glover

Police Officer I Raymundo Celaya-Orozco

Forensic Analyst Kelly Stone

Jolyne Badger, City of Wilson Print Services





Wilson Police Department
120 Goldsboro St. E
Wilson, NC 27893