



LOWER GWYNEDD TOWNSHIP MONTGOMERY COUNTY, PENNSYLVANIA

REQUEST FOR PROPOSALS FOR A POLICE DEPARTMENT STAFFING & EFFICIENCY STUDY

I. General Information

Lower Gwynedd Township (“the Township”) invites firms to submit proposals to complete an analysis of the management and structure of the Lower Gwynedd Police Department. The Township is seeking proposals from qualified firms with experience and knowledge of best practices in the structure and management of local law enforcement agencies. The Township intends to select the firm most qualified and best meeting the interests of the Township.

As described in more detail below, the proposal is to include evidence of the Firm’s experience with police departments of similar size, location, and call volume. Submit proposals, with a cover letter signed by a principal of the firm, to the Township’s Project Manager, John Farrell, jfarrell@lowergwynedd.org.

The submittal deadline is Wednesday May 7, 2025, at 4:00 p.m.

II. Project Information

[Lower Gwynedd Township](#) is governed by an elected five-member Board of Supervisors and has a population of 12,000 residents. The Township’s 9.4 square miles in south central Montgomery County, Pennsylvania includes the areas of Gwynedd Valley, Penllyn and Spring House. With proximity to the City of Philadelphia, excellent train and highway access, premier employers, top-rated schools and a beautiful locale, Lower Gwynedd is highly desired as a place to live and work.

The Lower Gwynedd Police Department (LGPD) consists of 22 sworn officers and 2 civilian employees. The command staff include the Chief and a Lieutenant. 15 officers are assigned to one of four patrol squads (1 Sergeant for each); 2 officers serve as detectives; 2 officers are assigned to the Community Response Unit (including 1 Sergeant); and LGPD has 1 school resource officer.

The LGPD has been accredited since 2017 by the [Pennsylvania Chiefs of Police](#). Most LGPD policies and training parameters are governed by accreditation standards, and are not included in the scope of this analysis.

LGPD's total call volume for 2024 was 12,305 calls. These numbers include both proactive (traffic enforcement, property checks, etc.) and reactive (911 calls, calls for service, etc.). Removing administrative entries, traffic enforcement, and public services, the total was 3,364 dispatched calls for 2024.

Lower Gwynedd residents have come to enjoy and expect a low rate of serious crimes in the Township. Looking at all UCR Part I crimes in 2024, Lower Gwynedd experienced:

- Aggravated Assault 9
- Other Assaults - Simple 9
- Burglary 7
- Larceny - Theft 154
- Motor Vehicle Theft 3

LGPD Officers are known to conduct themselves professionally, bringing a responsive and courteous attitude to their interactions with the public. The LGPD has a long history as a positive presence within the community, and it has expanded that relationship with the establishment of the CRU in 2022.

The Chief of Police is currently enrolled in the Deferred Retirement Option Plan (DROP), and additional retirements on both the sworn and civilian side of the department are likely in the near future. This creates distinct challenges and opportunities to define and shape the future of the LGPD. This study is being undertaken to build on the LGPD's track record of success and continue to elevate service delivery as it evolves with new leadership in coming years.

III. Scope of Work

The selected Firm will work with Township police and administrative staff to analyze various aspects of the LGPD's structure and operations, as defined below, and compare the current state with best practices for a department of similar size, location, and call volume. Work will include:

1. Evaluating the management structure and processes of the LGPD. This should include:
 - a. An analysis of the tasks performed at all levels of the organization;

- b. An understanding of the degree of redundancy necessary for critical tasks, particularly administrative and sensitive technology-related tasks; and
 - c. A determination of the ideal structure and number of management personnel needed to handle the existing and projected future workload. This should include analysis of the number of management and line personnel assigned to each squad/unit.
 - d. Recommendations should be focused on accountability, improving efficiency, and maintaining a positive work environment throughout the LGPD.
2. Analyzing the total number of sworn and civilian personnel to determine if it is sufficient to meet the Township's desired level of service.
 - a. Each position in the LGPD should be clearly defined and distinguished from other roles.
 - b. Analyze how LGPD squads and special units (CRU, detectives, and school resource officer) are organized and scheduled.
3. Identifying, documenting, and/or creating a clear pathway that personnel may follow to pursue advancement within the LGPD.
4. Creating a framework for succession planning and redundancy that applies to all levels of the department. This should include a systematic method to determine if and how positions should be filled when vacated.
5. Research methods should include, but are not limited to:
 - a. Quantitative analysis of existing data about calls for service.
 - b. Analysis of other existing data about shifts, scheduling, overtime, and other topics as necessary.
 - c. Data collection from LGPD staff and other internal stakeholders as necessary via individual interviews, group interviews, and/or surveying. These methods may be conducted in-person or virtually. Any data collected anonymously must be de-identified as early as possible to protect the identity of the respondents.
6. Evaluate the alignment between community expectations and current police services by conducting focus groups/interviews with local stakeholders. The goal is to understand their perceptions and expectations regarding police presence and response in both emergency and non-emergency contexts. The Township will provide a small group of community representatives for participation.
7. Developing a final report that provides recommendations to optimize the department's service delivery and structure, and includes a suggested timeline and cost analysis for any recommendations.

8. Presenting a summary of the study results to the Lower Gwynedd Township Board of Supervisors

IV. Proposal Submissions

1. Proposals shall include:
 - a. **Letter of Interest:** Submit a one-page cover letter signed by a principal with the firm expressing the Firm's interest in the project, as well as a statement regarding the Firm's ability to dedicate the time, personnel, and resources to complete the specified services within the timeline in the proposal.
 - b. **Project Manager:** Provide information about the specific relevant experience and qualifications about the principal contact for the project.
 - c. **Project Team:** List information about the specific relevant experience and qualifications of the rest of the key personnel who will work on this project. Identify any subcontractors that will be used for the project.
 - d. **Work Plan and Approach:** Describe the Firm's understanding of the proposed project and scope of services, including:
 - i. the Firm's approach or methodology for completing the project;
 - ii. any information that the Firm would expect the Township to supply or be responsible for; and
 - iii. a project timeline with key milestones.
 - e. **Project Cost:** Provide a not-to-exceed cost for completing the scope of work, with details for each phase of the project. Please itemize costs for aspects of the scope where possible.
 - f. **Relevant Experience:** Explain how the qualifications of the firm meet the needs of the project, including examples of (and/or links to) direct experience with similar projects, specifically:
 - i. the analysis of the structure and operations of other police departments, particularly those of similar size, location, and call volume.
 - ii. if different from the examples in i. above, management studies of comparable size, scope, and complexity.

For each example, describe the service performed by the firm or employees of the firm who would work on this project, the approximate dollar amount of the contract,

the date of performance, and a client contact:

2. **Pre-proposal meeting**: There will be a pre-proposal meeting on April 23, 2025 at 2:00 PM EDT, in person at the Lower Gwynedd Township Building, with a virtual option on [Zoom by clicking here](#).
3. **Submission deadline**: Email proposals to John Farrell, Project Manager, at jfarrell@lowergwynedd.org by 4:00 PM EDT on Wednesday May 7, 2025.

V. Questions

The Township will accept questions about the RFP until Friday, April 25th at 5:00 PM EDT. Questions may be sent to the Project Manager by email at jfarrell@lowergwynedd.org. If any questions indicate that the RFP was confusing or omitted relevant information, then the Project Manager will forward the answers before the submission deadline to everyone who attends the pre-proposal meeting or otherwise indicates an intention to submit.

VI. Next Steps

The Township will evaluate the submitted proposals, and, at the Township's discretion, may conduct interviews with some or all the submitting Firms. If interviews are conducted, they will take place the week of May 12, 2025.

Evaluation criteria will include:

1. Capability to perform the required services and qualifications of key personnel.
2. Extent of proposed team's experience and past performance on similar projects.
3. Project understanding, design approach and methodology.
4. Ability to be responsive to the Township's needs.
5. Proposed schedule and approach to perform required services in a timely manner.
6. Proposed fee for professional services.

The goal is to select a proposal for the Lower Gwynedd Township Board of Supervisors to consider for approval at their regular public meeting on May 27, 2025.