Upper Dublin Township Police Department

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Vision 2020: A Staffing Analysis for 2017 & Beyond of the Upper Dublin Township Police Department is the result of many hours of research, community focus groups and a survey, as well as countless hours of discussion on what may best for the Upper Dublin Township community.

There were some basic policing principles that were used as guidelines in determining the most appropriate staffing for the police department. These principles focused on the needs of the community that we serve along with the judgement of the Board of Commissioner and not on the desires of the police department. Therefore, we sought out and did receive a significant amount of input from the members of the Upper Dublin Township community on what they expect from their police department.

The founder of the Metropolitan Police Department in London, Sir Robert Peel, developed nine policing principles in 1829 that are still relevant today. These Peelian Principles focus on the cooperation between the police and the public and the prevention of crime and disorder. One of these principles states that "*The ability of the police to perform their duties is dependent upon public approval of police actions.*" This is truer today than ever before.

Through our research for this staffing analysis, we have identified that the community's concerns focus on the following aspects of policing: 1.) that the police respond quickly to "Calls for Service," 2.) traffic safety related matters be addressed and 3.) community policing or how the police interact with the public is expanded and improved upon. We kept these three (3) considerations in mind while compiling data and developing a plan to implement the unique staffing opportunity that you will read about in this staffing analysis.

I want to acknowledge the dedication and hard work of the Staffing Study committee who worked as a team to complete **Vision 2020: A Staffing Analysis for 2017 & Beyond**. The members of the Staffing Study committee are: Deputy Chief of Police Daniel Wade, Lieutenant Darren Nyce, Sergeant Andrew Lavenberg, Corporal John Sullivan, Patrol Officer David Madrak, and Patrol Officer Thomas Szybowski.

Respectfully submitted,

Ralph (Lee) W. Benson, III
Chief of Police

Upper Dublin Township Police Department

Vision 2020: A Staffing Analysis for 2017 & Beyond

Submitted by:

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Executive Summary

The purpose of **Vision 2020: A Staffing Analysis for 2017 & Beyond** is to examine the staffing needs of the Upper Dublin Township Police Department utilizing what are considered "best practices" within the law enforcement community. There are several police staffing models and methods that examine a variety of data, including the ratio of police officers to the population, demographic/workload comparisons, and other widely accepted formulas. Each model and method has advantages and disadvantages. No one model or method can be used as the sole basis to best determine the most appropriate staffing for a police department since each community's needs, desires, and expectations differ. As a result, this staffing analysis presents the Upper Dublin Township Board of Commissioners with the results from five (5) models and methods as well as community input that can be used to best determine the most appropriate staffing within the Upper Dublin Township Police Department.

Included in this staffing analysis is information related to the demographics of Upper Dublin Township, our policing and service philosophy, partnerships with the community and professional affiliations, statistics concerning "Calls for Service," and officer-initiated activity (i.e. traffic enforcement), as well as input from the community through focus groups and the results of a community survey. In addition, information relating to the additional responsibilities and tasks taken on by many members of the police department are described.

The Upper Dublin Township Police Department seeks to provide the best available police services to the Upper Dublin Township community. In order to provide such services, the Upper Dublin Township Police Department is authorized to have a staff of fifty-two (52) employees; forty (40) police officers and a support staff of twelve (12) (six (6) full-time and six (6) part-time) civilian employees. We strive to have the most professional, dedicated, respected, and trusted personnel possible. We stress the importance of not only responding to "Calls for Service," but to be engaged with the community, in other words have a willingness to help people in some of their greatest times of need. In order to accomplish this, the Upper Dublin Township Police Department practices and maintains a "community oriented policing" philosophy through the dedication and service of its members.

In nearly all forms of local government across the United States, police or public safety service costs are the most expensive. Since the Upper Dublin Township Police Department is a service oriented law enforcement agency, there is a significant cost to provide police services to the Upper Dublin Township community. Despite the cost for police services, it is clear that the Upper Dublin Township community supports our "community oriented policing" approach and is willing to support our police department.

When reviewing this staffing analysis, please consider all of the information presented as a whole and not on an individual basis. If the members of the Upper Dublin Township Police Department are to maintain a community with a low crime-rate, be proactive and practice a community oriented policing philosophy then we must have the most appropriate staffing to accomplish this goal.

Mission Statement

The Upper Dublin Township Police Department exists to provide to all who live, work, visit or otherwise enter this jurisdiction the most professional police services that can be offered. We are committed to providing a safe environment for all through diligent police patrol, exhaustive police investigations, service to the community, the impartial enforcement of laws with respect and concern for fundamental human rights and dignity.

Our commitment to excellence not only extends to the community, but to the officers and employees of this department who have dedicated themselves to the police profession. We will strive to provide the training, education, career development, equipment, and support needed to fulfill our mission with the safety and security of our officers in mind.

We will never rest or become complacent with our achievements, but will continuously assess our performance to meet the needs and demands of the community we serve.

Code of Ethics

AS A LAW ENFORCEMENT OFFICER, my fundamental duty is to serve mankind; to safeguard lives and property, to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence or disorder, and to respect the Constitutional rights of all men to liberty, equality, and justice.

I will keep my private life unsullied as an example to all; maintain courageous calm in the face of danger, scorn, or ridicule; develop self-restraint, and be constantly mindful of the welfare of others. Honest in thought and deed in both my personal and official life, I will be exemplary in obeying the laws of the land and the regulations of my department. Whatever I see or hear of a confidential nature, or that is confided to me in my official capacity, will be kept ever secret unless revelation is necessary in the performance of my duty.

I will never act officiously or permit personal feelings, prejudices, animosities, or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favor, malice or ill will, never accepting gratuities.

I recognize the badge of my office as a symbol of public faith, and I accept it as a public trust, to be held so long as I am true to the ethics of police service. I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession – **LAW ENFORCEMENT**.

Introduction

Upper Dublin Township is located within Montgomery County, Pennsylvania. There are approximately 26,000 people who reside within this 13.2 square mile community. Most of the land within Upper Dublin Township has been developed into communities of single-family homes, townhouses, shopping centers, educational institutions, park and recreational areas, and the Fort Washington Office Park. The residents of Upper Dublin Township are served by the School District of Upper Dublin. There are major arteries (i.e. Pennsylvania Turnpike, Routes 309, 152, and 63) that pass through Upper Dublin Township and mass transit is available through the Southeastern Pennsylvania Transportation Authority (SEPTA). Upper Dublin Township is a highly desirable community to live and work.

The Upper Dublin Township Police Department was established in 1928 by resolution of the Upper Dublin Township Board of Commissioners. The Department is charged with the protection of life and property within Upper Dublin Township. The Upper Dublin Township Police Department is a first class, civil service, accredited, law enforcement agency. Staffed 24-hours-a-day, 7 days-a-week, the Department employs forty (40) full-time police officers and a support staff of twelve (12) (six (6) full-time and six (6) part-time) civilian personnel. The Upper Dublin Township Police Department consists of two (2) primary divisions identified as Administration and Patrol. The Upper Dublin Township Police Department maintains a “Community Oriented Policing” philosophy through the dedication and service of its members. The Upper Dublin Township Police Department is dispatched to “Calls for Service” by the Montgomery County Communications Center (911).

Accreditation

Accreditation programs strive to promote quality practices in public safety services, primarily by maintaining a body of standards developed by public safety practitioners covering a wide range of contemporary public safety initiatives; establishing and administering an accreditation process; and recognizing professional excellence. The Pennsylvania Chiefs of Police Association introduced the Pennsylvania Law Enforcement Accreditation Program to the Commonwealth in July 2001. Since then, of the approximate 1,150 law enforcement agencies within Pennsylvania, approximately 300 agencies have enrolled in the program and approximately 115 agencies are accredited. The Upper Dublin Township Police Department first embarked on becoming an accredited agency in the fall of 2003. Since then, the Upper Dublin Township Police Department received initial accreditation in May of 2005 and has retained its accredited status with assessments and certifications in July of 2008 and June of 2011, 2014, and 2017.

Accreditation is a progressive and time-proven way of helping institutions evaluate and improve their overall performance. The cornerstone of this strategy lies in the promulgation of standards containing a clear statement of professional objectives. There are many benefits to law enforcement agencies attaining accreditation status. Some of these benefits include: establishing a credible framework for evaluating agency practices and procedures, reducing agency risk and exposure to lawsuits, reducing officer injury, decreasing some liability insurance expenditures, improving law enforcement – community relations, increasing employee input, interaction, and confidence in the agency, expanding the outlook and viewpoints of all employees, identifying and highlighting the capabilities and competence of the agency, furnishing a solid foundation for the agency to build upon for further progress, providing reliable methods to improve essential management procedures, extending agency accountability to the public, enhancing planning and innovative activities by all agency personnel, developing improved methods for providing services to the community, and encouraging problem-solving activities within the agency. The members of the Upper Dublin Township Police Department are proud to have attained the distinguished status of being an accredited law enforcement agency

Allocation of Personnel – Sworn & Non-Sworn

The Upper Dublin Township Police Department is authorized to have a staff of fifty-two (52) employees (members); forty (40) sworn (police officers) and a support staff of twelve (12) (six (6) full-time and six (6) part-time) non-sworn (civilian) personnel. Each employee has a critical function or role to fulfill and has a job description to specifically detail their assigned tasks. In addition, each employee has a supervisor assigned to them whose role it is to supervise and evaluate their activity on a daily basis in order to ensure that any issues are addressed and performance is optimum. Tables 1 through 3 provide further information concerning the allocation and deployment of staffing within the Upper Dublin Township Police Department.

Table 1. Staffing within the Upper Dublin Township Police Department

<table>
<tr><th colspan="4">Allocation of Personnel</th></tr>
<tr><td rowspan="3">Administrative Division</td><td>Sworn</td><td colspan="2">Non-Sworn</td></tr>
<tr><td rowspan="2">9</td><td>Full-time</td><td>Part-time</td></tr>
<tr><td>6</td><td>6</td></tr>
<tr><td rowspan="2">Patrol Division</td><td>Sworn</td><td colspan="2">Non-Sworn</td></tr>
<tr><td>31</td><td colspan="2">0</td></tr>
<tr><td rowspan="2">Total</td><td>Sworn</td><td colspan="2">Non-Sworn</td></tr>
<tr><td>40</td><td colspan="2">12</td></tr>
</table>

Table 2. Staffing by Position or Unit within the Administrative Division of the Upper Dublin Township Police Department

Allocation of Personnel			
Administrative Division	**Sworn**	**Non-Sworn**	
Administrative Staff Officer		Full-time	Part-time
		1	0
Chief of Police	1		
Deputy Chief of Police	1		
Sergeant of Detectives	1		
Detectives	4		
Communications	1	Full-time	Part-time
		4	5
Police Specialist		Full-time	Part-time
		0	1
Professional Standards	1		
Records		Full-time	Part-time
		1	0
Total	**9**	**12**	

Table 3. Staffing by Position or Unit within the Patrol Division of the Upper Dublin Township Police Department

Patrol Division	Sworn
Lieutenant	1
Sergeants	4
Corporals	5
Patrol Officers	19
Highway Patrol Officers	2
Total	**31**

Current Staffing of Sworn (Police Officers) Personnel

The Administrative Division consists of the Command Staff, Communications, Detectives, Professional Standards, and Records personnel. Within the Administrative Division there are nine (9) sworn members of the police department; reference table 4 for a list of their responsibilities.

"The basic mission for which the police exist is to prevent crime and disorder"

~Sir Robert Peel, Peelian Principle #1

Table 4. Administrative Personnel Responsibilities – Sworn Personnel: Command Staff, Communications Corporal, Detectives, and Professional Standards

Administrative Division – Sworn Personnel Responsibilities		
Accreditation Program	Facility Management	Publications
Budgeting	Grant Management	Quartermaster
Communications	Internal Affairs	Sex Offender Registry
Data Processing	Investigations	Software Management
Deer Management Program	LiveScan Processing	Training Records
Evidence Custodian	Policy and Procedures	Video Analysis

The Patrol Division consist of the most visible members of the Department since it is their responsibility to respond to all "Calls for Service," apprehend and arrest offenders, conduct preliminary criminal investigations as well vehicle crash investigations and traffic enforcement, identify hazardous conditions and conduct community policing activities within Upper Dublin Township. There are four (4) platoons, each of which have five (5) police officers assigned and are under the direction of a Sergeant with support provided by a Corporal, which allows for a clear and concise chain-of-command. In addition, the Patrol Division also consists of a Highway Patrol Unit whose Traffic Safety Officers are responsible for enhancing the safety of motorists and pedestrians in Upper Dublin Township. Tables 5 through 7 list the responsibilities of the supervisors and Traffic Safety Officers within the Patrol Division as well as the community policing activities of the police department.

Table 5. Supervisor Responsibilities

Supervisor Responsibilities		
Assignment of Equipment, Vehicles, and Zones	Evaluations	Review Case Folders
Attend Meetings	Line Inspections	Review Crash Reports
Coordination of Training	Respond to Serious Incidents	Review Incident and Investigative Reports

Table 6. Traffic Safety Officers Responsibilities

Traffic Safety Officers Responsibilities		
Attend Meetings Related to Traffic Safety Issues	Conduct Aggressive & Buckle-Up Driving Enforcement Details	Maintain Speed and Variable Message Board Signs
Attend to Abandon Vehicles	Conduct Traffic Surveys	Motor Carrier Safety Assistance Program (Truck Inspections)
Coordinate Directed Patrols with Patrol Officer	Investigative Serious and Fatal Vehicle Crashes	Respond to Parking and Traffic Complaints

Table 7. Community Policing Activities

Community Policing Activities		
Career Fairs & Recruitment	Junior Police Academy, Bicycle Rodeo, & Field Day	Neighborhood Block Parties
Coffee with a Cop	Law Enforcement & Youth Forums	Parades
College Internship Program	National Drug Take-Back Program	Police Department Tours
Community Events & Meetings	National Night Out	School & Workplace Safety Trainings
Drug Abuse Resistance Education (DARE)	National Police Week	Social Media (i.e. Facebook, Twitter, etc.)

Current Staffing of Non-Sworn (Civilian) Personnel

Non-sworn (civilian) personnel are used to provide support to the primary law enforcement operations of the Upper Dublin Township Police Department. Currently, there is a support staff of twelve (12) (six (6) full-time and six (6) part-time) non-sworn personnel. All non-sworn personnel are currently assigned to the Administrative Division. Non-sworn personnel consist of one (1) full-time Administrative Staff Officer, four (4) full-time and five (5) part-time Police Communication Officers, one (1) part-time Police Specialist, and one (1) full-time Records Clerk. Listed within table 8 are the responsibilities of all non-sworn personnel.

Table 8. Administrative Personnel Responsibilities – Non-Sworn Personnel: Administrative Staff Officer, Police Communication Officers, Police Specialist, and the Records Clerk

Administrative Personnel – Non-Sworn Personnel Responsibilities		
Answering of Telephones	Filing of Case Folders	Monitoring of Security Cameras to include Detention Area
Assistant Evidence Custodian	Fingerprinting	Press Releases
Cataloging of Protection from Abuse Orders and Protection of Victims of Sexual Violence or Intimidation Orders	Issuance of Solicitation and Large Event Permits	Processing of Right-to-Know Requests
Disposition of Citations	Mailing of Crash and Incident Reports	See, Click, Fix
Entry of Citations , Crash Reports, and Investigative Reports	Monitoring of 400MHz and 800 MHz Radios	Submission of Uniform Crime Reports
Expungements	Monitoring of Email	Warrants – Non-Traffic and Traffic

As described in table 8, the Upper Dublin Township Police Department relies heavily on non-

sworn personnel to complete many support tasks. Since approximately 2009 the number of full-time non-sworn personnel has declined from eight (8) to six (6). During this period of time, the Upper Dublin Township Police Department has hired part-time non-sworn personnel to assist with accomplishing those support tasks once done by full-time non-sworn personnel. Reference table 9 for information relating to the average yearly staffing of non-sworn personnel.

Table 9. Average Yearly Authorized Staffing of Full-Time Non-Sworn Personnel for the Upper Dublin Township Police Department

Year	Position			Authorized Staffing of Non-Sworn Personnel
	Administrative Staff Officer	Communications Center	Records	
2007	1	5	2	8
2008	1	6	1	8
2009	1	6	1	8
2010	1	5	1	7
2011	1	5	1	7
2012	1	5	1	7
2013	1	4	1	6
2014	1	4	1	6
2015	1	4	1	6
2016	1	4	1	6

The primary position of most non-sworn personnel within the police department is as a Police Communications Officer within the Communications Center. In order to determine the most appropriate staffing for the Communications Center a Relief (Vacancy) Factor must be accounted for. A Relief Factor indicates how many people it will take to fill a single position for a single shift within the Communications Center. Tables 10 and 11 detail the method used to determine the Relief Factor.

Table 10. Determine Relief (Vacancy) Factor of Police Communication Officers

Relief (Vacancy) Factor	Four (4) Police Communication Officers Rotation
Total Earned Vacation Days (Calendar Year)	80
Total Earned Sick Days (Calendar Year)	48
Total Number of Employees Multiplied By Days Off Per Week By 52 Weeks	416
Total Number of Days Off	544
Average Day Off Figure (Total Days Off/Number of Employees)	136
Average Day On Figure (365 Minus Average Day Off Figure)	229
Relief Factor (Divide 365 By Average Day On Figure	1.59
Relief (Vacancy) Factor	**1.59**

Table 11. Determine Total Staffing of Police Communication Officers

Determine Total Staffing					
Positions Needed to Fill During a 24-Hour Period		**Relief Factor Equals**		**Total Police Communication Officers Needed**	**Total Compliment of Police Communication Officers**
3	X	1.59	=	4.78	5

Upon determining the Relief (Vacancy) Factor, the Upper Dublin Township Police Department would need to hire one (1) additional Police Communications Officer; however the hiring of additional full-time non-sworn personnel is not being proposed. As a result of not seeking additional full-time non-sworn personnel and upon reviewing their current responsibilities, it is not possible to assign any additional responsibilities or tasks to the current compliment of full-time non-sworn personnel.

Scheduling

The Upper Dublin Township Police Department utilizes a 12-hour work shift schedule within the Patrol Division and an 8-hour work shift schedule in the Administrative Division. With regards to the 12-hour schedule, it results in a 14-day shift cycle that consists of: 2 days on-duty, 2 days off-duty, 3 days on-duty, 2 days off-duty, 2 days on-duty, 3 days off-duty. This schedule results in a 42-hour workweek. As a result of the 2-week shift cycle Patrol Officers earn an additional four hours of time off each pay-period. Upper Dublin Police Officers have rotating days off during the shift cycle, with the pattern repeating every two weeks. The use of 12-hour shifts leads to uniform staffing by day-of-week and shift. Table 12 displays a typical 14-day shift cycle.

Table 12. Scheduling Matrix

Shift (12 Hours)	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Week 1							
6:00AM	A	A	D	D	A	A	A
6:00PM	C	C	B	B	C	C	C
Week 2							
6:00AM	B	B	A	A	B	B	B
6:00PM	D	D	C	C	D	D	D

Note: Each letter represents a Platoon of seven (7) sworn personnel

Specialized Units

The Upper Dublin Township Police Department has many specialized units that allow the Department to achieve and maintain high standards of policing and provide additional services to the Upper Dublin Township community. The Upper Dublin Police Officers who are members of a specialized unit take on those responsibilities in addition to the responsibilities associated with their primary assignment of Administration or Patrol. There is a minimal cost (i.e. training and minor equipment) to have each specialized unit; however the additional services provided to the Upper Dublin Township community by the Upper Dublin Police Officers assigned to each specialized unit are invaluable. Table 13 displays the specialized units within the Upper Dublin Township Police Department.

Table 13. Specialty units in the Upper Dublin Township Police Department

Specialty Unit	Number of Police Officers Assigned
Bicycle Patrol Unit	20
Crash Reconstructionist	2
Commercial, Educational, and Religious Safety	1
Crime Scene Investigators	10
Crisis Intervention Specialist – Advanced	9
Evidence Custodian	1
Field Training & Evaluation Unit (FTO)	12
Montgomery County Drug Task Force (DTF)	11
Montgomery County Major Incident Response Team (MIRT)	8
Montgomery County Special Weapons and Tactics Team (SWAT) – East Region	11
Pennsylvania Law Enforcement Accreditation Assessors	2
Police Vehicle Fleet Maintenance	2
Quartermaster	1
Quick Response Service Team (QRS)	5
Use of Force Instructors	9

Training & Education

The Upper Dublin Township Police Department strives to provide continuous training and education to all Department personnel. Subsequently the Department seeks to ensure that personnel possess the knowledge and skills necessary to provide a professional level of service that meets the needs and expectations of the Upper Dublin Township community. Table 14 displays training and

education seminars that were attended by Upper Dublin Police Department personnel in 2016 and table 15 displays the professional affiliations had with other law enforcement agencies.

Table 14. Organizations that Sponsored Training that Personnel from the Upper Dublin Township Police Department Attended in 2016

Training & Education	
American Red Cross	Montgomery County Special Weapons and Tactic Team – East Region
Delaware Valley Insurance Trust	Municipal Police Officer Education Commission
Institute for Law Enforcement Education	National Rifle Association
International Police Mountain Bike Association	National Tactical Officers Association
Institute of Police Technology & Management	Northwestern University School of Police & Command
International Law Enforcement Educators & Trainers Association	Pennsylvania Chiefs of Police Association
Law Enforcement Executive Development Association	Pennsylvania State Police
Middle Atlantic-Great Lakes Organized Crime Law Network	Public Agency Training Council
Montgomery County District Attorney's Office	Van Meter & Associates Inc.
Montgomery County Emergency Services	Women's Center of Montgomery County

Table 15. Professional Partnerships

Professional Partnerships	
American Red Cross	Montgomery County Department of Public Safety
Community Ambulance Association of Ambler	Montgomery County Sheriff's Department
Fort Washington Fire Company	National Tactical Officers Association
Bureau of Alcohol Tobacco, Firearms, & Explosives	Northwestern University School of Police & Command
Delaware Valley Insurance Trust	Pennsylvania Attorney General's Office
Federal Bureau of Investigation	Pennsylvania Chiefs of Police Association
Federal Bureau of Investigation – National Academy	Pennsylvania Department of Transportation
Middle Atlantic-Great Lakes Organized Crime Law Enforcement Network	Pennsylvania Fish Commission
Montgomery County Communications Center	Pennsylvania Game Commission
Montgomery County Corrections Facility	Pennsylvania Liquor Control Board
Montgomery County Emergency Services Inc.	Pennsylvania State Police
Montgomery County Department of Public Safety	Second Alarmers Rescue Squad
Montgomery County Detective Bureau	United States Drug Enforcement Agency
Montgomery County District Attorney's Officer	United States Marshalls Service

Statistics

Statistical information assists with predicting or realizing criminal activity, crash locations, traffic concerns, and other public safety issues. Statistical information is also used to address day-to-day assignments and training needs as well as assist with long range operational and fiscal planning. Tables 16 through 21 displays various statistics that pertain to the Upper Dublin Township Police Department.

Table 16. Incidents involving the Upper Dublin Township Police Department

Year	Number of Incidents
2012	21,238
2013	23,565
2014	22,825
2015	21,488
2016	21,234
Total	**110,350**
Average	**22,070**

Table 17. Incidents by "Type" involving the Upper Dublin Township Police Department

Year	Calls for Service	Calls for Service (%)	Officer Initiated	Officer Initiated (%)	Administrative	Administrative (%)
2012	9,933	46.77	8,728	41.10	2,469	11.63
2013	9,968	42.30	10,559	44.81	2,971	12.61
2014	10,433	45.71	9,363	41.02	2,855	12.51
2015	9,663	44.97	9,164	42.65	2,469	11.49
2016	9,060	42.67	8,890	41.87	2,372	11.17
Total	**49,057**		**46,704**		**13,136**	
Average	**9,811**	**44.45**	**9,341**	**42.32**	**2,627**	**11.90**

Table 18. Average Travel Time to Incidents involving the Upper Dublin Township Police Department

Year	Average Travel Time
2012	3.84
2013	3.42
2014	3.04
2015	4.66
2016	3.64
Average	**3.72**

Table 19. Incidents of Proactive Policing Activities by "Type" involving the Upper Dublin Township Police Department

Year	Directed Patrols	Foot Patrols	Vehicle Stops	Premise Checks	Premise Checks - Schools	Premise Check - Vacation
2012	1,598	500	3,252	1,932	238	
2013	1,684	434	4,406	1,743	1,110	
2014	1,488	458	3,587	1,639	799	
2015	1,611	467	3,302	1,612	835	
2016	1,622	521	2,901	1,622	830	247
Total	**8,003**	**2,380**	**17,448**	**8,548**	**3,812**	**247**
Average	**1,601**	**476**	**3,490**	**1,710**	**762**	**247**

Table 20. Arrests involving the Upper Dublin Township Police Department

Year	Arrest
2012	415
2013	334
2014	297
2015	270
2016	237
Total	**1,553**
Average	**311**

Table 21. Uniform Crime Reporting for the Upper Dublin Township Police Department

Year	Criminal Homicide	Sex Offenses	Robbery	Assault	Property Offenses	Arson	Drug Violations	Alcohol Crimes
2012	0	8	4	111	386	2	54	89
2013	0	14	4	64	317	1	53	109
2014	0	11	7	63	274	1	44	78
2015	0	10	1	54	283	1	52	82
2016	0	9	5	54	387	1	48	64
Total	**0**	**52**	**21**	**346**	**1,647**	**6**	**251**	**422**
Average	**0**	**10**	**4**	**69**	**329**	**1**	**50**	**84**

Analysis of Staffing Models and Methods

The Upper Dublin Township Police Department reviewed and subsequently utilized several staffing models and methods to calculate the recommended staffing of the police department. The models and methods utilized vary from population based accounting to more complex models and methods that account for "Calls for Service," crime statistics, Incidents (reference tables 22 and 23 for further descriptions), etc. The five (5) models and methods that were used by the Staffing Study committee were as follows:

- Authorized Level Approach
- Core Services Hour Method
- International Association of Chiefs of Police: Workload Based Model
- Minimum Staffing Approach
- Population Comparison: Ratio of Police Officers to Residents

Each model and method utilized serves to provide a basis for the factors to be considered when determining the appropriate staffing for the Upper Dublin Township Police Department.

Table 22. Types of "Calls for Service"

Types of "Calls for Service"		
911 Hang-Ups	Domestic Abuse and Assaults	Overdose
Alarms	Driving Under the Influence	Rape
Aid to the Public	Drug Complaints	Robbery
Aid to Other	Fights	Sexual Abuse and Assaults
Animal Complaints	Hazardous Conditions	Suspicious Condition
Assault	Homicide	Suicide
Burglary	Identity Theft	Theft
Child Abuse	Medical Problem	Threats
Crashes	Missing Persons	Vandalism
Disputes	Neighbor Dispute	Weapons Offense
Disturbance	Noise Complaint	Well-Being Checks

Note: Abbreviated list of types of "Calls for Service" within the Upper Dublin Township Police Department's Records Management System

Table 23. Proactive Policing Activities – Incidents

Proactive Policing Activities – Incidents	
Directed Patrols	Premise Checks
Foot Patrols	Premise Checks – Schools
Vehicle Stops	Premise Checks – Vacation

Authorized Level Approach – Current

The Upper Dublin Township Police Department is authorized by the Upper Dublin Township Board of Commissioners to have a compliment of forty (40) police officers. In 1991, the Board of Commissioners utilized a consultant to conduct an Organizational and Staffing Study of the police department. Subsequently the authors of the Organizational and Staffing Study recommended that there should be at minimum eighteen (18) and at maximum twenty (20) police officers assigned to the Patrol Division, this DOES NOT include supervisors. In addition, it was determined that there would be eight (8) supervisors, who hold the rank of either Sergeant or Corporal and are tasked with supervising their assigned platoon. The Organizational and Staffing Study also recommended that the Detective Unit needed to be staffed by four (4) detectives and a supervisor who held the rank of Sergeant. Finally, the Organizational and Staffing Study also recommended that the Command Staff consist of a Chief of Police and either two Deputy Chiefs of Police or two Lieutenants.

At the request of the Chief of Police and through the Township Manager with authorization from the Board of Commissioners, a Highway Patrol Unit was formed in approximately 2005 that consisted of two (2) police officers; in addition, in approximately 2007 the Professional Standards Officer position was created to manage the police department's involvement with the Pennsylvania Law Enforcement Accreditation program as well as other responsibilities and tasks. In approximately 2009, the Board of Commissioners authorized the addition of the 41st police officer who would serve as a Detective tasked with Special Investigations; however this position was never staffed, therefore resulting in the current authorized compliment of forty (40) police officers. Listed in table 24 is the average yearly authorized staffing of police officers and civilian personnel within the Upper Dublin Township Police Department since 2005.

Table 24. Average Yearly Authorized Staffing of Sworn and Non-Sworn Personnel for the Upper Dublin Township Police Department

Average Yearly Authorized Staffing	Police Officers
2005	39
2006	39
2007	40
2008	40
2009	41
2010	40
2011	40
2012	40
2013	40
2014	40
2015	39
2016	40

Core Services Hour Method

The Core Service Hour method has been used to estimate police department staffing by specifically factoring "Calls for Service" and Incidents, road miles (time spent patrolling the community) and follow-up criminal investigations. The data used is calculated to ascertain an amount of weekly "Total Core Service Hours." These are then factored in with the Assignment Availability Factor (1.7) to determine the number of police officers and detectives needed to fulfill those hours of police service to the community. Tables 25 through 29 display the data needed to complete the Core Services Hour Method. **The Core Services Hour Method indicates that the Upper Dublin Township Police Department needs to have a total of 38 police officers and detectives assigned to the Patrol Division and Detective Unit. The Core Services Hour method DOES NOT account for the share of workload performed by the Command Staff, the Communications Corporal, Highway Patrol Officers, the Professional Standards Officer, and the Sergeants; as a result the total compliment of Upper Dublin Police Officers would be 49.**

Table 25. Core Services Hour Method utilizing the total "Calls for Service" for the Upper Dublin Township Police Department in 2016

Step 1. Total "Calls for Service" Hours			
Number of "Calls for Service" and Incidents	**"Calls for Service" per Week and Incidents**	**Time Per "Call for Service" or Incident**	**Total Service Hours per Week**
17,950	345.19	X .75	258.89

Table 26. Core Services Hour Method utilizing the total "Patrol Hours" for the Upper Dublin Township Police Department in 2016

Step 2. Total Patrol Hours *@ 5 Patrol Officers per shift / 105 total per week				
Road Miles	**Divided by Recommended Patrol Speed**	**Equals Patrol Time**	**Multiplied by Number of Patrols per Week**	**Patrol Hours**
135.56	25	5.42	105	569.35

Table 27. Core Services Hour Method utilizing the total "Investigation Hours" for the Upper Dublin Township Police Department in 2016

Step 3. Total Investigation Hours				
Part I Offenses (x10)	**Part II Offenses (x2)**	**Total**	**Divided by 52 Weeks**	**Investigation Hours**
2,340	994	3,334	64.11	64.11

Table 28. Core Services Hour Method utilizing the total "Core Service Hours" for the Upper Dublin Township Police Department in 2016

Step 4. Total Core Service Hours						
Service Hours		**Patrol Hours**		**Investigation Hours**		**Total Core Service Hours**
258.89	+	569.35	+	64.11	=	892.35

Table 29. Core Services Hour Method utilizing the total "Core Service Hours" for the Upper Dublin Township Police Department in 2016

Step 5. Recommended Operations Staffing				
Total Core Service Hours	**Divided by 40 Hour Work Week**	**Multiplied by Assignment Availability Factor**	**Total Patrol Officers and Detectives Needed**	**Total Compliment of Police Officers**
892.35	22.30	1.7	37.92	49

Note: DOES NOT include the following Positions: Command Staff, Communications Corporal, Highway Patrol Officers, Professional Standards Officer, and Sergeants

International Association of Chiefs of Police (IACP): Workload Based Method

When attempting to determine the most appropriate number of police officers needed to properly staff a police department, a multitude of factors must be considered. According to the International Association of Chiefs of Police (IACP) the following factors should be considered when examining the staffing needs of a police department:

- Policing philosophy and priorities
- Police policies and practices

- Number of "Calls for Service" and Incidents
- Population size and density as well as
- Composition of population, particularly age structure
- Citizen demands for crime control and non-crime control services
- Crime reporting practices of citizenry
- Municipal resources
- Trends in law enforcement

The Workload Based Method was developed by the IACP. The IACP formula is applied on the assumption that it takes approximately 45 minutes to resolve an average police incident. The IACP recognizes that it may take considerably longer to resolve an incident that involves an arrest, a criminal act, or a prolonged investigation while it may take considerably less time to resolve a minor incident; regardless the IACP has defined 45 minutes as a reliable average. The IACP recommends that only 1/3 of a police officer's duty time be occupied with a response to incidents. A police officer needs time to handle equipment service, court appearances, and administrative duties as well as conduct preventative patrol to help ensure the safety and well-being of the community. The formula adds a buffer factor to account for these needs. It is important to note that a police officer in a smaller department (i.e. Upper Dublin Township Police Department) needs more administrative time since they are usually responsible for more record-keeping tasks than their counterparts in larger departments who have more support staff.

The IACP formula recognizes that each police officer is actually available for duty only 1,760 hours per year when regular days off, holiday and vacation time off, and sick leave are considered as well as time allocated for training and court attendance. When applied, the calculations derived from the IACP formula only determines the number of police officers "on the street" to respond to and resolve "Calls for Service" and Incidents. Table 30 displays the data needed to complete the Workload Based Method. **The Workload Based Method indicates that the Upper Dublin Township Police Department needs at least 24 police officers assigned to the platoons within the Patrol Division. The formula, by IACP standards, DOES NOT account for the share of workload performed by the Command Staff, the Communications Corporal, Detectives, Highway Patrol Officers, the Professional Standards Officer, and the Sergeants; as a result the total compliment of Upper Dublin Police Officers would be 40.**

Table 30. Workload Based Method utilizing the total number of "Calls for Service" and Incidents to the Upper Dublin Township Police Department in 2016

Number of "Calls for Service" and Incidents	Time Spent (Multiply by .75)	Buffer (Multiply by 3)	Patrol Elements (Divide by 2,920)	Total Patrol Officers Needed (Multiply by 1.7)	Total Compliment of Police Officers
17,950	13,462	40,387	13.83	23.51	40

Note: DOES NOT include the following Positions: Command Staff, Communications Corporal, Highway Patrol Officers, Professional Standards Officer, and Sergeants

Minimum Staffing Approach

The Upper Dublin Township Police Department's Patrol Division consists of four (4) platoons, each having five (5) police officers assigned and under the direction of a Sergeant with support provided by a Corporal. The Upper Dublin Township Police Department's Command Staff has determined that at minimum four (4) Upper Dublin Police Officers must be on patrol at any one time in order to maintain officer safety and provide an adequate level of protection and service to the Upper Dublin Township community. Subsequently, the Upper Dublin Township Police Department has three (3) zones to which one (1) Upper Dublin Police Officer is assigned for each shift. It is the responsibility of the assigned police officer to respond to and handle, in the most appropriate manner possible, all "Calls for Service" as well as conduct self-initiated policing activities. Supplementing each of these police officers is a supervisor who holds the rank of either Sergeant or Corporal. It is the responsibility of the on-duty supervisor to manage each police officer on-duty while also ensuring that any significant decisions that must be made are done with the best interest of the police department in mind. In the event that additional police officers are on-duty during a shift it is the responsibility of those police officers to assist the police officer assigned to a zone with their response to "Calls for Service" and also conducting their own self-initiated policing activities. When consideration is also given to the amount of time associated with court appearances, training and career development and the use of time-off (i.e. vacation and sick time) it has been determined that a community such as Upper Dublin Township should have seven (7) police officers available per shift to be on patrol (five (5) police officers, a Corporal, and a Sergeant). Based on this determination, a minimum of twenty (20) police officers and eight (8) supervisors are required to maintain the level of service expected by the Upper Dublin Township community.

It should be noted that in the event of a significant incident or activity taking place in Upper Dublin Township or even a need for general assistance, the Upper Dublin Township Police Department has a Memorandum of Understanding with surrounding police departments to seek and provide mutual aid. Mutual aid is an agreement among the Chiefs of Police in Montgomery County that each of their respective police departments will provide assistance across their municipalities jurisdictional boundaries. Mutual aid is not a remedy for providing primary police services, but rather a resource for additional assistance.

Population Comparison: Ratio of Police Officers to Residents

The ratio of police officers to population comparison is a strict numerical comparison of the ratio of all police officers to 1,000 in population. According to the United States Census Bureau, Upper Dublin Township is estimated to have a residential population of 26,225 people as of July 1, 2016, an increase of approximately 2.6% when compared to 2010 census data. According to the Upper Dublin Township Community Planning and Zoning Officer Richard Barton, approximately 3% of the 5% of vacant land that remains in Upper Dublin Township is able to be developed. In addition, he has advised

the police department that there are numerous developments that have been approved to be built or have been built and recently completed. Finally it is his opinion that at some unknown point in the future, portions of the Fort Washington Office Park will be approved for residential use. Subsequently, the population of Upper Dublin Township is expected to continue to rise. Table 31 contains information from the United States Census Bureau that is specific to Upper Dublin Township.

Table 31. United States Census Bureau – Census Information for Upper Dublin Township

Upper Dublin Township	2010 Census Population	2016 Census (Estimated) Population	Population Change	Population % Change	Square Miles	Population per Square Mile (2010)
	25,569	26,255	656	2.6	13.2	1,932.7

The United States Department of Justice (DOJ) through the Bureau of Justice Statistics (BJS) publishes a report that is entitled *Local Police Departments*. This report was last published in 2015 utilizing data collected in 2013. The data within this report primarily addresses matters related staffing within state and local police departments throughout the United States. According to the BJS there are 12,326 local police departments in the United States. Of the 12,326 local police departments, there are 1,653 police departments with an authorized compliment of 25-49 police officers. In addition, local police departments employed an average of 2.1 police officers per 1,000 residents; however, police departments that served between 25,000-49,000 residents averaged just 1.7 police officers per 1,000 residents. Displayed in table 32 is data relating to the ratio of police officers to residents within the United States. **According to the Bureau of Justice Statistics, the Upper Dublin Township Police Department would need to hire either 5 or 15 additional police officers in order to meet the population specific data and/or the nationwide average; as a result the total compliment of Upper Dublin Police Officers would be either 45 or 55.**

Table 32. Bureau of Justice Statistics – Analysis per a Population of 1,000 People throughout the United States

Police Officers	Local Police Departments in the United States	Upper Dublin Township Police Department	Difference	Additional Police Officers Needed	Total Compliment of Police Officers
Nationwide	2.1	1.53	0.57	15	55
Population Specific (25,000-49,000)	1.7	1.53	0.17	5	45

The Pennsylvania State Police publishes an annual *Uniform Crime Report* (UCR) for the Commonwealth of Pennsylvania. Although the data within the report primarily address the frequency of crime, it also provides information relating to the staffing of police departments throughout the Commonwealth as well. The Pennsylvania State Police considers the Commonwealth to have six (6)

regions. The regions, which are referred to as Common Human Service Region (CHSR) are as follows: Southeast, Northeast, Southcentral, Central, Southwest and Northwest CHSR. Displayed in tables 33 and 34 is data from the most recent edition of the *Uniformed Crime Report* which was published in 2015. **According to Pennsylvania State Police, the Upper Dublin Township Police Department would need to hire either 7 or 23 additional police officers in order to meet the population specific data for Southeastern Pennsylvania and/or the statewide average; as result the total compliment of Upper Dublin Police Officers would be 47 or 63.**

Table 33. Pennsylvania State Police – Statewide Analysis per a Population of 1,000 People throughout Pennsylvania

Personnel	Police Departments in Pennsylvania	Upper Dublin Township Police Department	Difference	Additional Police Officers Needed	Total Compliment of Police Officers
Police Officers	2.39	1.53	0.86	23	63

Table 34. Pennsylvania State Police – Statewide Analysis per 1,000 Population in Southeastern Pennsylvania

Personnel	Police Departments in Southeastern Pennsylvania	Upper Dublin Township Police Department	Difference	Additional Police Officers Needed	Total Compliment of Police Officers
Police Officers	1.79	1.53	0.26	7	47

Note: Excludes both sworn and non-sworn personnel within the Philadelphia Police Department

The Montgomery County District Attorney's Office publishes a yearly document that is entitled the *Montgomery County Law Enforcement Directory*. According to this document, there are 67 municipalities and 49 local police departments within Montgomery County, Pennsylvania. Listed within Tables 35 through 37 is information relating to selected Montgomery County Police Departments. **According to the data relating to police departments within Montgomery County, the Upper Dublin Township Police Department would need to hire either 4, 7, or 23 additional police officers depending on the staffing number per 1,000 of the population utilized**; **as result the total compliment of Upper Dublin Police Officers would be 44, 47, or 63.**

"The test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with it."

~Sir Robert Peel, Peelian Principle #9

Table 35. Montgomery County – Community Comparisons of Police Departments based upon Population

Police Department	2016 Census (Estimated) Population	Police Officers (Current)	Police Officers @ 1.79 per 1,000 Population	Police Officers @ 2.39 per 1,000 Population
Cheltenham	37,103	71	66	88
Norristown	34,370	67	62	82
Upper Merion	28,640	66	51	68
Horsham	26,645	40	47	63
Lower Providence	26,617	31	47	63
Upper Dublin	26,255	40	47	63
Montgomery	26,143	36	47	62
Upper Moreland	24,210	37	44	58

Table 36. Montgomery County – Community Comparisons of Neighboring Police Departments

Police Department	2016 Census (Estimated) Population	Police Officers (Current)	Police Officers @ 1.79 per 1,000 Population	Police Officers @ 2.39 per 1,000 Population
Abington	55,557	92	99	132
Horsham	26,645	40	47	63
Upper Dublin	26,255	40	47	63
Upper Moreland	24,410	37	44	58
Springfield	19,685	29	35	58
Whitpain	19,308	29	35	46
Whitemarsh	17,795	35	32	43
Lower Gwynedd	11,558	18	21	28
Ambler	6,500	12	12	16

Table 37. Montgomery County – Community Comparisons of Most Police Departments in Montgomery County

Police Department	2010 Census Population	Police Officers	Population per Police Officer	Police Officers per 1,000 Population
Lower Merion	57,825	136	425	2.35
Abington	55,310	92	601	1.66
Cheltenham	36,793	73	504	1.98
Upper Merion	28,395	64	444	2.25
Horsham	26,147	40	654	1.53
Lower Providence	25,605	31	826	1.21
Upper Dublin	25,569	40	639	1.56
Montgomery	24,790	36	689	1.45

Upper Moreland	24,015	34	706	1.42
Pottstown	22,080	46	480	2.08
Upper Providence	21,000	28	750	1.33
Hatfield	20,509	25	820	1.22
Springfield	19,418	29	670	1.49
Whitpain	18,875	29	651	1.54
Limerick	18,200	23	791	1.26
Plymouth	18,000	45	400	2.50
Towamencin	17,578	23	764	1.31
Whitemarsh	17,349	35	496	2.02
Lansdale	16,269	26	626	1.60
West Norriton	15,663	27	580	1.72
Upper Gwynedd	15,552	21	741	1.35
Lower Salford	14,959	18	831	1.20
East Norrition	13,590	26	523	1.91
Franconia	13,064	16	817	1.22
Lower Moreland	12,982	23	564	1.77
Lower Pottsgrove	12,500	18	694	1.44
Lower Gwynedd	11,405	17	671	1.49
New Hanover	10,939	9	1215	0.82
Douglass	10,200	12	850	1.18
Conshohocken	7,833	21	373	2.68
Hatboro	7,382	14	527	1.90
Upper Perk	6,794	9	755	1.32
Ambler	6,500	13	500	2.00
Upper Pottsgrove	5,315	9	591	1.69
Collegeville	5,084	8	636	1.57
Jenkintown	4,950	14	354	2.83
Telford	4,872	7	696	1.44
Royersford	4,783	7	683	1.46
Bridgeport	4,554	9	506	1.98
West Pottsgrove	3,754	8	469	2.13
North Wales	3,229	6	538	1.86
Marlborough	3,178	4	795	1.26
Total	**692,809**	**1,171**	**26,845**	**69.98**
Average			**639.16**	**1.66**

Community Resources

At the onset of this assignment, the Staffing Study committee immediately recognized the importance of soliciting input from the members of the Upper Dublin Township community about the future development of the Upper Dublin Township Police Department. As a result, the Upper Dublin Township Police Department sought input on police services in Upper Dublin Township through two focus groups and the use of a police services survey. Upon hosting the two focus group meetings and reviewing the results of the police services survey, it has been determined that the information gathered received from both sources would not only be used for the purposes of the staffing analysis, but also for future community planning, resource allocation, program improvements, and policy making.

Focus Groups

In an effort to increase direct communication with the members of the Upper Dublin Township community, the Upper Dublin Township Police Department hosted two focus group meetings. The focus group meetings were held on Monday, August 21st and Tuesday, August 22nd from approximately 7:00PM-9:00PM at the Upper Dublin Township building. The focus group meeting that was held on Monday, August 21st was attended by invited members of the Upper Dublin Township community, to include representatives from businesses, homeowners associations, religious organizations, and the School District of Upper Dublin. The focus group meeting that was held on Tuesday, August 22nd was open to anyone who wished to share their perspective on policing or police services within Upper Dublin Township. This particular focus group meeting was advertised using the police department's social media platforms as well as email distribution lists. There were a total of approximately twenty (20) individuals who attended and participated in the focus group meetings.

Both focus group meetings were found to be very productive and provided the Staffing Study committee with qualitative data on the community's expectations. The participants highlighted the police department's interaction with community members through "Coffee with a Cop," Workplace and School Safety training, as well as the use of social media. The participants stressed the importance of having one police officer whose primary function is to serve as a "liaison" between the police department and the community, as well as additional police officers to address matters related to traffic safety. Overall, the participants who attended both focus group meetings repeatedly stated that they strongly support the members and initiatives of the Upper Dublin Township Police Department, but emphasized their desire to have additional personnel and resources invested in community policing and traffic safety.

Police Services Survey

A 15-question survey entitled "Police Services Survey for the Upper Dublin Township Police Department" was created in order to solicit input from the public on a broader scale. The police services

survey was created through the use of Survey Monkey by members of the Staffing Study committee. The police services survey was released to the public on Monday, August 28, 2017 and closed on Sunday, September 10, 2017. The Survey Monkey link to the police services survey was disseminated to the public using the police department's social media platforms and email distribution lists.

The police services survey consisted of 15 questions and was three (3) pages in length. The questions were written in a variety of formats some of which included: multiple choice, rank order scaling, and open-ended responses. According to the information supplied by Survey Monkey, there were 1,403 people who completed the survey, which resulted in an 82% response rate, and it took approximately 4 minutes for each respondent to complete the police services survey.

The results of the police services survey are unable to be statistically validated, but the all-inclusive results of the police services survey are available upon request. In addition, the results of the police services survey have been categorized below according to the information that was being sought from the respondents. The results are as follows:

- Questions 1, 10, 11, 12, 13, and 14 pertained to the respondent themselves and subsequently indicated that the primary demographics of the respondents are:
  - **Resident of Upper Dublin Township**: 83.46% or 1,171
  - **Female**: 59% or 675
  - **45 to 54 years of age**: 23.43% or 268
  - **$100,000.00 or more of an annual household income**: 48.51% or 555
  - **Not of Hispanic or Latino origin or descent**: 90.73% or 1,038
  - **White/Caucasian**: 93.27% or 1,067

- Questions 2, 3, 4, and 5 pertained to any personal interaction that the respondent has had with an on-duty Upper Dublin Police Officer; it should be noted that in the event that a respondent did not have an interaction with an on-duty Upper Dublin Police Officer then they were not able to provide a response to questions 3, 4, and 5:
  - **Yes (at least one personal interaction)**: 79.40% or 1,114
  - **2 to 4 (number of personal interactions)**: 53.26% or 556
  - **Less than 12 months (most recent personal interaction)**: 51.72% or 544
  - **Exceptional (rating of the interaction)**:
    - Professionalism: 55.94% or 584
    - Quality of service: 54.27% or 565
    - Satisfaction with outcome or result: 52.55% or 546

- Question 6 pertained to a respondents opinion on their safety within Upper Dublin Township and the police department's ability to communicate to the members of the Upper Dublin Township community:
  - **Strongly agree**:
    - Safe while traveling on the roadways in the community: 53.85% or 616

        - Safe while spending time in the community: 63.72% or 729
    - **Agree**:
        - Effectively communicates programs, services, and issues: 35.14% or 402

- Question 7 requested that a respondent prioritize police activities on a scale from 1 to 6, with 1 being the highest priority:
    1. Police response to all 911 calls for service
    2. Patrolling to deter and prevent criminal activity
    3. Criminal investigations
    4. Traffic enforcement and safety initiatives
    5. Drug investigations
    6. Community oriented policing activities

- Questions 8 and 10 pertained to a respondents opinion on the importance of police training and professional development as well as their familiarity with the number of police officers (all sworn personnel) within the police department:
    - **Strongly agree**
        - Training and professional development that is appropriate to a police officer's job description and duties is important: 79.20% or 1,144
    - **30 to 39 police officers are in the police department**: 35.23% or 403

- Question 15 was an open-ended question in which respondents provided 458 responses. The responses varied in content, but broadly focused on positive and in some cases negative experiences, satisfaction with police services and performance, as well as recommendations for improvement or areas to focus or refocus resources upon:
    - ***"All my observations and interactions with UDPD have been positive. I trust them to be highly prepared to address any issues the community faces."*** *~Respondent #40*
    - ***"Thank you for all you do for our community."*** *~Respondent #46*
    - ***"As an almost 30 year resident of UD, I have long believed that our PD is well managed, highly professional, and a source of pride for our community."*** *~Respondent #74*
    - ***"I think UD has a great police force, they are visible within the community, community oriented and I feel that the officers I have come in contact with were professional, kind, and helpful. I love seeing and interacting with the force in community events as well. Keep up the good work!"*** *~Respondent #70*
    - ***"Keep being friendly and supportive to all citizens, of all ethnicities."*** *~Respondent #97*
    - ***"I would like to see more community policing and traffic enforcement initiatives."*** *~Respondent #133*

- ***"I have always been impressed and proud of our police department"*** *~Respondent #117*
- ***"I have only seen our police officers acting in a respectful, professional manner."*** *~Respondent #118*
- ***"I love that the police officers consistently come through our schools. It is important that the children are familiar with their faces so that they trust the police officers."*** *~Respondent #223*
- ***"We have lived in UD for over 20 years. The police and staff are professional, responsive and all around outstanding."*** *~Respondent #234*
- ***"I have always been pleased with the efficiency and professionalism of UDPD."*** *~Respondent #289*
- ***"I've been consistently impressed with their professionalism and kindness. I'm grateful for their hard work!"*** *~Respondent #350*
- ***"…Their presence in the community is wonderful and their outreach to residents is awesome."*** *~Respondent #365*
- ***"Any interactions I have had have been positive – I also have seen how well the police officers interact with young children in the township which is impressive."*** *~Respondent #378*
- ***"I do appreciate your social media presence and community programs."*** *~Respondent # 398*
- ***"In my 32 years in the township, the police have always been courteous, helpful and efficient."*** *~Respondent # 419*

Upon reviewing the results of the police services survey it can be concluded that the members of the Upper Dublin Township community are highly satisfied with the services provided by the Upper Dublin Township Police Department. As always though there are areas that can be improved through the addition, re-assignment, or refocusing of resources, training, and/or personnel.

"The ability of the police to perform their duties is dependent upon public approval of police actions"
~Sir Robert Peel, Peelian Principle #2

Opportunity: Vision 2020

Law enforcement is unpredictable by nature and therefore resource availability cannot always be planned for and properly scheduled. As a result, the question of "How many police officers does a community really need?" is constantly asked by law enforcement officials as well as community members and representatives across the United States. As stated previously though, there is no single model or method that may be used to calculate the recommended police staffing within any community; as such there is no single model or method that can precisely recommend the exact number of police officers necessary to staff the Upper Dublin Township Police Department. Regardless, the Staffing Study committee utilized five (5) models and methods to calculate the recommended staffing of the police department. Listed in table 38 are the results of the various models and methods that were utilized. Ultimately though the proper staffing of a police department not only depends on an examination of the department's workload but on the needs, desires, and expectations of the community served.

Table 38. Model and Methods

Model or Method	Total Police Officers Needed for Patrol	Total Compliment of Police Officers
Authorized Level Approach	24	40
Core Services Model	38	49
International Association of Chiefs of Police – Workload Based Model	24	40
Minimum Staffing Approach	24	40
Population Comparison: Ratio of Police Officers to Residents by Geographic Location		
	United States – Population Nationwide	55
	United States – Population Specific	45
	Pennsylvania – Statewide	63
	Pennsylvania – Southeast Region	47
	Montgomery County	44

According to the five (5) models and methods utilized, the recommended total compliment of police officers for the Upper Dublin Township Police Department is between 40 and 63 sworn members. As a result, the Staffing Study committee is recommending that the total compliment of police officers within the Upper Dublin Township Police Department be increased by three (3) for a total of 43 sworn members.

If the Upper Dublin Township Board of Commissioners authorizes the hiring of three (3) additional police officers, it is recommended that the hiring schedule listed in table 39 be followed.

Table 39. Hiring Schedule

Year	2018	2019	2020	Total Compliment of Police Officers
Additional Police Officers to Hire	1	1	1	43

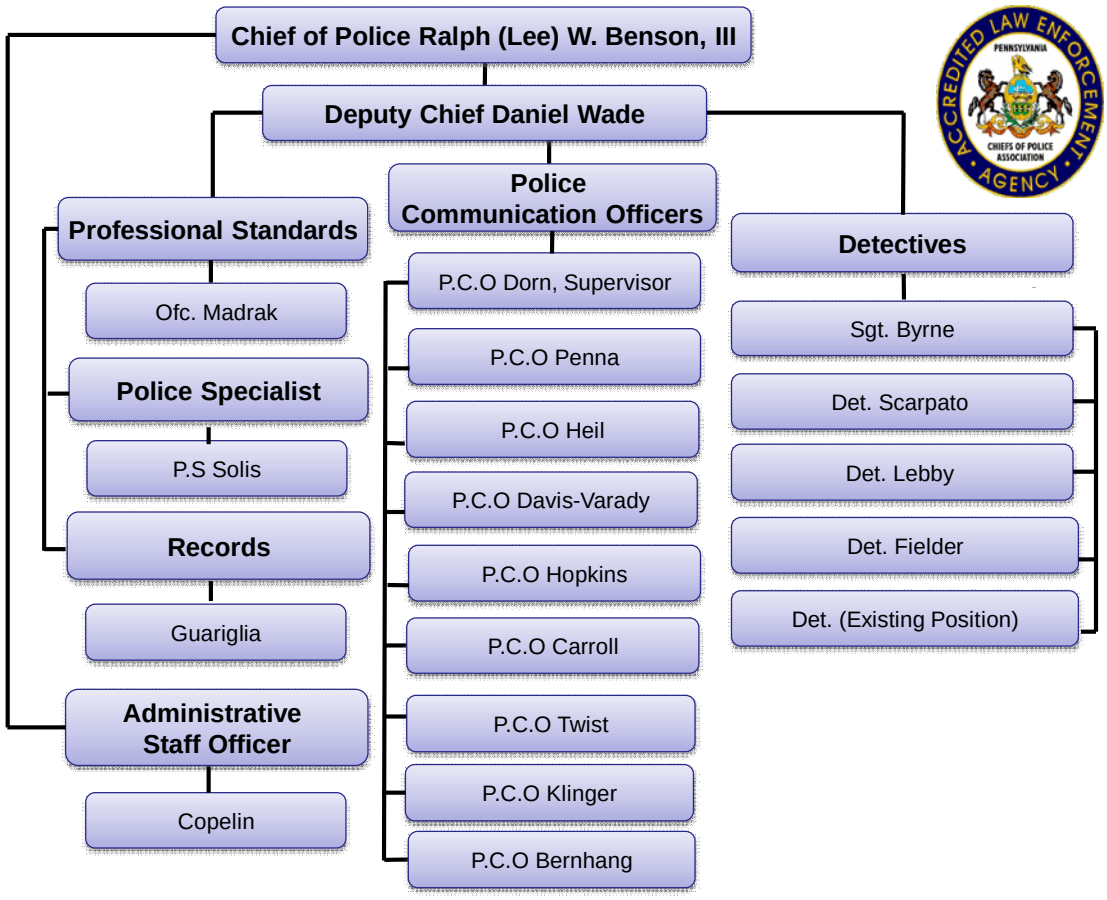
Assuming that the Chief of Police is given preliminary approval to move forward with this unique opportunity that we have termed: **Vision 2020**, than in 2018 the current Highway Patrol Unit would be absorbed into the newly formed Community Response Unit (CRU). The CRU would be responsible for improving quality of life issues while simultaneously forming and in some cases improving relationships with all the members of the Upper Dublin Township community. The CRU would be a multi-faceted unit designed to focus on community concerns within the Upper Dublin Township, to include but not be limited to community oriented policing activities, traffic enforcement and safety initiatives, and address quality of life crimes such as the opioid epidemic that has been highlighted on several occasions by both Pennsylvania Attorney General Josh Shapiro and Montgomery County District Attorney Kevin Steele.

The CRU would eventually consist of six (6) police officers. With the hiring of each additional police officer listed above, the CRU would expand through 2020. With the hiring of one (1) additional police officer in 2018, a supervisor with the rank of Sergeant would be placed in-charge of the current allotment of two (2) Traffic Safety Officers. In 2019, with the hiring of one (1) additional police officer, a Community Policing Officer would be placed into the CRU. Also in 2019, with the retirement of the Communications Corporal (whose position would be eliminated and duties as well as responsibilities tasked to existing Department personnel) a replacement police officer would be hired and allow for the assignment of an additional Traffic Safety Officer to the CRU. Finally in 2020, with the hiring of one (1) additional police officer, a Special Investigations Officer would be placed into the CRU. At the conclusion of 2020, the Upper Dublin Township Police Department would have a total compliment of 43 sworn members (reference Appendices A through D for additional information).

In the event that **Vision 2020** is unable to be implemented, the Upper Dublin Township community will continue to receive exemplary police services; however the Upper Dublin Township Police Department has always enjoyed strong support from the members of the Upper Dublin Township community and it is believed that a Community Response Unit would only enhance those relationships. It has become evident in recent years that good police – community relationships is paramount to the long-term effectiveness of a police department. Traffic related complaints are among the most common complaints received by the police department and community oriented policing activities are desirable for positive police – community interaction. By creating and properly staffing a Community Response Unit the Upper Dublin Township Police Department would have a unit of police officers dedicated to strengthening community relations during a time in which positive police – community relations are of the utmost importance.

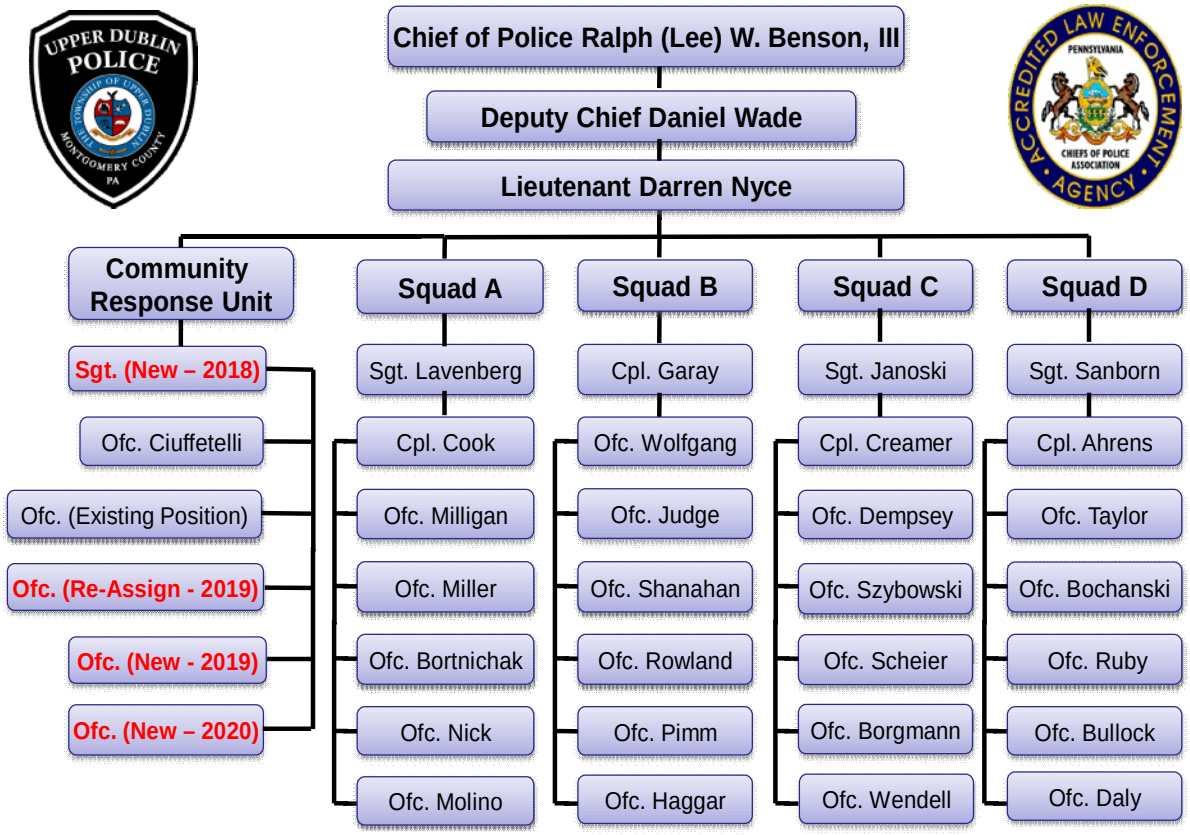
Appendix

Appendix A. Proposed Organizational Chart – Administration



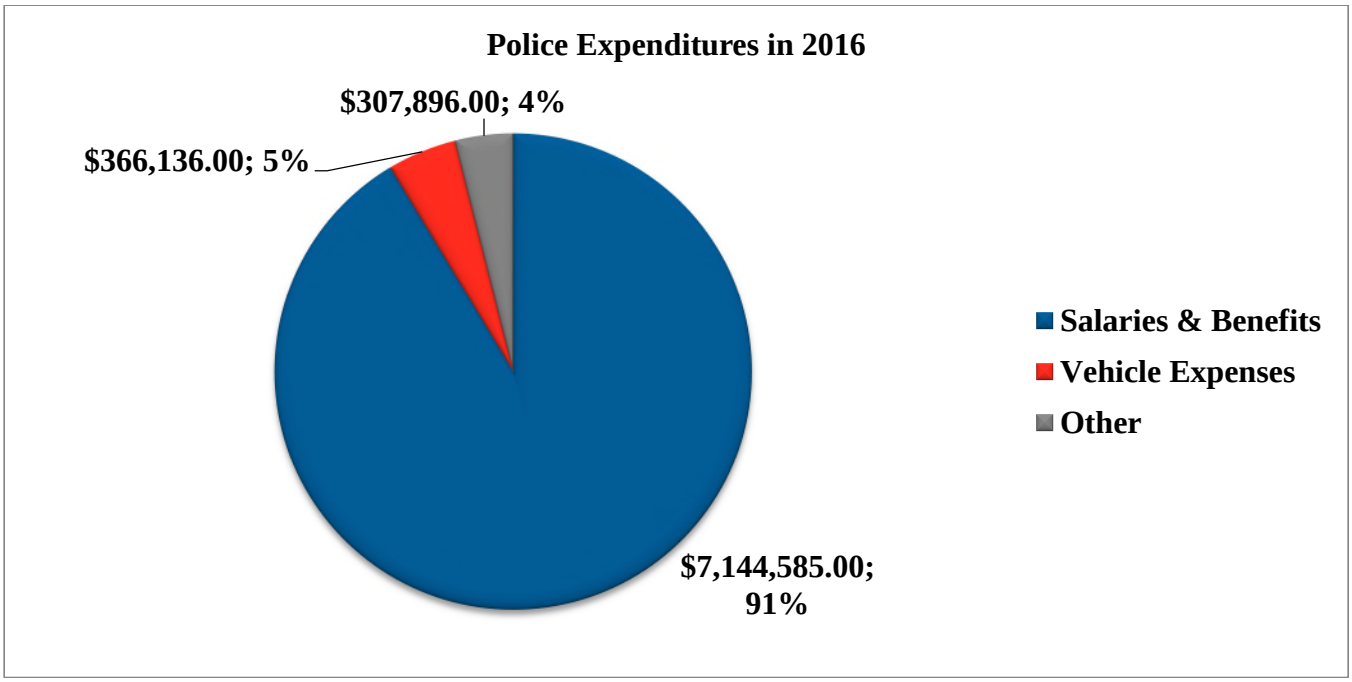
Administrative Division

Appendix B. Proposed Organizational Chart – Patrol



Patrol Division

Appendix C. Cost of an Upper Dublin Township Police Officer in 2017

Category	Cost of an Upper Dublin Police Officer in 2017	
	New Hire	Year 5 (Full Pay)
Salary	$65,500.00	$111,000.00
Overtime	$5,000.00	$5,000.00
Benefits	$10,000.00	$30,000.00
Employer Taxes	$10,500.00	$14,000.00
Pension	$15,000.00	$15,000.00
Retirement Medical	$3,600.00	$3,600.00
Uniforms & Training	$2,500.00	$2,500.00
Miscellaneous	$1,000.00	$1,000.00
Total	**$113,100.00**	**$182,100.00**

Appendix D. Upper Dublin Township Police Department Expenditures in 2016