

UPPER DUBLIN TOWNSHIP POLICE DEPARTMENT



ANNUAL REPORT ~ 2010 ~

“COMMUNITY ORIENTED POLICING”

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“Community Oriented Policing”

Introduction by Chief of Police Terrence P. Thompson

I am pleased to present the Upper Dublin Township Police Department - 2010 Annual Report to the citizens of Upper Dublin Township. This document is a comprehensive report that contains a variety of interesting statistical facts and information about the valuable services provided by the Upper Dublin Township Police Department.

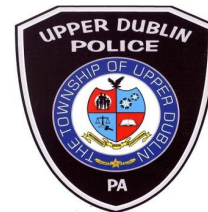
All members of the Upper Dublin Township Police Department are aware of the economic climate that currently exists. We have endeavored to cut costs and streamline certain aspects of our operation in order to continue to provide quality service to the Upper Dublin Township community. We are very mindful of the need to continue to be vigilant and work within the approved budget. The changes made in 2010 enabled the Upper Dublin Township Police Department to reduce costs without reducing services.

The Upper Dublin Township Police Department is a community oriented accredited law enforcement agency that prides itself on providing exceptional service to Upper Dublin Township. The hard working members of the Department consistently provide services to the community that are above and beyond the normal call of duty. The Upper Dublin Township Police Department is fortunate and honored to provide excellent service to an appreciative and supportive public and we pledge to continue this outstanding service to the Upper Dublin Township community that we serve.

Sincerely,

Terrence P. Thompson

Terrence P. Thompson
Chief of Police
Upper Dublin Township Police Department



“Community Oriented Policing”

Pennsylvania Law Enforcement Accreditation Commission (PLEAC)

The Pennsylvania Chiefs of Police Association introduced the Pennsylvania Law Enforcement Accreditation Program to the Commonwealth in July 2001. Since then, over 270 agencies have enrolled and approximately 66 agencies have currently attained an accredited status.

On May 21, 2005 the Upper Dublin Township Police Department became an accredited law enforcement agency; and on July 12, 2008 the Upper Dublin Township Police Department was re-accredited by the Pennsylvania Law Enforcement Accreditation Commission. The members of the Upper Dublin Township Police Department are proud to have attained this distinguished status.

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. Participating administrators then conduct a thorough analysis to determine how existing operations can be adapted to meet these objectives. When the procedures are in place, a team of independent professionals are assigned to verify that all applicable standards have been successfully implemented. The process culminates with a decision by an authoritative body that the institution is worthy of accreditation.



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 patrols, exhaustive police investigations, service to the community, and 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 performances 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.



Upper Dublin Township at a Glance

Upper Dublin Township is located within Montgomery County, Pennsylvania. Approximately 26,000 people 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 many major arteries (i.e. The Pennsylvania Turnpike, Routes 309, 152, and 63) that pass through Upper Dublin Township and mass transit is available through the Southeastern Pennsylvania Transportation Authority. Upper Dublin Township is a highly desirable community to live, work, and play!

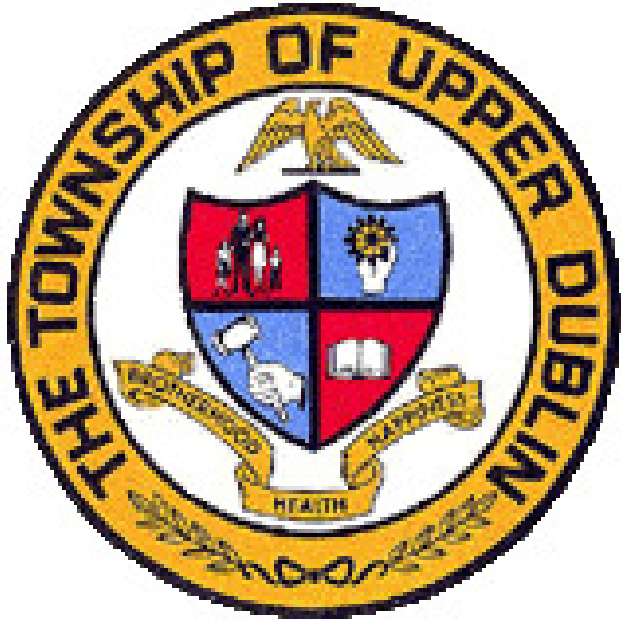


Table 1. Upper Dublin Township Facts and Figures

Land Use Distribution	Demographics (2000 Census)	
Developed Land: 90.5% Undeveloped Land: 9.5%	Population: 25,878 Population Density: 1,990 per square mile Households: 9,174	
Developed Land by Percentage	Communities within Upper Dublin Township (with Zip Code)	
Residential: 59.6% Commercial: 2.4% Industrial: 3.6% Utilities: 1.5% Recreational: 11.6% Institutional: 8.4%	Abington (19001)* Ardsley (19038) Fort Washington (19034) Maple Glen (19002) Oreland (19075)	Ambler (19002)* Dresher (19025) Jarrettown (19025) North Hills (19038) Willow Grove (19090)
	*Abington Township and Ambler Borough are separate entities and not part of Upper Dublin Township.	

Upper Dublin Township Police Department

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 the Upper Dublin Township community. The Upper Dublin Township Police Department is a Pennsylvania first class, civil service, accredited, law enforcement agency. Staffed 24-hours a day, 7 days a week, the Department employs 40 full-time sworn police officers, 6 Telecommunication Operators, 1 Records Clerk, and an Administrative Assistant to fulfill its mission.

The Upper Dublin Township Police Department consists of a Patrol and Administrative Division with support divisions consisting of Investigations and Communications. The Department also has many specialized units, as well.

The Upper Dublin Township Police Department maintains a “Community Oriented Policing” philosophy through the dedication and service of its members.



Personnel Assignments

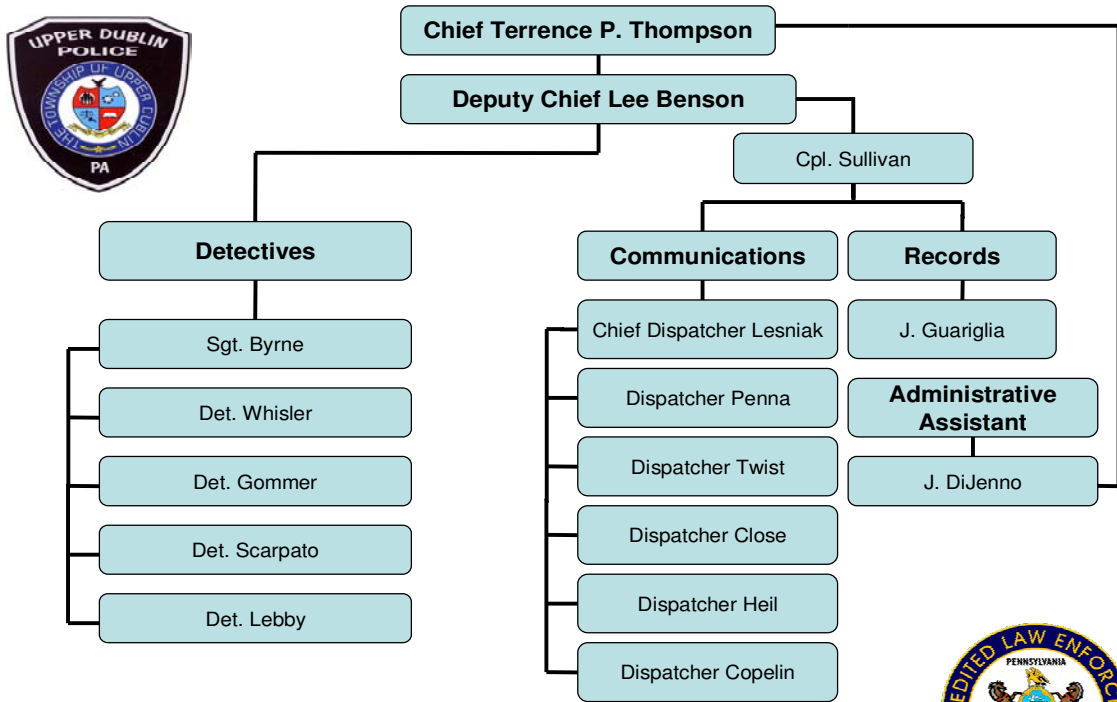
Table 2. Personnel Assignments

Command Staff (Sworn Personnel – 3)	
Chief of Police	1
Deputy Chief	1
Patrol Commander	1
Administrative Division (Sworn Personnel – 6)	
Sergeant of Detectives	1
Detectives (Adult Investigations)	3
Detectives (Juvenile Investigations)	1
Communications Corporal	1
Administrative Division (Civilian Personnel – 26)	
Administrative Assistant to the Chief of Police	1
Records Clerk	1
Telecommunication Operators	6
Crossing Guards (Part-Time)	18
Patrol Division (Sworn Personnel – 31)	
Sergeants	4
Corporals	5
Patrol Officers	19
Professional Standards Officer	1
Highway Patrol Officers	2

Upper Dublin Township Police Department Sworn Personnel – 40
Upper Dublin Township Police Department Civilian Personnel – 26

Upper Dublin Township Police Department Personnel – 66

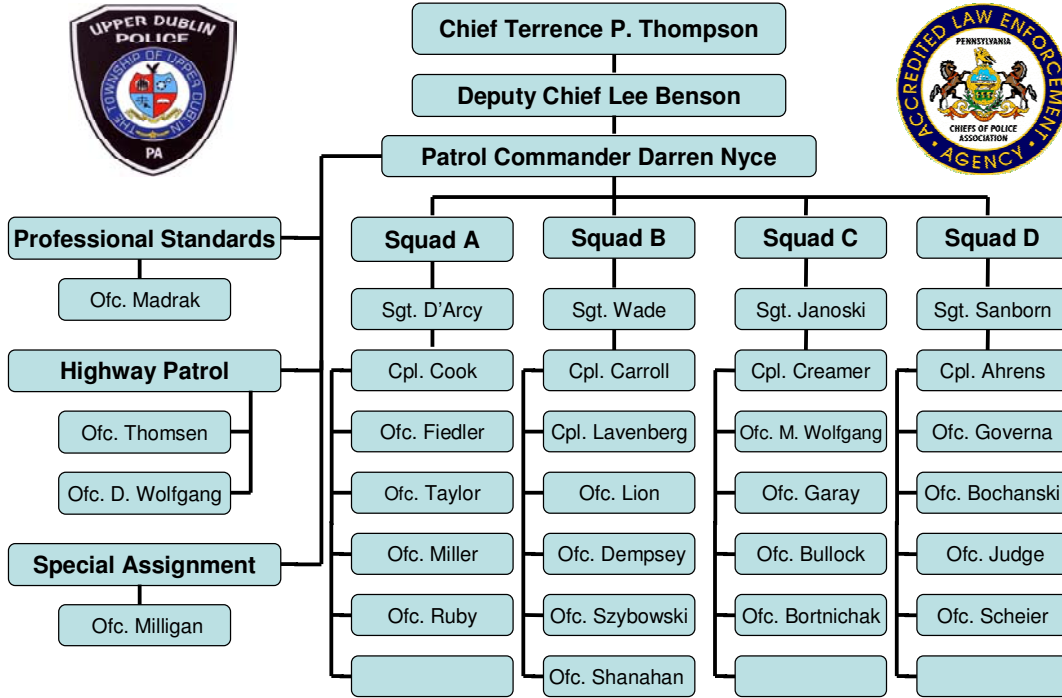
Organizational Chart – Administrative Division



Administrative Division



Organizational Chart – Patrol Division



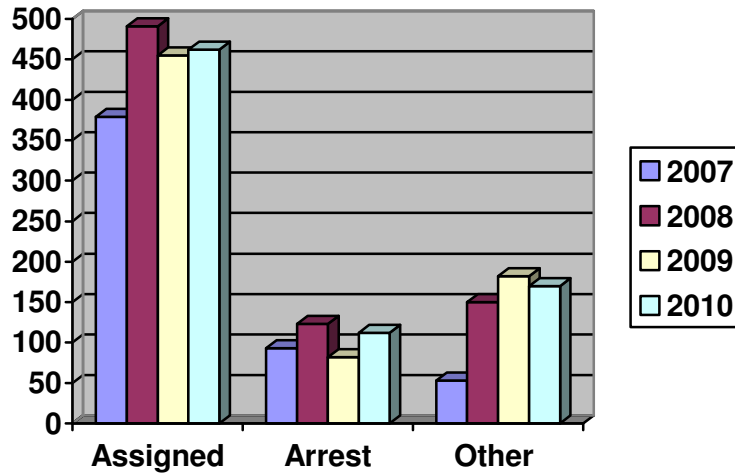
Patrol Division

Administrative Division

The Administrative Division is overseen by Deputy Chief Lee Benson. The Administrative Division is responsible for budgeting, personnel, data processing, facilities management, purchasing, statistics, and communications. The Administrative Division consists of Detectives and Communications personnel.

- **Detective**

Table 3. Detective Division Investigations (Adult & Juvenile)



- Assigned – Investigations Assigned to Detectives
- Arrest – Investigations Cleared by Arrest
- Other – Investigations Cleared by Exceptional Means (i.e. no prosecution, turned-over-to another jurisdiction, etc.)

Table 4. Juvenile Investigations

	2008	2009	2010
Residents	227	261	356
Non-Residents	33	68	40
Saint Mary’s Villa Residents	126	147	234
Wordsworth Academy Students	47	55	44

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- The table above displays the number of juveniles, both resident and non-resident, as well as those who attend the two youth rehabilitation centers located within Upper Dublin Township that have had direct contact with the police as a result of an investigation.

Communications

Table 5. Sources of Calls for Service

	2007	2008	2009	2010
Email to UDPD	0	6	7	5
Letter to UDPD	23	22	7	25
Mobile Data Terminal	285	955	960	549
Montgomery County 911 Transfer	283	235	239	208
Montgomery County Communication Center	4,080	3,912	3,771	3,818
Other Police Department	80	85	76	74
Police Radio	12,551	12,148	11,792	12,288
Pennsylvania State Police	10	16	7	6
Computer				
UDPD Phone #	5,741	5,264	5,023	4,894
Township Administration	8	4	4	4
“Walk-in” to UDPD	1,354	1,385	1,656	1,677

- The table above provides the source as well as the number of Calls for Service received through the Upper Dublin Township Police Department’s Communication Center.



Patrol Division

The Patrol Division is overseen by the Patrol Commander, Darren Nyce. The Patrol Division is comprised of 31 sworn officers and is divided into four, seven officer squads, each under the direction of a Sergeant. The Patrol Division's primary purpose is to respond to all emergency and non-emergency calls for service within Upper Dublin Township. Officers assigned to the patrol division utilize proactive policing activities that include criminal and vehicle statute enforcement, as well as crime prevention through high visibility patrol in order to protect life and property. In addition, patrol officers also respond to mutual aid requests for assistance from other police departments. The Upper Dublin Township Police Department has an outstanding working relationship with other law enforcement agencies and is committed to assisting all public service professionals in the performance of their duties. The Patrol Division seeks to provide the most professional and ethical law enforcement services to the Upper Dublin Township community, thereby ensuring the preservation of peace and the highest quality of life in the community. As always, officer safety is paramount.



Specialized Units

The Upper Dublin Township Police Department encourages officers within the Department to have additional duties that go above and beyond what is required of them in their general job descriptions. The Upper Dublin Township Police Department has many specialized units that allow the Department to expand its reach within the Upper Dublin Township community.

Specialized Units include:

- Bicycle Patrol
- Breath Test Instrument Operators
- Crash Re-construction
- Crime Scene Investigators
- Crisis Intervention Specialists
- Drug Abuse Resistance Education (D.A.R.E)
- Eastern Montgomery County Special Weapons and Tactics Team
- Evidence Custodians
- Field Training and Evaluation
- Highway Patrol
- Quartermaster
- Medical Response (Emergency Medical Technician Officers)
- Montgomery County Major Incident Response Team
- Montgomery County Drug Task Force
- Professional Standards
- Use of Force

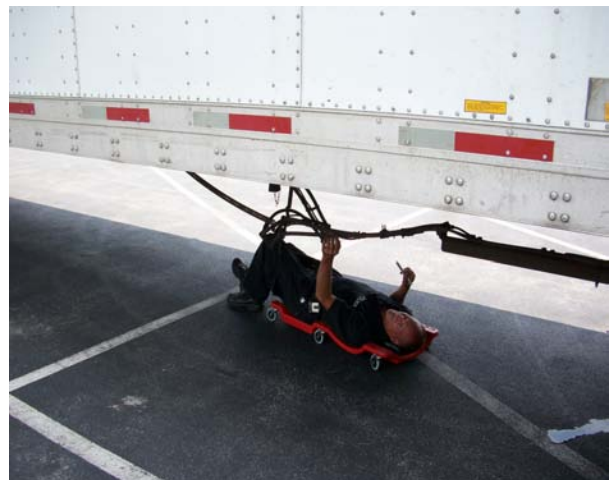


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• **Highway Patrol –Table 5. Highway Patrol Unit Activities**

	2007	2008	2009	2010
Traffic Complaints	223	209	144	168
Directed Patrols	1,104	1,058	585	483
Speed Trailer Deployment	100	103	82	63
Truck Inspections	34	34	58	75
Aggressive Driving Enforcement Details	6	6	20	17
Driving Under the Influence Enforcement Details	24	24	24	24
Reportable Crashes	280	244	247	261 (1 Fatality)

➤ The table above represents the day-to-day activities of the Highway Patrol Unit, which includes addressing all traffic complaints, conducting directed patrols of those locations in which traffic violations and crashes are common, deploying speed trailers, conducting truck inspections of commercial vehicles that travel the roadways of Upper Dublin Township, conducting Aggressive Driving and Driving Under the Influence Enforcement details and reportable crashes analyzed.



Training

Upper Dublin Township Police Department personnel undergo training throughout their career in law enforcement. Staying abreast of changes within the law enforcement discipline is an on going process and it is the responsibility of the Department to train all officers in their core tasks within their job description. The Upper Dublin Township Police Department's mission of serving the public is greatly enhanced through its dedication of keeping its officers fully trained and equipped in order to meet the changing needs within the law enforcement community.

2010 Training Seminars included:

- Firearms
- Defensive Tactics
- Crisis Intervention
- Less-than-Lethal Force Options
- Telecommunications
- American Red Cross AED, CPR & First Aid Training
- Supervision
- Investigations
- Evidence Analysis & Collection
- Field Training and Evaluation
- Bicycle Patrol
- Drug Abuse Resistance Education Training
- Major Incident Response Team – Yearly Training
- Municipal Police Officer Education – Yearly Training
- Eastern Montgomery County Special Weapons and Tactics Team – Operator, Sniper, and Negotiator Training
- Federal Bureau of Investigation National Academy
- International Law Enforcement Education and Trainers Association
- International Police Mountain Bike Association
- Middle Atlantic Great Lakes Organized Crime Law Enforcement Network
- Pennsylvania Law Enforcement Accreditation Commission



Community Oriented Policing

The Upper Dublin Township Police Department is a strong proponent of Community Oriented Policing. Community Oriented Policing is a philosophy that promotes organizational strategies, which support the use of partnerships and problem-solving techniques within the community to proactively address public safety issues such as crime, social disorder, and the fear of crime.

The Upper Dublin Township Police Department has instituted a variety of community oriented policing strategies to educate people within the Upper Dublin Township community in the areas of crime prevention, substance abuse, vacation home checks, and firearm safety; in addition, the Department also offers bicycle, vehicle, and work-place safety seminars. Furthermore, the Upper Dublin Township Police Department encourages officers to “park and walk” or bicycle throughout the neighborhoods and business centers of Upper Dublin Township in order for the public to have an opportunity to interact with the officers.

2010 Community Oriented Policing activities included:

- Crime Prevention Classes
- Identity Theft Prevention Classes
- Project Safe Return Informational Classes
- Career Fairs
- Drug Abuse Resistance Education Classes
- Upper Dublin Police Department Tours
- Upper Dublin Police Youth Leadership Activities
- Upper Dublin Junior Police Academy
- Upper Dublin Police Youth Field Day
- Upper Dublin Police National Police Week Commemoration Night



Promotions & Assignments

With the retirement of Deputy Chief of Administration James Kaniewski, there were modifications made to the command structure within the Department. On April 2, 2010 Deputy Chief of Operations Lee Benson assumed the role of Deputy Chief. Deputy Chief Benson has served with the Department since 1985.

On May 1, 2010 Sergeant Darren Nyce was assigned to the position of Patrol Commander, which replaced the rank of Deputy Chief of Operations. Patrol Commander Nyce now supervises the Patrol Division. Prior to being assigned to the position of Patrol Commander, Patrol Commander Nyce served as Sergeant for 5 years, Corporal for 1 year, and patrol officer for 7 years.

On Tuesday, May 11th, Detective Daniel Wade was promoted to the rank of Sergeant. Prior to achieving the rank of Sergeant, Sergeant Wade served as detective for 8 years, patrol officer for 4 years, telecommunications operator for 2 years, and as an Intern with the Department for 6 months.



After a two year assignment with the Montgomery County Narcotics Enforcement Team, Detective Michael Leiby returned to the Upper Dublin Township Police Department and was assigned to the Detective Unit. Prior to Detective Leiby's assignment with the Montgomery County Narcotics Enforcement Team, Detective Leiby served as a patrol officer for 7 years.

With the anticipated retirement of Sergeant William D'Arcy in 2011, Corporal Andrew Lavenberg was assigned as the coordinator of the Quick Response Service Unit. Corporal Lavenberg has served a Corporal for 1 year and a patrol officer for 5 years; furthermore he is a certified Emergency Medical Technician.

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Officer Michael Milligan who is an Entry / Operator with the Eastern Montgomery County Special Weapons and Tactics Team (EM SWAT) was selected to be an Assistant Team Leader for the EM SWAT Team as well. Officer Milligan has served as a patrol officer for 10 years and has been a member of the EM SWAT Team since 2003.

Special Officer Ryan Copelin was assigned as coordinator of the Upper Dublin Crossing Guards. Special Officer Copelin has served as a telecommunications operator within the Upper Dublin Police Communications Center for 4 years.

The following officers were appointed to the following Specialized Units:

- Bicycle Patrol Unit
 - Officer Ryan Judge
 - Officer Thomas Szybowski
- Evidence Custodian
 - Detective Michael Gommer
- Quartermaster
 - Officer David Madrak
- Field Training Officers
 - Officer Andrew Bochanski
 - Officer Michael Bortnichak
- Crisis Intervention Specialists
 - Corporal Andrew Lavenberg
 - Officer David Madrak
 - Officer Andrew Bochanski



Retirements

After serving in law enforcement for over 37 years, Deputy Chief of Administration

James Kaniewski retired from the Upper Dublin Township Police Department. Deputy Chief Kaniewski began his career in law enforcement in 1973 with the Philadelphia Police



Department serving in the 3rd District (South Philly) for 3 years. In October of 1976, Deputy Chief Kaniewski was hired by the Upper Dublin Township Police Department where he proudly served the residents of Upper Dublin Township in the positions of patrol officer (7 months), detective (4 ½ years), Sergeant (11 years), and finally as Deputy Chief of Administration (18 years). In 1982 Deputy Chief Kaniewski graduated from the Federal Bureau of Investigation’s National Academy, Class 128. With over 37 years of law enforcement experience, Deputy Chief Kaniewski’s faithfully served the Upper Dublin Township community.

After serving in law enforcement for over 36 years, Patrol Officer William McDermott retired from the Upper Dublin Township Police Department. Officer McDermott began his career with the Upper Dublin Township Police Department in 1974 and has tirelessly served the residents of Upper Dublin Township since then.

After 36 years of service, Upper Dublin Crossing Guard Claire Cranage retired. Claire served as a Crossing Guard throughout Upper Dublin Township, but most notably at the intersection of Fort Washington Avenue and Highland Avenue, where a wooden sign hangs from a tree stating “Claire’s Corner.”

Commendations

Commendations are awarded to Upper Dublin Township Police Department personnel in recognition of and appreciation for outstanding acts of public service. At the October 12, 2010 Upper Dublin Township Board of Commissioners monthly stated meeting, the following officers received commendations:

- **Distinguished Service Award** to Officer Matthew Garay

- **Distinguished Service Award** to Officer Thomas Szybowski



- **Commendation of Merit** to Sgt. Michael Byrne, Sgt. Daniel Wade, Det. Michael Gommer, Det. Michael Scarpato, Det. Kenneth Whisler, Officer Christian Fiedler, and Hatboro Police Department's Det. Sgt. Becker
- **Letters of Commendation** to Sgt. William. D'Arcy, Cpl. Kenneth Cook, Officer Christian Fiedler, Officer Mark Wolfgang, and Officer Thomas Miller

Hiring

Those individuals who seek to become a police officer with the Upper Dublin Township Police Department must meet criteria established by the Upper Dublin Civil Service Commission. In September of 2010, the Upper Dublin Township Police Department took part



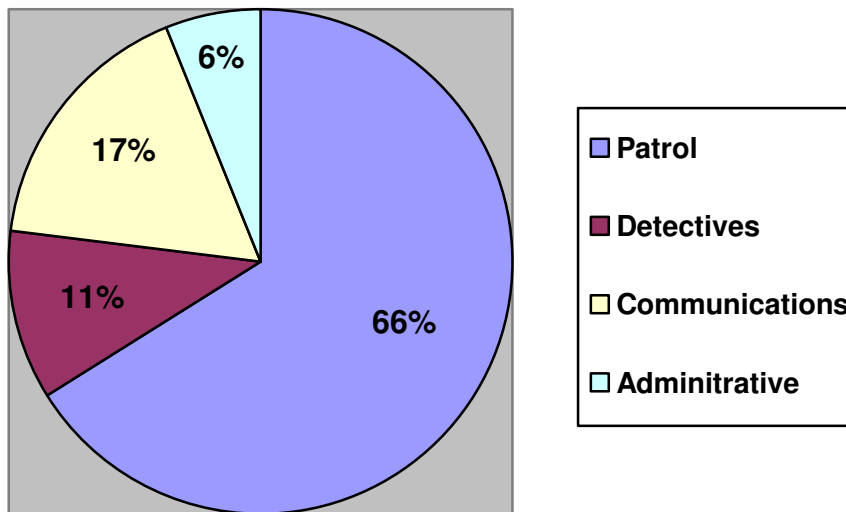
in the Montgomery County Consortium of Communities Police Officer Examination. This portion of the test required applicants to successfully pass a written test; in November the applicants were interviewed by Department personnel and in December took part in the physical agility test. The candidates are eagerly awaiting the results of the testing process.



Fiscal Responsibility

The Upper Dublin Township Police Department is acutely aware of the impact police services have on the Upper Dublin Township budget. With that fact in mind, we endeavor to be fiscally responsible. We take very seriously the task of "spending wisely". The Upper Dublin Township Police Department is constantly applying for alternate sources of financial support for equipment, technology, training, and personnel. The Department applies for grant funding through federal and state agencies that have programs directed for law enforcement activities. To date the Upper Dublin Township Police Department has secured grant monies in excess of \$ 1,000,000.00. These grant funds directly reduce the amount of tax dollars that fund police operations.

Table 6. Budget Expenditures for 2010



- The chart above displays how the Upper Dublin Township Police Department budget expenditures are distributed. The Patrol Division receives the majority of budget dollars since it is the “backbone” of the Department, with Detectives, Communications, and Administration providing support for this function.

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Table 7. Grants Awarded in 2010

Title	Date Submitted	Amount of Grant	Sponsor
Aggressive Driving Enforcement & “Click-It or Ticket”	January 2010	\$ 10,000.00	Federal Government
2010 Pennsylvania Liquor Control Board Grant to Reduce Underage and Dangerous Drinking	February 2010	\$ 10,000.00	Pennsylvania Liquor Control Board
Ballistic Vest Program	April 2010	\$ 5,000.00	Federal Government
Video Forensic Technology	April 2010	\$ 1,104.92	Target
North Hills Manor Patrols	June 2010	\$ 5,000.00	Montgomery County Housing Authority
Regional Driving Under the Influence Checkpoints and Roving Patrols	May 2010	\$ 5,597.10	Montgomery County Driving Under the Influence Task Forces
Community Drug Abuse Prevention Grant Program	October 2010	\$ 900.00	Pennsylvania Office of the Attorney General

- The table above displays the grants awarded to the Upper Dublin Township Police Department in 2010; the Department was allocated approximately \$ 37,605.00 in grant money from various federal and state agencies.



General Statistics

The statistical information contained within this report assist with predicting or realizing criminal activity, crash locations, traffic concerns, and other public safety issues. The information is also used to address day-to-day assignments and training needs as well as assist with long range operational and fiscal planning. It should be noted that although statistics provide a means to examine data, there are often normal fluctuations in crime data that do not indicate fundamental changes in crime rates. Over longer terms, statistical studies show that certain trends are cyclical in nature and tend to follow national trends and events. The Upper Dublin Township Police Department consistently monitors all available statistical data in order to determine true trends so that once they are identified they are addressed by the well-trained and skilled members of the Department.

Table 8. Total Incidents

2007	2008	2009	2010
24,845	24,319	23,542	23,548

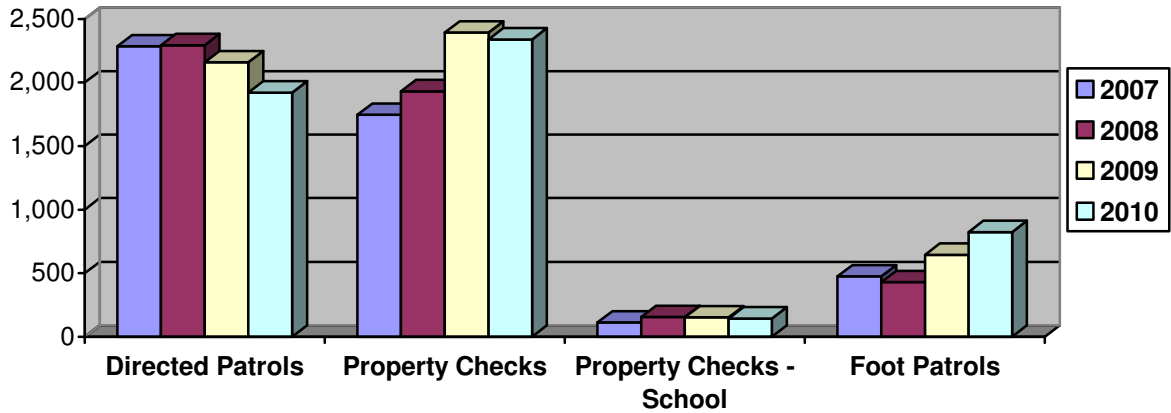
- The table above provides the total number of reported incidents in which there was Upper Dublin Township Police Department involvement.

Table 9. Criminal Offenses

	2007	2008	2009	2010
Homicide	0	0	0	0
Sex Offenses	13	8	5	12
Robbery	4	4	1	3
Assaults	98	104	78	93
Property Offenses	488	526	346	473
Arson	0	1	3	1
Drug Violations	45	29	23	49
Alcohol Offenses	92	96	79	94

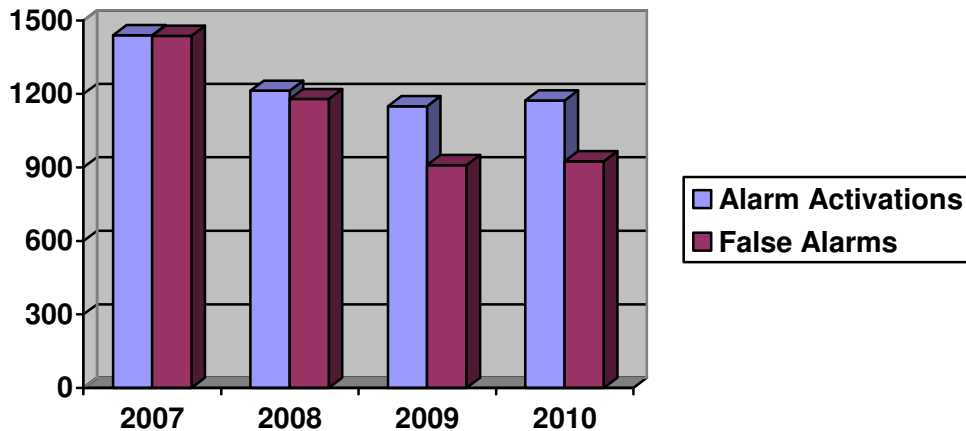
- The table above provides the number of criminal offenses reported to Pennsylvania State Police by the Upper Dublin Township Police Department for crime reporting purposes.

Table 10. Directed Patrols, Property Checks, and Foot Patrols



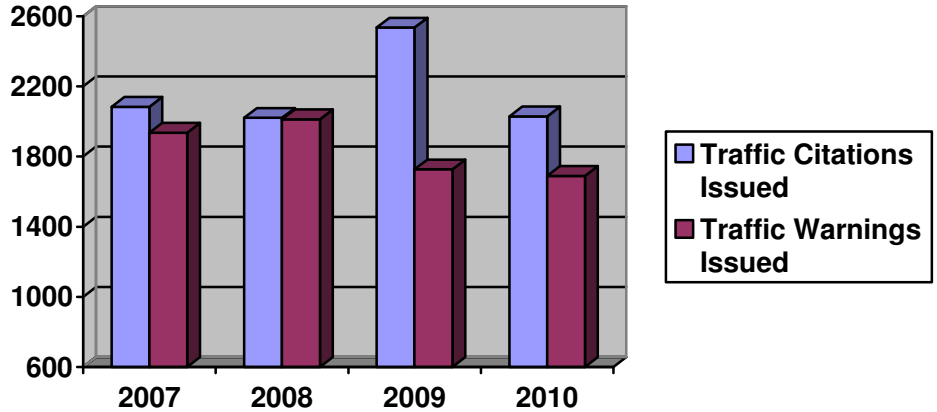
➤ The graph above displays officer initiated proactive policing activities.

Table 11. Alarm Activations and False Alarms



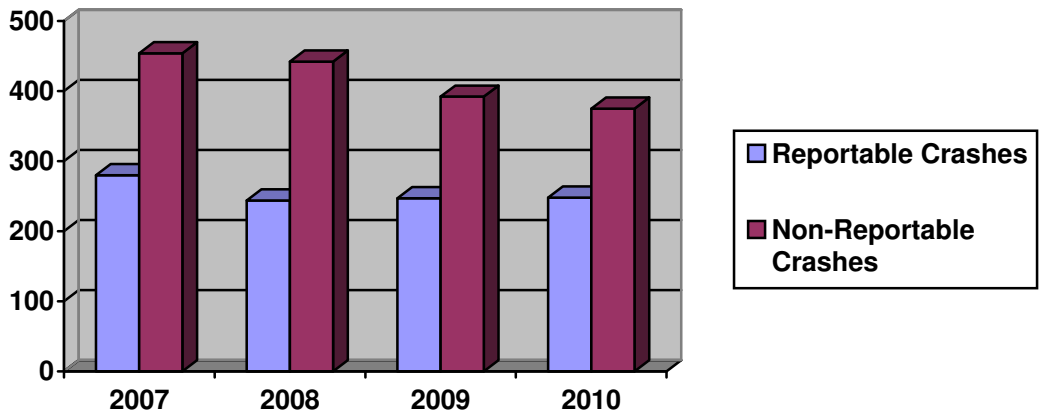
➤ The graph above displays the alarm activations that have occurred within Upper Dublin Township warranting a police response. In addition, the table also displays the number of alarm activations that were deemed to be false alarms, either through an officer’s investigation or alarm company notification.

Table 12. Traffic Citations and Warnings Issued



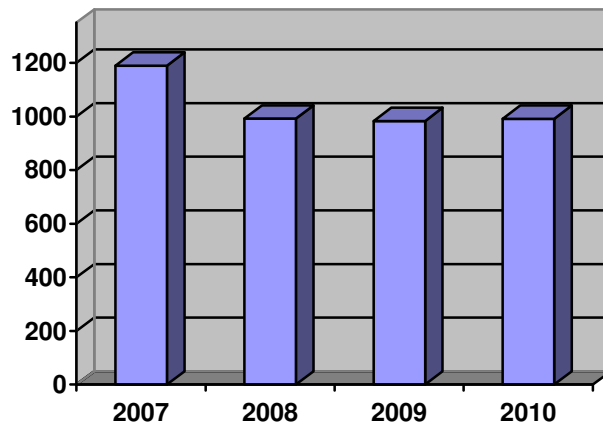
- The graph above displays the traffic citations or warnings that were issued as a result of a vehicle code violation by a motorist.

Table 13. Reportable and Non-Reportable Crashes



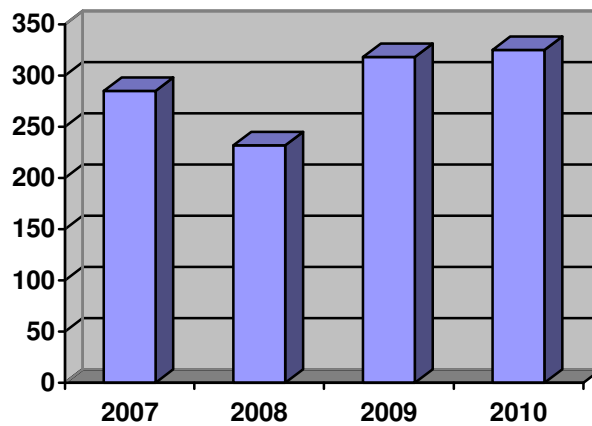
- The graph above displays those crashes which were reported by the Upper Dublin Township Police Department to the Pennsylvania Department of Transportation and those crashes in which notification was not required to be made. A Reportable Crash report is necessary when a vehicle occupant or pedestrian requires medical attention at the scene of a crash and / or the vehicle(s) involved sustain damage that does not allow them to be safely driven on a roadway.

Table 14. Medical Emergencies



- The graph above displays those calls for service that were due to a medical emergency taking place.

Table 15. Aid to Other Law Enforcement Agencies

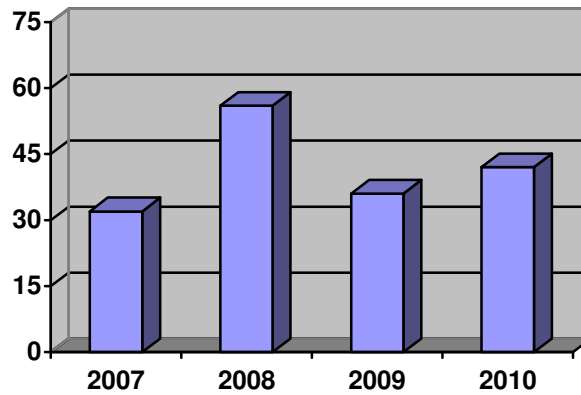


- The graph above displays calls for service relating to aid provided to other law enforcement agencies by the Upper Dublin Township Police Department. Some of these agencies include:

Abington Township P.D.
Ambler Borough P.D.
Horsham Township P.D.
Lower Gwynedd Township P.D.
Montgomery County Probation Dept.
Montgomery County Sheriff's Dept.

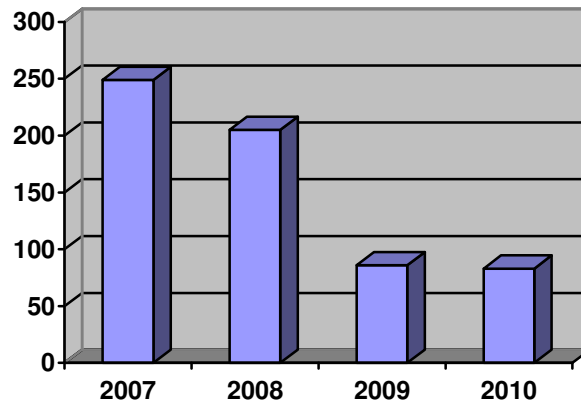
Pennsylvania State Police
Philadelphia P.D.
Springfield Township P.D.
Upper Moreland Township P.D.
Whitemarsh Township P.D.
Whitpain Township P.D.

Table 16. Alarm Violations



- The graph above displays the alarm citations issued as a result of multiple false alarm violations occurring at any given location.

Table 17. Parking Violations



- The graph above displays the parking citations issued as a result of a parking violation.

Goals and Objectives for 2011

The Upper Dublin Township Police Department is a community oriented accredited law enforcement agency that strives for excellence. In order to accomplish this, the Department seeks to provide its personnel with most up-to-date equipment, technology, and training available. It is believed, that by providing Department personnel with the tools necessary for success, the Upper Dublin Township community will be better served. The Upper Dublin Township Police Department plans on continuing and the following goals and objectives in 2011:

- Continue to enhance the flow of communication throughout all levels of the Department
- Continue to enhance the technological resources of the Department
- Continue career development at all levels
- Continue to develop a positive organizational culture
- Continue to explore alternate sources of financial support
- Continue to provide the most efficient and cost effective services to the Upper Dublin Township community



“Community Oriented Policing”