Comprehensive Police Staffing Analysis and Operational Review

Lower Gwynedd Township

January 2026

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Introduction

CERTUS Public Safety Solutions, LLC was engaged to perform a comprehensive operational review of the Lower Gwynedd Police Department (LGPD). The scope included a thorough examination of the department's staffing, structure, systems, and strategies across all functional areas. CERTUS used a rigorous, multi-phase approach to conduct this assessment. This involved analyzing department policies, performance data, and internal documents; reviewing computer-aided dispatch (CAD) and records management system (RMS) data; and conducting over two dozen structured interviews with command staff, supervisors, and frontline personnel. Additionally, CERTUS carried out a 3-day site visit that included field observations and focus groups with internal stakeholders and community members. These efforts were supported by comparisons to best practices based on national standards and CERTUS' extensive experience with public safety evaluations. The resulting findings and recommendations reflect the department's current strengths and specific, data-informed opportunities for improvement.

Approach and Methodology

Our project team, including Dr. Paul O'Connell (Lead), Dr. Jim McCabe, Dr. Carol Rasor, Dr. Demosthenes Long, and Dr. Greg Selitto, started by reviewing documents such as department policies, previous assessments, organizational charts, and available performance data. We also looked at a full year of Computer-Aided Dispatch (CAD) data to understand call types and volume. This review provided insights into operational workload and deployment patterns.

To supplement this quantitative analysis, CERTUS conducted structured interviews with nearly every member of the LGPD, from the Chief of Police to line-level personnel. These interviews helped us better understand internal culture, workflows, training, communication practices, and perceived operational challenges. We also interviewed key external stakeholders, including members of the Township Board and community representatives, to incorporate external perspectives into our review.

Importantly, we observed the department 'in operation'—including ride-alongs with officers and supervisors—to gain firsthand insight into how policies and practices are implemented in the field. This comprehensive approach enabled us to triangulate findings across internal, external, and data-driven sources. CERTUS also incorporated best practices and benchmarking from peer agencies and national standards to assess where LGPD operations align with or differ from current professional norms. Our analysis ended with a gap assessment and the development of strategic recommendations to enhance performance, accountability, and planning capacity within the department.

This report outlines specific, actionable recommendations to build upon the LGPD's already strong foundation —ensuring its long-term effectiveness and resilience in a rapidly evolving law enforcement landscape.

EXECUTIVE SUMMARY

The LGPD remains an effective law enforcement agency that successfully fulfills its public safety mission. The LGPD has adopted solid operational practices that ensure consistent, high-quality service to the community. Its deployment of sworn officers, supervision methods, and patrol strategies are well-designed. Officers surpass state training requirements, and the department is deeply committed to proactive policing, community engagement, and operational efficiency. In all major areas, the LGPD demonstrates professionalism, competence, and a strong dedication to public service.

However, CERTUS has identified opportunities to enhance efficiency and effectiveness. There are several areas where the department's internal systems, staffing models, and use of performance data can be optimized to support greater efficiency, accountability, and responsiveness. These include improving data-driven case management in Investigations, formalizing internal performance measurement across all units, enhancing the structure and content of command meetings, and broadly shifting community engagement responsibilities into the Patrol Bureau.

This report outlines specific, actionable recommendations to enhance the LGPD's already strong foundation— ensuring its long-term effectiveness and resilience in a rapidly evolving law enforcement landscape.

Below is an executive summary of CERTUS recommendations categorized by function and ranked by priority (High, Medium, Low). The main report features a scorecard for each function, highlighting observations and recommendations. A narrative for each function then follows. **We have included a link to each category that leads to the narrative.**

EXECUTIVE SUMMARY OF RECOMMENDATIONS BY PRIORITY

HIGH   Should be addressed within six months
MEDIUM   Should be addressed within one year
LOW   Should be addressed beyond one year

PRIORITY	CATEGORY	RECOMMENDATION
HIGH	PATROL	**Add two patrol sergeants** (for a total of six) • Designate them as *Community Response Sergeants* to provide additional supervision and drive the department's strategic priorities each shift. • Assign to work overlapping shifts (i.e., 12:00pm to 12:00am) • Provide patrol supervision coverage • Provide administrative support **Revise Shift Rotation** • Officers currently rotate shifts (day to night, night to day) every two weeks. The period in between this rotation should be extended significantly. • Recommend considering and ANNUAL shift bid for officers to select assignments.
HIGH	PROFESSIONAL STANDARDS	**Promotional process clarity** • Establish a transparent promotional process with written and/or oral assessments.
HIGH	SCHOOL RESOURCE UNIT	**Reinstate the SRO position(s)** at high school • Consider additional coverage for middle schools as warranted.

HIGH	ORGANIZATION MGT	**Institute monthly management meetings** • Conduct structured meetings of sergeants and above, supported by agendas, minutes, and data dashboards.
HIGH	ADMINSTRATIVE UNIT	**Increase administrative staffing** • Convert the existing part-time administrative position into two full-time non-sworn administrative positions. **Reassign administrative tasks from lieutenant** • Delegate clerical and administrative duties (e.g., purchasing, personnel files, expungements, etc.) to administrative staff, freeing command personnel for leadership and strategic functions.
HIGH	INVESTIGATIONS	**Direct oversight by the lieutenant** • Detectives should report directly to the Lieutenant for case management and assignment prioritization. **Develop investigative performance metrics** • Set and monitor benchmarks for investigative efficiency (e.g., caseload, clearance rate per investigator, average time to complete an investigation, number of warrants applied for and executed, arrests,). • Utilize solvability factors. **Reassign NIBRS reporting** • Transfer NIBRS duties from detectives to administrative staff.
HIGH	PROPERTY & EVIDENCE	**Enhance evidence storage security** • Segregate narcotics and firearms into separate combination lock safes in compliance with IAPE standards.
MEDIUM	PATROL	**Reassign the CRU officer to patrol duties** • Redeploy the current Community Resource Unit (CRU) officer to patrol operations to increase frontline staffing and coverage. **Neighborhood Liaison assignments** • Each patrol supervisor should be designated as a liaison to a specific neighborhood group to improve communication and accountability.
MEDIUM	PROFESSIONAL STANDARDS	**Appoint a professional standards sergeant** • Assign one sergeant to oversee internal investigations, community complaints, and quality assurance.

		Quality assurance and accountability • Regularly review use-of-force reports, traffic stop data, investigative stop data, sick leave, line-of-duty injuries, overtime, and special assignments. **Proactive performance monitoring** • Conduct citizen call-backs, body camera reviews, spot property audits, and traffic stop/investigative stop data analysis to ensure professionalism and transparency.
MEDIUM	SCHOOL RESOURCE UNIT	**Review and Revise Policies** • Ensure that SRO duties and responsibilities are clear, appropriate, and consistent with best practices.
MEDIUM	ORGANIZATION MGT/ STRATEGIC PLANNING	**Develop a multi-year strategic plan** • Create a three- to five-year plan that outlines vision, priorities, and specific measurable goals. **Develop performance metrics** • Establish key performance indicators (KPIs) for patrol, detectives, traffic, community engagement, and SROs.
MEDIUM	INVESTIGATIONS	**Analyze investigative callouts and overtime** • Assess the number and type of investigative callouts and related overtime utilization.
MEDIUM	PROPERTY & EVIDENCE	**Comprehensive property audit** • Conduct a full (i.e., all item) audit of all property and evidence inventory. **Review and revise comprehensive property policy** • Create a detailed policy governing receipt, recording, storage, transfer and disposition of evidence consistent with IAPE standards. **Provide professional development** • Offer additional specialized training to detectives on modern evidence management practices.
MEDIUM	CRIME ANALYSIS	**Enhance analytical capability** • Provide advanced crime analysis training to detectives and supervisory personnel to support data-driven operations.
MEDIUM	TRAINING	**Assign training responsibilities** • Appoint a *Training Coordinator* and create a standing training committee representing all ranks. To determine and respond to departmental training needs. **Comprehensive training analysis** • Maintain a centralized record of all sworn and non-sworn training to ensure compliance and equitable access.

		Supervisor development • Require basic management courses for sergeants and OICs, and offer additional professional /executive development courses (e.g., FBI-LEEDA programs) to all supervisors. **Emphasize de-escalation** • Continue prioritizing de-escalation through defensive tactics, grappling, simulation, scenario-based training, and virtual firearms simulations. **Expand use of state and federal training resources** • Utilize training opportunities offered through the PA MPOETC, COPS Office, FBI-LEEDA, and the IACP to enhance the department's Field Training Program and broaden in-service training beyond mandatory recertifications.
MEDIUM	RECRUITMENT/ RETENTION	**Establish a recruitment and retention team** • Form a standing Recruitment Team (all ranks), led by the Chief or a designated Recruitment Coordinator. **Develop a multi-year recruitment and retention strategy/plan with measurable goals.** • Focus on sustained outreach, lateral recruitment, ongoing salary/benefit review (relative to regional market), and officer wellness initiatives. **Annual performance reviews** • Integrate/track skill development goals and formal career path analysis into yearly personnel evaluations.
MEDIUM	COMMUNITY ENGAGEMENT	**Neighborhood watch program** • Create neighborhood watch groups in every patrol sector and monitor engagement outcomes. **Business watch program** • Establish business watch groups to strengthen police-business partnerships. Monitor engagement outcomes. **Develop social media strategy** • Implement a proactive social media plan encouraging community participation. Utilize Township resources, as necessary. **Community notification protocols** • Review and revise (as necessary) emergency and non-emergency public communication processes for accuracy and timeliness. • Coordinate with Township Emergency Management Coordinator and revise PIO policies and procedures, as necessary.

		Citizens' police academy • Offer an annual academy or collaborate regionally to engage a wide cross-section of the community and promote transparency and public education. Promote the establishment of a Citizens' Police Academy Alumni Association to assist the LGPD at police-community events and recruitment initiatives.
LOW	ORGANIZATION MGT/ STRATEGIC PLANNING	**Monthly executive coordination** • The chief should meet monthly with the Township Manager (one-on-one) to review strategic objectives, departmental performance and KPIs.
LOW	PROPERTY & EVIDENCE	**Additional training** • Provide additional specialized training and support to detectives assigned to the property and evidence management function.
LOW	CRIME ANALYSIS	**Additional training** • Provide additional specialized training and support to detective assigned to the crime analysis function.
LOW	TRAINING	**Review and update FTO program** • Evaluate current field training officer (FTO) policies and materials; appoint a *Field Training Coordinator*. • Include a means of assessment in lesson plans
LOW	RECRUITMENT/ RETENTION	**Ensure competitive salaries and benefits** • Regularly review salary and benefit packages offered regionally.
LOW	COMMUNITY ENGAGEMENT	**Social media engagement** • Designate a social media coordinator (serving on the Recruitment Team) to manage community communications. **Produce annual reports** • Summarize strategic goals, performance, and describe progress made throughout the year. **Intern/cadet program** • Develop a program to introduce youth to law enforcement careers (partner with neighboring agencies, as necessary), such as the Law Enforcement Explorers Program. **Police foundation** • Consider establishing a non-profit Lower Gwynedd Township Police Foundation to support special police-community initiatives.

		Community Service Officers (CSO's)
		• Consider development of a community service officer program and utilize it for recruitment purposes.

Functional Area: Patrol Operations

Patrol Operations in the LGPD are sound, and there are several key opportunities for improvement. The department allocates approximately 73% of its sworn personnel to patrol operations. This indicates that there is a high concentration of personnel assigned to patrol, but this is consistent with allocation in departments the size of the LGPD.

Modifications can be made to the patrol shift plan. Changing from the current system to adding 2 sergeants to patrol to work 12-hour shifts along the same days off rotation. These sergeants would have a hybrid start/end time and overlap the existing shifts. They would be responsible for patrol supervision, executing strategic initiatives, and administrative tasks

CATEGORY	SCORE	OBSERVATIONS	RECOMMENDATIONS
Allocation of Personnel to Patrol	🟢	• 72.77% Sworn on Patrol ~ 60%.	• None. Patrol allocation is sound.
Deployment	🟢	• Workload saturation levels under recommended thresholds. • Shift plan relies on a rotation from days to nights and vice versa every two weeks.	• The LGPD deploys sufficient personnel to patrol operations to meet service demands. • Shift plan should be revisited to create steady shifts with opportunities to change occurring at identified intervals (minimum every 6 months).
Workload	🟢	• 60% benchmark met. • Time periods examined indicate workload is handled appropriately by patrol staff. • Appropriate number of officers assigned to CFS.	• Leverage uncommitted patrol time to address strategic initiatives.
Patrol Shift Plan	🟢	• Presentation of alternative patrol shift plan	• Assign 2 additional sergeants to patrol in a hybrid schedule for patrol operations and department initiatives.
Supervision	🟡	• Additional sergeants	• Assign 2 additional sergeants to patrol and deploy them as

		recommended for patrol. • Task Shift Supervisor with strategic deployment responsibilities.	multi-purpose supervisors responsible for patrol supervision and strategic management. Sergeants should be designated as neighborhood liaisons. • Reassign the CRU officer to patrol.
Response Times	◆	• Overall response time at 10:51 < 15-minute benchmark.	• No recommendations.

ALLOCATION OF PERSONNEL TO PATROL

To evaluate proper personnel allocation in a police department, CERTUS developed and uses a "Rule of 60." This guideline has two parts: the first states that about 60 percent of sworn officers should be assigned to patrol for Call For Service (CFS) response and uniformed patrol; the second states that no more than 60 percent of police officers' available time in an hour should be dedicated to managing workload from both self-initiated activities and CFS from the public through 911.

DEPLOYMENT

Allocation refers to how officers are distributed within the department, while deployment describes how they are assigned to duties. The LGPD uses a combination of four 12-hour shifts to deploy officers on patrol. Each shift is supervised by a sergeant and has three officers assigned. Officers work 12 hours each day, with the Day shift from 6:00 am to 6:00 pm and the Night shift from 6:00pm to 6:00am.

Table: Current 12-hour Shift Configuration

Squad	Shift	Sgt.	P.O.	Total
A	0600-1800	1	3	4
B	1800-0600	1	3	4
C	0600-1800	1	3	4
D	1800-0600	1	3	4
		4	12	16

The next set of figures illustrates the patrol staffing that was actually on duty during these four periods. This data was calculated by extracting the actual officers present from duty and averaging those numbers during the winter and summer months, on weekdays and weekends. The table below illustrates the average number of officers and sergeants assigned to patrol.

Table: Actual Staffing Levels for Police Officers and Sergeants

Winter WeekDay PO	Winter WeekEnd PO	Summer WeekDay PO	Summer WeekEnd PO	Hour	Winter Weekday SGT	Winter Weekend SGT	Summer Weekday SGT	Summer Weekend SGT
2.05	2.13	1.80	1.82	0	0.68	0.50	0.76	0.76
2.05	2.13	1.80	1.82	1	0.68	0.50	0.76	0.76
2.05	2.13	1.80	1.82	2	0.68	0.50	0.76	0.76
2.05	2.13	1.80	1.82	3	0.68	0.50	0.76	0.76
2.05	2.13	1.80	1.76	4	0.68	0.50	0.76	0.76
2.05	2.13	1.80	1.76	5	0.68	0.50	0.76	0.76
2.73	2.25	2.35	1.59	6	1.20	0.69	0.72	0.65
2.77	2.25	2.35	1.59	7	1.20	0.69	0.72	0.65
2.77	2.25	2.37	1.65	8	1.20	0.69	0.74	0.65
2.77	2.25	2.38	1.65	9	1.20	0.72	0.74	0.65
2.82	2.25	2.38	1.65	10	1.52	1.00	0.74	0.65
2.82	2.25	2.38	1.65	11	1.52	1.00	0.74	0.65
2.82	2.25	2.36	1.65	12	1.52	0.94	0.74	0.65
2.82	2.25	2.43	1.65	13	1.52	0.94	0.74	0.65
2.82	2.25	2.39	1.65	14	1.52	0.94	0.74	0.65
2.75	2.25	2.39	1.65	15	1.52	0.94	0.74	0.65
2.27	2.19	2.00	1.59	16	1.14	0.94	0.74	0.65
2.27	2.19	2.00	1.59	17	1.11	0.94	0.74	0.65
2.07	2.13	1.87	1.94	18	1.00	0.75	0.76	0.76
2.07	2.13	1.87	1.94	19	1.00	0.75	0.76	0.76
2.03	2.13	1.87	1.82	20	0.68	0.50	0.76	0.76
2.05	2.13	1.87	1.82	21	0.68	0.50	0.76	0.76
2.05	2.13	1.80	1.82	22	0.68	0.50	0.76	0.76
2.05	2.13	1.80	1.82	23	0.68	0.50	0.76	0.76
2.38	2.18	2.07	1.73	Daily Avg	1.04	0.70	0.75	0.71

According to the table above patrol strength varied by season, by day of week, and by time of day. Again, the table is color-coded to illustrate the relative differences in the average number of officers actually assigned to work patrol during those periods. Green shaded areas indicate times when there are more officers present for duty and red shaded areas are times when less officers were assigned. Inspection of the table indicates that summer weekends during the day shift had the fewest number of officers working with a low of 1.59 officers working on average during several hours during that period. Day shift on winter weekdays, on the other hand, had the most officers assigned on average. The high was 2.82 officers working during those time periods.

The table above also reports the average number of sergeants actually working during these periods. The table shows the fewest sergeants working during the winter weekend night shift, with an average of 0.50 sergeants per hour. Obviously, one-half a person cannot be present, but this translates into one sergeant working during these hours only half the time.

The data from the above table is transposed into Total Staffing by Hour and Period graphs below.

Staffing Winter WeekDay

Staffing Winter WeekEnd

Staffing Summer WeekDay

Staffing Summer WeekEnd
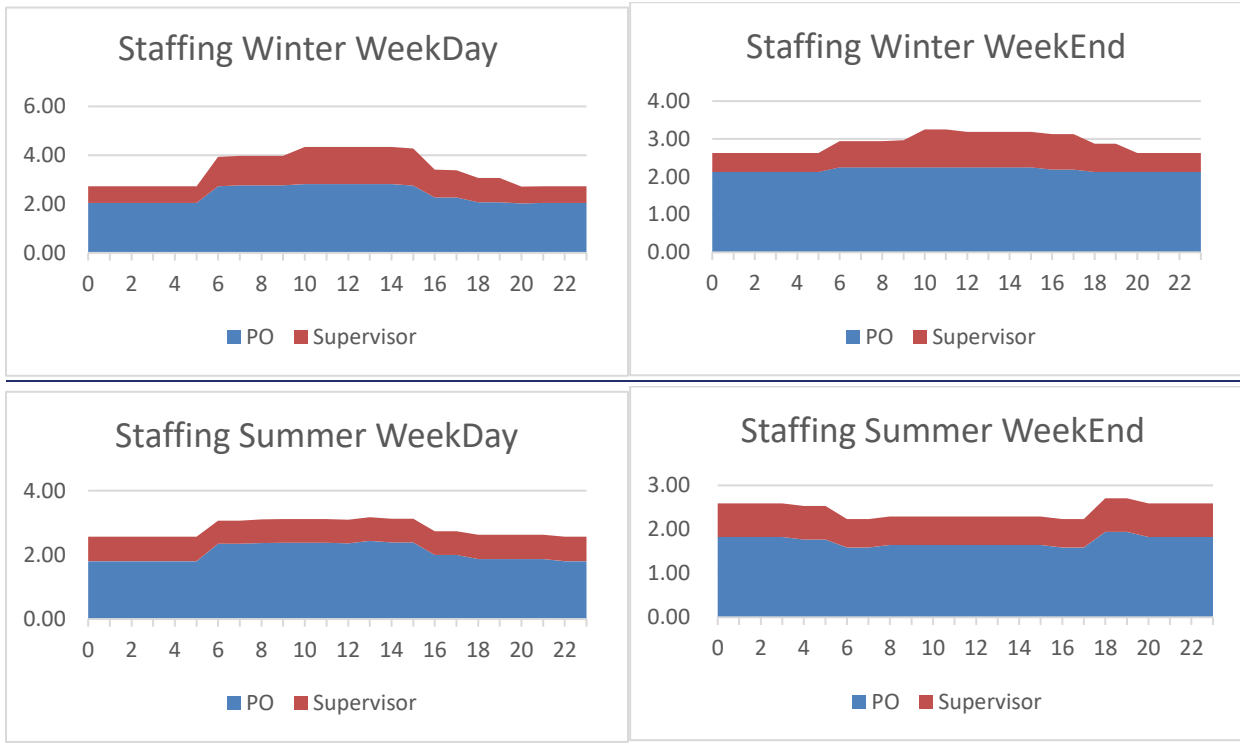
WORKLOAD

CERTUS examined workload and service demands for officers on patrol by examining CFS data extracted from the CAD system

Table: Workload by CFS Category

Category	# of Public-Initiated CFS	Average Service Time	Average # of Officers Assigned	# of Officer-Initiated CFS	Average Service Time	Average # of Officers Assigned
ACCIDENT	892	0:47:53	2.39	31	0:35:51	1.57
ALARM	1,052	0:10:55	2.11	0	NA	NA
ANIMAL	210	0:14:18	1.48	18	1:30:07	1.24
ASSIST – OTHER AGENCY	444	0:39:56	1.90	1	0:14:19	1.00
CRIME - OTHER	75	0:41:21	4.50	0	NA	NA
CRIME - PERSON	61	3:44:01	4.67	0	NA	NA
CRIME - PROPERTY	160	0:50:06	2.18	8	0:33:32	1.00
DISORDER	219	0:40:52	2.25	2	0:15:09	3.50
INVESTIGATE	424	0:43:53	1.76	127	1:05:24	1.41
MEDICAL	1,032	0:39:43	1.80	18	1:32:05	5.00
MISCELLANEOUS	532	0:32:07	1.33	275	1:11:09	1.11
DIRECTED/ FOOT PATROLS	6	0:15:33	1.00	1,108	0:37:10	1.06
POLICE INFORMATION	45	0:58:37	1.33	1,558	1:10:18	1.09
SUSPICIOUS	506	0:27:52	2.52	274	0:47:24	2.26
TRAFFIC	495	0:21:14	1.65	1,713	0:29:47	1.25
Total	6,153	0:34:34	1.83	5,133	0:48:11	1.19

The table above illustrates several key variables to evaluate patrol operations in Lower Gwynedd. The call category that has the most CFS from the public is "Medical." There were almost 1,000 of these types of CFS in 2024, representing more than 16% of all CFS reported by the public.

Average Service Time is calculated for each call category. This is the amount of all time dedicated to these calls. For example, if two officers respond to a CFS and one officer spends 20 minutes on it and the other 10, the total service time for that CFS would be 30 minutes. In Lower Gwynedd, the average service time for all CFS is 34:34 minutes. In our experience, this is slightly higher than the amount of time we would be expected to handle a CFS. The CERTUS benchmark for CFS service time is 30 minutes.

Similarly, the average number of officers assigned to each CFS category also appears high. In Lower Gwynedd, 1.83 officers are assigned to the average CFS, which exceeds the CERTUS benchmark of 1.6 officers per CFS.

To put this in perspective, CERTUS extends the "Rule of 60" to apply to police service times. In this context, if officer time on patrol were managed efficiently, we would expect that, when you multiply average service time by the average number of officers assigned, the result would be less than 60. In the LGPD, the patrol service time figure is 63:15 minutes (34:34 minutes × 1.83 officers), indicating that slightly more resources are being used to handle CFS than expected.

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According to the table above, the LGPD performs a significant amount of proactive police work. Unlike reactive police work, which is represented by CFS from the public through 911, proactive work is initiated by officers without prompts from the community. This proactive effort is reflected in the CFS categories of "directed/foot patrols" and "traffic" (car stops) in the table. Together, the LGPD handled over 1,800 cases of these types of CFS. This is an impressive level of activity, and the LGPD deserves praise for taking such a comprehensive approach to policing.

One area of concern with this proactive work is the amount of time dedicated to the average directed/foot patrol. According to the table, the average amount of time is 36:10 minutes. Again, there are no prescribed benchmarks on the amount of time spent on patrol check, however, empirical studies indicate that spending 20 minutes in a "hot spot" can have a lasting deterrent effect on crime and disorder in that location. Therefore, a direct/foot patrols of this length would be considered to be effective and have a deterrent effect (preventing crime from occurring at the location).

The next set of figures translates the CFS handled by the LGPD into hour units. The table below shows the total hours spent handling CFS, both from the public via 911 and from self-initiated activities during the study periods in question.

Table: Workload (CFS Hours Spent)

Hour	Winter		Summer	
	WeekDAY	WeekEND	WeekDAY	WeekEND
0	0.52	0.54	0.79	0.69
1	0.52	0.39	0.76	0.65
2	0.50	0.36	0.65	0.77
3	0.47	0.38	0.56	0.70
4	0.45	0.29	0.61	0.53
5	0.39	0.30	0.58	0.51
6	0.46	0.17	0.48	0.41
7	0.65	0.24	0.54	0.50
8	0.95	0.38	0.78	0.56
9	1.02	0.49	0.97	0.81
10	1.10	0.59	1.17	0.79
11	1.20	0.49	1.13	0.79
12	1.14	0.58	1.01	0.70
13	1.02	0.53	0.95	0.64
14	1.12	0.44	1.18	0.71
15	1.17	0.40	1.19	0.89
16	1.08	0.28	1.28	0.91
17	0.96	0.28	1.41	0.92
18	0.72	0.26	1.59	0.88
19	0.95	0.52	1.52	0.76
20	0.67	0.34	1.57	0.91
21	0.55	0.20	1.51	0.93
22	0.62	0.25	0.83	0.88
23	0.49	0.34	0.74	1.10

The table above provides an overview of the average time spent at each hourly increment during the periods in question. For example, during winter weekdays, between midnight and 1:00 am there is on average 0.52 hours of work (31.2 minutes) handled by officers on patrol in Lower Gwynedd. This combines both the workload from 911 CFS from the public as well as officer-initiated workload. The table is also color-coded to indicate the relative intensity of the workload demands during these periods. Red shaded cells indicate higher workloads and green shaded cells indicate less workload. The busiest hour is 6:00 pm on summer weekdays with 1.59 hours of work, and the slowest hour is 5:00 am on winter weekdays.

The next set of graphs translates the data from the table into a different format to illustrate the workload, disaggregated by source and then plotted across the 24-hour period.

Workload (CFS Hours) Winter Weekends

Workload (CFS Hours) Winter Weekdays

Workload (CFS Hours) Summer Weekdays

Workload (CFS Hours) Summer Weekends
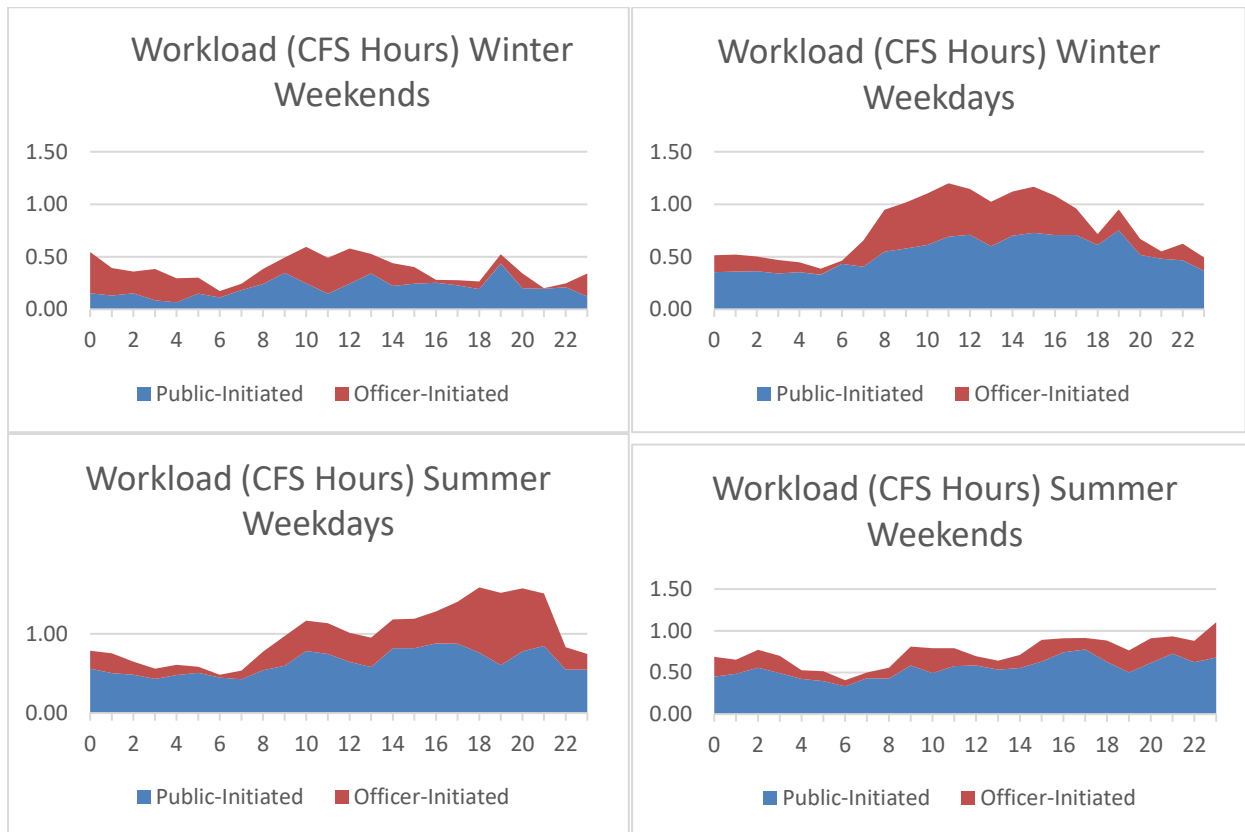
SATURATION

The analysis continues with a discussion of workload saturation, a component of the second element of the Rule of 60. CERTUS argues that a well-managed patrol function should keep workload saturation levels below 60%. This means that no more than 60% of an officer's available time should be devoted to workload and public service demands. Essentially, workload saturation is the ratio of officer supply-to-amount of work, expressed as a percentage. The table below shows the workload saturation levels for the four periods examined in this assessment.

Table: Saturation Index by Hour and Period

	Winter		Summer	
	Winter WeekDAY	Winter WeekEND	Summer WeekDAY	Summer WeekEND
0	18.9%	20.8%	30.7%	26.6%
1	19.1%	15.0%	29.5%	25.2%
2	18.4%	13.7%	25.3%	29.9%
3	17.2%	14.6%	21.9%	26.9%
4	16.4%	11.2%	23.8%	20.8%
5	14.1%	11.5%	22.8%	20.3%
6	11.8%	5.9%	15.8%	18.1%
7	16.4%	8.3%	17.5%	22.3%
8	23.8%	13.1%	24.9%	24.3%
9	25.6%	16.6%	31.2%	35.2%
10	25.4%	18.3%	37.4%	34.5%
11	27.6%	15.1%	36.4%	34.5%
12	26.4%	18.1%	32.7%	30.4%
13	23.6%	16.6%	30.0%	28.0%
14	25.8%	13.7%	37.8%	31.0%
15	27.3%	12.6%	38.0%	38.7%
16	31.7%	9.0%	46.9%	40.6%
17	28.4%	8.9%	51.3%	41.0%
18	23.3%	9.2%	60.3%	32.7%
19	31.0%	18.2%	57.6%	28.2%
20	24.8%	12.9%	59.8%	35.1%
21	20.2%	7.6%	57.4%	36.0%
22	22.9%	9.5%	32.5%	34.0%
23	18.1%	13.0%	29.0%	42.6%
Daily Avg	22.4%	13.1%	35.4%	30.7%

And once again, the table is color-coded to illustrate the relative differences in workload between the time periods. Green-shaded areas indicate low workload saturation, and yellow-shaded areas indicate times when workload is high but still below the recommended benchmark. It should be noted that only between 6:00 pm and 7:00 pm on summer weekdays did the workload saturation breach the 60% benchmark.

The data from the table above is presented in the graph below to better illustrate workload levels relative to one another and the 60% benchmark.

Graph: Overall Saturation Index by Hour and Period

Workload Saturation
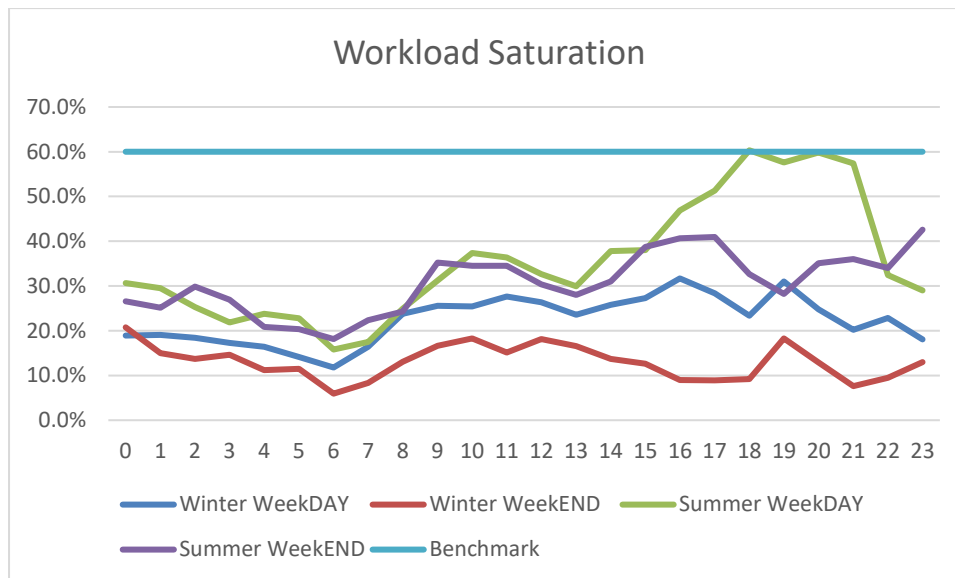
Given that the saturation index of 60% is rarely breached, this demonstrates that staffing levels and officer deployment throughout the day are adequate to meet workload demands.

Supervision

The LGPD has several unique characteristics for patrol supervision that could be revisited to improve efficiency without sacrificing operational effectiveness. There are four sergeants assigned to patrol, and each sergeant supervises one patrol squad. In the event the sergeant is not working (vacation, sick, training, etc.), the LGPD designates a police officer to assume supervisory responsibilities for patrol as the Officer-in-Charge (OIC). According to the Collective Bargaining Agreement, the rank of Corporal was eliminated in 2019. When an officer is assigned to serve as the shift commander for at least one-half of a full shift, they receive extra compensation for the supervisory responsibilities associated with this position.

It is recognized that the OIC model, while somewhat common, is not an effective mechanism for providing patrol supervision. It's not feasible to expect officers to assume supervisory responsibilities one day and then return to their subordinate roles the next day. Sound police supervision and management philosophies suggest that this situation be avoided, as it does not provide the adequate supervision required for patrol operations. Anecdotal evidence collected during this study supports this contention and that the OIC model provides for supervision in name only. The LGPD should revisit this policy and there are opportunities to improve supervision and leverage shift commanders to execute the strategic priorities of the department. CERTUS recommends that two sergeants be added to patrol operations and that these sergeants be designated as Community Response Sergeants (CRS). The CRS position would occupy a hybrid role, providing needed support for patrol supervision and also executing department policies in community relations and engagement, traffic enforcement, crime control, and administrative support. CERTUS further recommends that these positions be assigned to flexible hours and mirror the existing rotation for days off. Essentially, there would be one extra sergeant working each day to backfill patrol supervision and manage the department's operational and

administrative requirements. They would also be assigned as liaisons to the various community groups and community events that occur in the community every year.

PATROL SHIFT PLAN

The LGPD works 12-hour shifts that rotate on a two-week schedule. Each shift works either 6:00 am to 6:00 pm for two weeks and then rotates to 6:00 pm to 6:00 am for the next two weeks and so on. CERTUS recommends that this rotation be revisited immediately and that a system be implemented to extend the frequency of rotation between day and night. At a minimum, shifts should not be changed less than every six months, if not annually.

The shift model with considerable potential is an option that features six 12-hour shifts. There would be four main patrol shifts primarily responsible for handling CFS. Layered on top of these four shifts would be community response sergeants (CRS). These CRSs would work the same rotation of days off and be assigned to overlap the patrol teams during the times when workload demands are highest. They would have flexible hours that could be adjusted to the department's needs. The primary shift, however, would be 12:00pm to 12:00am to overlap with the existing shifts, providing backup support and being available during the times when service demand is greatest.

The CRSs would also be responsible for conducting proactive enforcement, engage in long-term problem-solving, and act as primary resources to the organized community. On a day-to-day basis the CRS would interact with the organized communities in these neighborhoods, work on their long-term issues, and be available as a team to conduct enforcement operations directed at crime, disorder, and traffic.

The following table shows how patrol might be organized under this model.

Table: Alternative 12-hour Shift Configuration

Squad	Shift	Sgt.	P.O.	Total
A	0600-1800	1	3	4
B	1800-0600	1	3	4
C	-1800	1	3	4
D	1800-0600	1	3	4
CRSgt1	1200-2400	1		1
CRSgt2	1200-2400	1		1
		6	12	18

Functional Area: INVESTIGATIONS

Unit is properly staffed but lacks standardized practices in case management. Investigators use RMS software and Excel spreadsheets, but they do not fully utilize RMS's capabilities—especially for performance monitoring. Case assignment methods are inconsistent, with no use of solvability factors. Although caseloads are manageable, there are no established performance metrics to evaluate individual or unit effectiveness, and clearance rates are not tracked. CERTUS recommends that the division adopt standardized solvability factors, use RMS to generate monthly performance reports, report out at Monthly Management Meetings, and set milestones to measure individual and unit performance.

FUNCTIONAL AREA: **Investigative Division**	SCORE	OBSERVATIONS / NOTES	RECOMMENDATIONS
Current staffing: # of detectives Supervision for the investigative unit	🟢	• Authorized staffing level is two detectives. Investigative workload is shared between the detectives. Detectives also responsible for managing the Property and Evidence Room, processing crime scenes, completing NIBRS reports, and handling other administrative tasks. • The Lieutenant is designated as the supervisor of the detectives. Detectives are responsible for case assignment.	• Recommendation - Hire an additional full-time administrative assistant and increase the hours of the current part-time administrative assistant to full-time. Transfer responsibility for NIBRS from detectives to administrative assistants. • Lieutenant should assign cases and continue to actively track unit and individual performance.
Work schedules and on-call status.	🟢	• Detectives work an eight-hour schedule. Detectives should align their schedules with the workload requirements. • Detectives are called in when required during non-operational hours.	• No recommendations. • Recommendation – Monitor overtime associated with call-outs to determine whether current schedule is the best model for fiscal responsibility.
Case management system used How frequently do unit members meet	🟡	• The ALEIS RMS is utilized for case management. • Detectives report that they work and interact together in a small office, which facilitates good communication. However, a formal monthly meeting is not	• RMS system not fully utilized. Key performance indicators (KPI's) for unit should be developed and actively tracked to regularly evaluate unit and individual performance.

		being held between the Lieutenant and two detectives to review cases, performance statistics, clearance rates, and other relevant issues.	• Recommendation - Formal monthly (investigative) meetings should be held and documented with the Lieutenant and two detectives to review cases, performance statistics, clearance rates, and other relevant investigative and administrative issues.
Case assignment method(s)-solvability factors used	◆	• Detectives review cases and assign them to themselves. • Solvability factors are not currently utilized for case assignments.	• Recommendation - This is an unacceptable practice that does not reflect best practices in the industry. The Lieutenant should assign all cases. • Recommendation - The Lieutenant and the two detectives should adopt a uniform set of solvability factors to guide supervisors' decision-making during screening/ triage to determine which discretionary cases will be assigned for further investigation.
Total case load by unit. -caseload per detective/investigator -average # cases per detective/investigator -Case Clearance rates by detective and by unit. Additional Duties and Suggested Duties	◆	• No quantitative documentation was available for the detective and unit caseload and clearance rates. Detective reports that clearance rates for detectives and the unit are not tracked. • Both detectives are trained in and assigned to crime scene and forensic duties full-time. • Both detectives are members of three task forces: Montgomery County Threat Assessment Group, Montgomery County Gun Violence Reduction Task Force, and Montgomery County Drug Task Force.	• Recommendation - The division does not fully leverage the capabilities of the RMS to produce reports based on individual and unit performance. The Lieutenant and detectives should contact the RMS vendor to seek solutions for extracting quantitative data.

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Additional Duties and Suggested duties		• Detectives could enhance their contributions to the department by assuming other roles, such as debriefing patrol arrests and providing investigatory training to the patrol sergeants and officers.	• Recommendation – Detectives should have the responsibility for debriefing patrol arrests for intelligence gathering regarding further criminality or training.
Detective Training	◆	• Detectives have received a substantial amount of training for their job position. Refer to the addendum for the listed courses by detectives. By providing investigatory training to the patrol sergeants and officers, the department is receiving a Return on Investment (ROI). • No personnel responsible for this function. Little to no actionable Crime Analysis being formally conducted in the department.	• Recommendations – The detectives should conduct 2 hours of investigatory training for the sergeants and officers to increase their skills (e.g., crime scene preservation, DV interview techniques). • Recommendation – Both detectives should receive formal training in crime analysis and one must be certified, assigned and be responsible for performing this function.
Availability of a Victim Advocate	◆	• No victim advocate is employed at the department, but a victim advocate is available at the Court of Common Pleas.	• No recommendation.

Performance measures used to evaluate investigative units' work	◆	• CERTUS was informed that performance measures are not used to evaluate investigative performance.	• Recommendation - Specific milestones should be developed by the two (2) detectives and the Lieutenant to assess the unit and individual performance. The Chief should review the performance measures for approval.
Policy for the Detective Unit	◆	• The department lacks a clear and comprehensive policy for detectives/investigators.	• Recommendation – Create a detailed policy for investigations/detectives that addresses case assignment, management, solvability factors, report updates, timelines, and other protocols for the investigatory unit.

CERTUS believes that LGPD detectives could be better utilized by removing NIBRS responsibilities from their duties, hiring a full-time administrative assistant, and promoting the part-time administrative assistant to a full-time role. One of the responsibilities of the two administrative assistants would include managing NIBRS, as this task aligns with the standard responsibilities of a Records Unit in most agencies. This will require additional training. The detectives' focus would then be to expand their investigative and crime analysis training. Call-out overtime costs should be monitored. While the current staffing level of one Lieutenant and two detectives seems appropriate (relative to actual workload), performance statistics are necessary to confirm this.

Detectives work together in a small office, which promotes effective communication. However, a formal monthly meeting between the Lieutenant and the two detectives to review cases, performance statistics, clearance rates, and other relevant issues has not been regularly conducted. Reviewing these aspects is essential for evaluating the detectives' and the unit's overall performance. Detectives state that case management is their responsibility and that they are responsible for assigning cases to themselves. This practice does not align with industry best practices. CERTUS recommends that the Lieutenant assign cases. Additionally, industry standards suggest using uniform solvability factors to assign all cases, ensuring fair case evaluations for follow-up by the detectives.

There was no quantitative documentation available for the detective and unit caseloads and clearance rates. Detectives reported that clearance rates for both detectives and the unit are not tracked. Quantitative data on caseloads and clearance rates is needed to evaluate each detective's and the overall unit's performance. Monitoring these data categories is essential for assessing the detectives' effectiveness. The Lieutenant and detectives should consult with the RMS technical staff on how to extract data necessary for performance evaluation from ALEIS.

Specific performance indicators and milestones should be established by the two detectives and the department Lieutenant to assess both unit and individual performance. The Chief should review and approve these performance measures. Additionally, a detailed policy for Investigations/Detectives should be developed, covering case assignment, management, solvability factors, report update timelines, and other protocols for the investigative unit.

Both detectives are trained in and assigned to full-time crime scene and forensic duties. An additional officer is trained in crime scene work and is called upon when a detective is unavailable. Training and resources related to crime scene response and processing are appropriate. Detectives are also members of the three Montgomery County Task Forces: the Montgomery County Threat Assessment Group, the Montgomery County Gun Violence Reduction Task Force, and the Montgomery County Drug Task Force. Detectives could further enhance their contributions to the department by taking on additional roles, such as debriefing patrol arrests and providing investigative training to patrol sergeants and officers. Detectives have received extensive training for their roles. Refer to the addendum for the list of courses completed by detectives. Providing investigative training to patrol sergeants and officers offers a greater return on investment (ROI) for the department. The detectives should conduct 2 hours monthly of investigative training for the sergeants and officers to improve their skills.

Recommendation: Increase staffing and transfer NIBRS reporting responsibilities from detectives to administrative aides (High) The department should immediately hire a full-time administrative assistant, upgrade the current part-time administrative assistant to full-time hours, and transfer all responsibilities related to the National Incident-Based Reporting System (NIBRS) from detectives to administrative assistants. NIBRS reporting is primarily an administrative and data-management task—not an investigative function—and it requires careful coding, error correction, submission tracking, and ongoing validation to ensure compliance with state and federal standards. These tasks need continuous clerical attention, knowledge of reporting rules, and ongoing quality control, which take away from sworn personnel's core investigative duties. By assigning NIBRS responsibilities to well-trained administrative staff, the department will improve data accuracy, increase compliance, boost audit readiness, and free detectives to concentrate on casework and investigative results.

Recommendation: Actively monitor overtime costs related to investigative and crime scene call-outs (Medium) Continue to closely track overtime generated by investigative and crime scene call-outs to determine whether current staffing patterns and on-call scheduling practices are the most efficient and cost-effective. Regular monitoring allows leadership to identify patterns, assess workload demands, and evaluate whether certain incidents could be handled through alternative staffing models or adjusted schedules.

Recommendation: Conduct monthly investigative meetings (Medium) Hold structured monthly meetings with detectives to review case progress, workload distribution, and investigative productivity. Regular meetings create accountability, ensure that cases are moving forward appropriately, and allow the lieutenant to identify barriers, allocate resources, and provide guidance before issues escalate. This practice also strengthens communication within the unit, supports consistent investigative standards, and enhances overall case management efficiency.

Recommendation: Lieutenant to assign all cases for investigation. (Medium) All investigative cases should be assigned by the lieutenant rather than allowing detectives to select or self-assign their own cases. Centralized case assignment ensures equitable workload distribution, prevents detectives from favoring certain types of cases, and reduces the risk of investigative gaps or overlooked incidents. It also strengthens accountability, allows the lieutenant to match case complexity with investigator skill sets, and provides consistent oversight of investigative priorities.

Recommendation: Adopt Solvability Factors (Medium) The Lieutenant and the two detectives should adopt a consistent set of solvability factors to assist supervisors in decision-making during initial screening/triage and when selecting which discretionary cases to assign for further investigation.

Recommendation: Fully utilize the capabilities of the RMS and provide detailed monthly investigative performance reports (Medium). Expand the use of the records management system (RMS) to generate routine, data-driven performance reports for both individual detectives and the investigations unit overall. While the current RMS includes robust reporting and analytic tools, these features are not being fully leveraged to support supervisory oversight, case monitoring, or workload management. The lieutenant and detectives should collaborate directly with the RMS vendor to configure dashboards and automated reports that extract key performance indicators—such as monthly case assignments, closure rates, average investigative time per case, follow-up timeliness, victim contact intervals, and workload distribution. The Chief should review and approve these performance measures.

Recommendation: Debrief patrol arrests (Medium). Debrief all patrol arrests to improve intelligence gathering, strengthen investigations, and support organizational learning. Debriefing arrestees provides valuable insights into criminal networks, emerging patterns, and co-offenders that may not be immediately visible during the initial patrol response. This practice also allows detectives to identify connections between cases, develop leads for ongoing investigations, and gather real-time information that can inform proactive enforcement strategies. Additionally, debriefings help identify patrol training needs by highlighting effective tactics, missed opportunities, or changing crime trends. Implementing a systematic debriefing process ensures the department maximizes each arrest as an intelligence opportunity while enhancing coordination between patrol and investigations.

Recommendation: Crime analysis responsibilities (Medium) Both detectives should receive specialized training in crime analysis, with one being certified and designated as the department's crime analyst. This detective would be responsible for providing updates on investigations and unit performance during the department's Monthly Management Meetings.

Recommendation: Investigative policy review and enhancement (Medium) Create a detailed policy for investigations/detectives that outlines case assignment procedures, solvability criteria, report update schedules, and other protocols for the investigative unit.

Functional Area: SCHOOL RESOURCE OFFICER (SRO)

FUNCTIONAL AREAS: School Resource Officer (SRO) PROGRAM	SCORE	OBSERVATIONS / NOTES	RECOMMENDATION
Total number of certified officers/supervisors assigned to unit?	🟢	• No officer(s) assigned at time of site visit.	• Re-Assign one SRO to Wissahickon High School as soon as practicable.
Locations of assignment? -high school(s)? -middle schools? -elementary schools? Duties and responsibilities of SRO's clear and appropriate? Policies and procedures re: SRO's clear and appropriate? Equipment and office space for SRO's appropriate? Do SRO's teach classes?	🟢	• Assignment at High School is appropriate. Insufficient performance data currently available to determine whether assignment of an additional SRO (perhaps to the Middle School) is appropriate. • SRO equipment and office space are sufficient. • Existing policies, procedures and protocols for SRO's should be updated and revised as necessary. • Specific duties and responsibilities of SRO's should be reviewed and revised, as necessary.	• LGPD should work with school district to develop clear SRO duties and responsibilities. • LGPD should work with school district to review and revise SRO policies and procedures, as necessary.
SRO schedules? -officers reassigned during summer?	🟢	• SRO schedules and utilization of SRO's by department when schools are not in session is appropriate.	• No recommendations.

On-going training for SRO's?	◆	• Initial training/certification for SRO's appropriate. Additional professional development training for SRO's required.	• Additional specialized training recommended for all SROs.
How frequently do SRO's meet as a unit?	◆	• Meetings with police supervisor were held.	• SRO must be an active participant at Monthly Management Meetings.
Performance measures used to evaluate SRO work?	◆	• SRO performance was properly supervised however a formal monthly performance template/framework was not used.	• LGPD should coordinate with school board to develop key performance indicators for the SRO position.

The role of School Resource Officers (SROs) in ensuring a safe and supportive learning environment is vital. SROs are the visible, professional law enforcement presence in schools, while also serving as mentors, educators, and community connectors. Since 2015, the LGPD has appointed an officer to serve as the SRO at the high school.

However, CERTUS was informed that this program was recently interrupted due to a funding issue between the Township and the Wissahickon School District. As a result, the SRO previously assigned to the high school has been removed and the District hired private armed security guards to replace the sworn officer position. While the currrent arrangement provides on-site security, we believe it does not mirror the many roles, training and immediate access to the full resources of the LGPD that come with having a dedicated sworn SRO. Additionally, the lack of a sworn SRO in a community like Lower Gwynedd significantly deviates from current best practices in American policing.

Note: CERTUS was neither provided nor reviewed any information or data regarding the operations or capabilities of the private contractor currently used by the school district. Therefore, CERTUS does not offer any assessment, opinion, or view regarding the resource provider's capabilities or the quality of its work and/or those of its agents or employees. We simply note that sworn officers undergo enhanced hiring screening and training (including recurring active shooter response and engagement training) and generally provide additional benefits to the community.

An increasing body of research highlights the positive impact of SROs on school climate and public safety. SROs are shown to improve relationships between students and law enforcement, increase perceptions of safety, and help reduce behavioral issues and school-related crimes (Fisher & Hennessy, 2016; Theriot, 2016). The National Association of School Resource Officers (NASRO) emphasizes the significance of triad-based SRO models, where officers serve as law enforcers, informal counselors, and educators (NASRO, 2023). These roles are particularly effective in building trust, enabling early intervention, and de-escalating crises within school communities.

Additionally, SROs can significantly improve recruitment efforts. By engaging directly with students in schools, SROs can identify potential future law enforcement candidates and motivate them to consider careers in public service. This approach can help departments develop a stronger, more community-oriented recruitment pipeline over time.

There is a strong, positive history of collaboration among the LGPD's SROs, school administration, faculty, and staff—particularly through the Safe2Say Something program. Safe2Say Something is a youth violence prevention initiative run by the Pennsylvania Office of the Attorney General. The program educates youth and adults on how to recognize warning signs and signals, especially on social media, from individuals who might pose a threat to themselves or others, and encourages them to "say something" before it's too late. The SRO has played a crucial role in addressing issues that have arisen from tips submitted through this program.

Our conversations with community members reveal strong support for SROs. One community member said, "*SROs are very valuable—just knowing there is one is very important to parents. This community values the position and the concept, even if they do not fully understand the full scope of the SRO's responsibilities.*"

Our staffing analysis of the LGPD shows that the department has trained personnel available to continue this assignment. As such, CERTUS recommends reinstating the sworn SRO position and utilizing a shared funding agreement, which is a common practice in the U.S. A second alternative is to fund the SRO position is by establishing a Police Foundation—a nonprofit organization formed under Pennsylvania law to support law enforcement efforts that enhance public safety and build community trust. (Discussed more fully elsewhere in this report)

Recommendation: Re-assign school resource officer (SRO) at high school. (High) The absence of a sworn SRO at the high school departs significantly from widely accepted best practices in American policing, where SROs serve as trained first responders, mentors, and liaisons to school administrators. A sworn officer provides capabilities —including crisis intervention, juvenile-specific de-escalation, and threat assessment—that private security personnel are generally neither trained nor authorized to deliver at the same level. Restoring a dedicated SRO will strengthen school safety, rebuild collaborative partnerships, and ensure that the district benefits from the higher training, accountability, and community engagement that a sworn SRO can provide.

Recommendation: Identify a set of key performance indicators for SROs and assess future staffing needs. (High) Setting clear performance indicators for the LGPD's School Resource Officers (SROs) will enable the Township and the LGPD to consistently and objectively assess the program's effectiveness. KPIs such as response and investigation counts, crisis interventions, classroom engagement, prevention efforts, and student and administrator satisfaction can help quantify the value of the SRO role. By monitoring these metrics over time, the Township can evaluate whether current staffing levels are sufficient and identify new needs based on school population trends, call volume, and the changing role of SROs. This structured approach ensures future staffing decisions are data-driven and aligned with the district's safety priorities.

Recommendation: SROs should receive additional specialized in-service training as needed (Low) As the roles of SROs continue to grow, ongoing specialized training is crucial to ensure officers stay well-prepared for school-based policing. Advanced instruction in adolescent development, de-escalation, trauma-informed practices, threat assessment, and juvenile law improves officers' ability to handle complex situations safely and effectively. In-service training also promotes consistency among officers assigned to schools and enhances collaboration with teachers, counselors, and administrators. Continued investment in SRO training will help uphold high standards of service and foster a safe, supportive learning environment for students.

Recommendation: Develop a comprehensive SRO policy and detailed job description (High) The LGPD should develop a comprehensive policy and detailed job description that clearly define the duties, responsibilities, and expectations for the School Resource Officer (SRO) position. This policy should specify core functions such as school safety planning, relationship-building, classroom engagement, crisis response, information sharing, and coordination with school administrators. It should also outline limitations on enforcement actions within the school setting, aligned with best practices to minimize unnecessary youth involvement in the justice system. A thorough policy helps ensure SRO activities support the goals of both the school district and the Township, promotes appropriate training and supervision, enhances operational clarity and accountability, improves program evaluation, and demonstrates the Department's commitment to student safety and well-being.

FUNCTIONAL AREA: STRATEGIC PLANNING

FUNCTIONAL AREA: Stategic Planning	SCORE	OBSERVATIONS / NOTES	RECOMMENDATIONS
Multi-year strategic plan in place? -how/when developed? • -quality of process; sitting committee • Frequency of monitoring? trained/supported?	🔶	• While the department certainly approaches its work strategically, a formal multi-year strategic plan has not been developed.	• The department would greatly benefit from a multi-year strategic plan containing departmental objectives/goals, derivative strategies and performance metrics.
Quality of Plan	🔶	• Not applicable.	• Not applicable.

Quality of Implementation	🔶	• Not applicable.	• Department should be sure to appoint, train and support a strategic planning committee and engage both internal staff and external community stakeholders to ensure shared priorities, realistic goals, and broad organizational ownership; this a strengthens transparency, builds trust, and produces a plan that accurately reflects operational needs and community expectations.
Mechanism for Monitoring Plan	🔶	• Not applicable.	• The LGPD's new Monthly Management Meetings and annual reports will assist the department in monitoring it's relative degree of progress towards stated goals.

Recommendation: Develop a comprehensive, multi-year strategic plan. (Medium) A formal plan will help the department identify emerging needs within the community and department, forecast staffing and training requirements, incorporate technology investments, and align operational initiatives with the Township's broader public safety goals. By setting clear objectives, measurable benchmarks, and specific timelines, leadership can effectively monitor progress, make timely adjustments, and communicate priorities at all levels. A well-structured strategic plan also increases transparency and accountability. Importantly, the plan should be created through an inclusive process that gathers input from both internal and external stakeholders. A high-quality multiyear strategic plan will enable the Lower Gwynedd Police Department to proactively shape its organizational priorities, better align resources with community expectations, and ensure continuity during leadership transitions. CERTUS is available to provide guidance and support in this effort.

Functional Area: OPERATIONAL MANAGEMENT

FUNCTIONAL AREAS: **Organizational Management**	SCORE	OBSERVATIONS / NOTES	RECOMMENDATIONS
Department policies and procedures	🟢	• Comprehensive; clear. • Consistent with best practices, particularly high- liability, low- frequency procedures.	• No recommendations.

Process for development, implementation, review and revision of policies and procedures	🟢	• Yes. Consistent with best practices.	• Professional standards supervisor should be chiefly responsible for this function.
Monitoring of OT expenditures	🟢	• Managers actively track overtime expenditures.	• Recommend sharing out at monthly command meetings. Discussing unforeseen spikes with unit managers.
Monthly Management Meetings of Supervisors (All Units)	🔴	• No. Supervisors can readily access/review accurate performance data from the RMS. They do not however formally meet on a monthly basis to discuss unit and departmental performance.	• Immediately implement Monthly Management Meetings as described in this report; encourage open dialogue and ensure effective knowledge management, coordination of effort and joint problem solving.
Department-wide Performance Management Framework (All Units)	🟡	• Abundant performance data available via RMS and CAD. Not being analyzed via data dashboard or unit-specific metrics. • RMS is capable of providing useful and actionable performance data.	• Create a rudimentary data dashboard of timely/accurate performance data to guide and evaluate operations and for decision support. • Direct all operational units to identify appx. five performance metrics that would be indicative of the quantity and quality of work being performed by that unit each month. For example, SRO unit should actively track number of lessons delivered to students by SRO's; number of student interventions and risk assessments performed; etc. Similarly, administrative/records unit should monitor total number of public records requests received each month; average time to respond to a request (with/without video reaction), etc.
Annual Reports published by department? -substantive? Includes objective performance measures?	🟡	• Department does not publish Annual Reports.	• Department should publish Annual Reports that reference strategic goals, along with data indicating relative degree of accomplishment.

During CERTUS's on-site visit with the Lower Gwynedd Township Police Department (LGPD), we observed a well-equipped, community-oriented agency operating in an affluent, low-crime area. The Township consistently has a low volume of calls for service and virtually no violent crime, reflecting both the high quality of life and the department's proactive approach. The department enjoys strong public support.

However, this advantageous situation can also create challenges. When there are no immediate crime concerns or high call volumes, there is a risk that departmental operations become reactive and lack structure. CERTUS found that the department does not have a strategic plan or a formal performance management framework to evaluate and guide its activities. While daily responsibilities are managed, the absence of long-term strategic goals and operational benchmarks limits the agency's ability to proactively allocate resources, set priorities, or demonstrate results.

Our discussions with department staff and township officials showed that most initiatives are created informally or in reaction to immediate problems. There is no formal process to assess workload trends, spot emerging needs, or coordinate efforts with Township-wide objectives. This hinders the department from planning long-term, anticipating future challenges, or enhancing service delivery through internal reviews.

Maintaining high engagement levels among LGPD personnel is essential. While violent crime remains very low, there is a valuable opportunity for proactive community outreach and traffic enforcement efforts. These initiatives not only enhance public safety but also foster community trust, increase police visibility, and provide meaningful daily tasks that support the department's mission.

Furthermore, the department does not regularly hold structured supervisory meetings focused on planning, performance assessment, or inter-unit coordination. These meetings are crucial not only for internal communication but also for developing a shared understanding of strategic goals, encouraging innovation, and adapting to evolving community expectations. The lack of routine strategic discussions among command staff and supervisors misses a chance to guide the department toward more intentional and data-driven policing.

Recommendation: Implement a formal performance management system. (High) Create a comprehensive framework that establishes clear performance metrics (KPIs) for all operational units, incorporates routine data reviews into supervisory practices, and includes accountability mechanisms to guide decision-making. A structured system enables supervisors to monitor trends, identify performance gaps, and make timely adjustments to resource deployment, training, and program delivery. It also helps ensure organizational goals are communicated and measured consistently across divisions, enhancing transparency, improving internal coordination, and supporting evidence-based management.

Recommendation: Hold monthly management meetings for all supervisory staff. (High) Establish formal monthly meetings to review operational data, evaluate unit performance, and ensure consistent communication within the department. Regular meetings provide a predictable platform for early problem identification, resource reallocation when needed, and alignment of daily operations with organizational goals. They also boost accountability, enhance cross-unit coordination, and help leadership stay informed of department-wide performance. Implementing monthly management meetings will foster a culture of continuous improvement and support LGPD's long-term operational effectiveness.

The discussions and issues covered in these meetings must directly relate to the department's strategic plan and stated goals, such as "a Township-wide reduction in the number of domestic violence incidents" or "a 20 percent reduction in motor vehicle accidents with personal injuries to pedestrians." Supervisors should be continuously challenged to define what success looks like for their various units, then to use timely and accurate data to evaluate performance. External performance benchmarks or measures should not be imposed on the department; they should be developed internally. The LGPD must establish what constitutes "baseline normal" in terms of the monthly number of vehicle crashes, citations, use of force reports, etc., and then actively monitor performance moving forward. Key performance indicators should be identified, with the understanding that they can always be expanded or adjusted later. These indicators should serve as the foundation for discussions at the Monthly Management Meetings.

A review of patrol operations, detective investigations and case updates, narcotics enforcement, traffic analysis and special enforcement operations, and training updates should always be included on the agenda and be presented in the same order at every Monthly Management Meeting. For example:

Proposed Agenda for Monthly Management Meetings

1. Criminal incidents, crime reports (review and analysis)
2. Traffic (analysis of vehicle/pedestrian accidents, enforcement activities, citations)
3. Investigations (case updates, narcotics investigations, firearms investigations, etc.)
4. School safety (SRO activities, incidents, events)
5. Administrative:
   a) scheduling (overtime expenditures; sick leave; modified assignment, etc.)
   b) training (basic, field, in-service)
   c) recruitment/hiring
   d) community engagement (outreach efforts, public meetings/events, community event planning and debriefs), special/community event planning
6. New business

Collaborative work meetings that follow this agenda serve various important management functions, such as: information sharing; risk management; performance evaluation; training; budget management, and strategic alignment. (See generally, McCabe, James E., Paul E. O'Connell, Demosthenes M. Long, and Carol Rasor-Cordero. (2025). Understanding Police Operational Performance, New York; Routledge)

Recommendation: Hold monthly meetings between the Chief and the Township Manager. (Medium) Besides the regular 'department heads" meetings, it is wise for the Chief to meet individually each month with the Township Manager to share department performance data. A standard template should be used to communicate relevant performance information, including crime and traffic enforcement data, as well as budget and administrative details like sick leave, compensatory time, overtime expenses, and any other measures the Chief and Township Manager agree to include.

Recommendation: Publish comprehensive annual reports. (Low) These reports should be titled "Annual Report to the Community" and include general information about the department's core values and mission statement, along with a personal message from the chief of police. They should also provide an overview of the department's organizational structure and staff contact details. Crime data should be summarized by traffic enforcement, community engagement activities, and major crime clearance rates. However, annual reports should go beyond

just presenting aggregate data from the past year. They must clearly reference the department's overall strategic plan. Specifically, the reports should include the goals and objectives from the strategic plan and demonstrate how the department has achieved each goal during the monthly reporting period.

Functional Area: Recruitment/Retention

FUNCTIONAL AREAS: Recruitment Employee Staffing	SCORE	OBSERVATIONS / NOTES	RECOMMENDATIONS
Recruitment -formal/written recruitment plan	🔶	• Successful model for recruitment and retention (particularly with regard to attracting qualified 'lateral' hires); no formal multi-year recruitment plan. • Department participates in regional consortium (Montgomery County). • Employs team approach internally, rather than a stand alone unit or designated full time recruitment and retention officer. Current model requires modification.	• Track actual LGPD recruitment & retention workload. • Assign full time recruitment/retention officer or unit, if needed. • Develop 'stand alone' recruitment/retention plan specific to the LGPD. • Create a standing recruitment/retention committee. • Coordinate recruit/retention activities with community engagement and SRO programs.
Hiring -policies/process /criteria for selection (clear and comprehensive)	🟢	• Hiring process and criteria for all positions clearly stated. • Background investigations properly performed. • Hiring criteria policies and practices are appropriate and consistent with best practices.	• Appoint, train and support a recruitment and retention committee made up of employees of various ranks. • Utilize hiring data (i.e., applicant yield rate) to revise recruitment/hiring process and plan as needed.

		• Data on the effectiveness of recruitment efforts and applicant yield rate not readily available.	
Actively partnering with Township's HR?	🟢	• Yes.	• No recommendations.
Does department "pre-hire" viable candidates (all positions)? Does department utilize a viable 'prehire' program?	🟡	• No. • No.	• Consider prehire as a standard practice for non-lateral applicants. • Consider establishment of a community service officer (CSO) program.
Retention	🟢	• Attrition/Turnover rate monitored. • Township and department actively monitor employee salaries and benefits relative to competitors. • Department's salary and benefits packages have traditionally been sufficient to attract a sufficient number of viable candidates for open positions. • Department's turnover/attrition rate is relatively low. • Exit interviews conducted of personnel who retire or resign.	• Annual performance reviews for personnel must actively track and document progress made toward career development and specialized training goals. • Continue to scan market to ensure compensation packages for all sworn/non-sworn positions remain regionally competitive. • Include more cross-training opportunities and career path discussions during annual performance reviews. • Create formal mentoring program for new hires. • Gather & analyze more data from exit interviews. • Consider hiring qualified, recently retired former law enforcement personnel (of the LGPD or other agency) for administrative support.

Recommendation: Devote additional attention and resources to police officer recruitment and retention. (Medium) The department has demonstrated strong success in both hiring and retaining qualified personnel. Despite a competitive recruitment environment, it continues to attract qualified candidates who align with its values, professionalism, and commitment to community service. This success is based on a positive organizational culture, strong community support, and the department's reputation as a stable, well-managed agency—qualities that make LGPD a top employer. The department has been particularly successful at attracting lateral applicants (i.e., experienced officers) from other law enforcement agencies. Drawing from CERTUS's experience and best practices nationwide, the most effective recruitment and retention strategies are intentional, data-driven, and ongoing.

The department should develop a formal Recruitment and Retention Plan that establishes clear, measurable objectives, defines performance metrics, and details outreach initiatives to promote workforce stability and diversity. This plan should be reviewed annually and updated based on applicant yield rates, lateral transfer trends, and evolving community demographics. To support this initiative, CERTUS recommends the creation of a standing Recruitment and Retention Committee, composed of representatives from command staff, patrol, administrative personnel, and possibly a community liaison. The committee should meet regularly to analyze hiring outcomes, review exit data, and develop strategies to enhance the department's long-term staffing resilience.

A deliberate focus should also be placed on career development and mentorship. Employee retention is strongest in agencies that prioritize professional growth, transparent promotional processes, and consistent performance feedback. LGPD should continue its emphasis on leadership training, advanced certifications, and personal development, particularly for sergeants, detectives, and officers identified as future leaders. Officers who are engaged and see opportunities for advancement are far more likely to remain long-term contributors to the department's mission.

CERTUS also recommends broadening the department's recruitment efforts by forming partnerships with local colleges, universities, faith communities, the Police Academy, and civic organizations such as the Parent-Teacher Association and local youth programs. The department should additionally leverage social media to highlight its positive culture, officer accomplishments, and community collaborations. Sharing success stories and community impact creates a distinct 'brand' and boosts both recruitment and public trust.

Finally, recruitment efforts should focus on work-life balance and officer wellness—factors increasingly seen as essential for long-term retention. Creating officer wellness programs, peer-support initiatives, and flexible scheduling will help maintain morale and productivity over time. Collectively, these strategies—supported by a formalized plan, standing committee, and structured community partnerships—will help LGPD to maintain a high-performing, engaged workforce aligned with the township's values and expectations

Our assessment indicates that long-term labor trends, along with the increasing complexity and demands of recruitment, might require dedicating one or more full-time uniformed personnel to this essential function. Although this report does not recommend establishing a separate recruitment unit at this time, we strongly advise the LGPD to perform a thorough workload analysis of the recruitment role. This will help determine whether a full-time position is needed to improve effectiveness and ensure workforce stability over time.

Recommendation: Develop a standalone multi-year recruitment/retention plan. (Medium) Establish a structured, multi-year recruitment and retention strategy with clear objectives, target yields, diversity goals, and measurable performance indicators. Although participating in the Montgomery County Consortium certainly adds value, it cannot replace an agency-specific approach that actively analyzes and manages LGPD's entire recruitment pipeline from initial outreach and branding to candidate engagement, selection, onboarding, and long-term retention. A formal plan will help the department forecast vacancies, increase applicant flow, and align hiring efforts with long-term staffing objectives. By regularly reviewing and updating recruitment strategies, LGPD can remain successful in a particularly competitive hiring environment, improve consistency, and ensure it maintains a stable, high-quality workforce that reflects the community it serves.

Recommendation: Establish a recruitment and retention committee. (Medium) Create a standing Recruitment and Retention Committee composed of representatives from various ranks and functional areas—including patrol, investigations, FTO, community engagement, and SRO programs. While a full-time recruitment position is not necessary at this time, a cross-functional committee will provide the structure, continuity, and coordination needed to manage workforce planning proactively rather than reactively. This group can monitor applicant flow, review yield and diversity data, and ensure that recruitment messaging accurately reflects the department's operational culture, expectations, and values. Aligning recruitment efforts with the FTO program and day-to-day reality is essential, as disconnects between hiring messages and field training experiences can undermine morale and retention. A committee-driven approach will strengthen consistency, improve transparency, and support long-term workforce stability.

Recommendation: Establish a community service officer (CSO) Program (Low). The LGPD should consider creating a community service officer (CSO) program designed for individuals without prior law enforcement experience to serve as a structured recruitment pipeline and operational support resource. A well-organized CSO program would provide targeted training, mentorship, and gradual exposure to core policing functions, allowing participants to gain practical experience while learning LGPD's culture, policies, and expectations. This feeder system would help address long-term recruitment challenges by producing a steady pool of well-prepared candidates for future sworn positions—candidates who are already acclimated to the department and committed to community-oriented policing. Additionally, assigning CSOs to handle lower-priority calls, administrative tasks, and non-enforcement duties would free sworn officers to focus on higher-impact activities such as patrol, investigations, and community engagement, thereby improving operational efficiency.

RETENTION
The LGPD, like many law enforcement agencies, faces ongoing challenges in retaining both sworn and civilian personnel. The traditional model of lifelong employment driven by pension benefits is becoming less common, as today's workforce prioritizes job satisfaction, immediate financial stability, and work- life balance. To remain competitive, the LGPD must invest in strategies that enhance job appeal, including career development opportunities, internal procedural fairness, and clear performance metrics that align with organizational goals and community expectations. Furthermore, benefits such as tuition reimbursement, flexible scheduling, wellness initiatives, fitness facilities, parental leave, and childcare support play a crucial role in retention. Recognizing this shift in workforce expectations and proactively adapting to these needs will strengthen recruitment efforts, improve retention, and create a work environment where employees feel valued and supported. (See Walsh, W. D. (2025) February, *The retention of sworn and non-sworn personnel will continue to be a critical issue,* IACP Magazine.)

Recommendation: All sworn and non-sworn employees should receive annual reviews, including a section on the employee's desired career path and specialized training needs. (Medium) The LGPD evaluation form for sworn personnel is comprehensive and strong in many areas—it includes clear rating criteria, detailed performance domains, and a robust Professional Development Plan and Personal Development Vision section. While it captures the employee's career aspirations at the time of the evaluation, the form does not expressly require supervisors to revisit these goals annually, nor does it include a structured mechanism to track whether the employee's desired career path, training interests, or long-term goals are being meaningfully advanced. The current format also does not require supervisors to document progress toward last year's goals, which can result in development planning becoming static or disconnected from real opportunities throughout the year. (It should be noted that this documentation or tracking might actually be happening to some extent; the consultants did not review individual personnel files.) To make the evaluation process more practical and supportive of retention, LGPD should enhance accountability for follow-through and make sure that career development is a regular part of the annual review cycle.

Recommendation: Utilize recently retired law enforcement personnel for administrative functions. **(Medium)** The Township and LGPD should consider hiring recently retired law enforcement professionals—either from the LGPD or other agencies—to handle essential administrative tasks on a part-time basis. Retired officers and supervisors bring decades of institutional knowledge, operational experience, and familiarity with policing standards, making them uniquely capable of assisting with activities such as records processing, policy updates, accreditation support, training logistics, scheduling, and other non-enforcement functions. Utilizing retired personnel would also be a cost-effective staffing option, as these individuals can work part-time without needing full benefits or long-term commitments. Many agencies across the country have successfully reintegrated experienced retirees into administrative or support roles, enhancing efficiency while allowing sworn officers to focus on front-line duties. This strategy would help LGPD manage administrative loads while making the most of available expertise.

Functional Area: PROPERTY AND EVIDENCE MANAGEMENT

Functional Area: Property and Evidence	SCORE	OBSERVATIONS / NOTES	RECOMMENDATIONS
Staffing level (supervisor/clerks) Training Property room(s) properly secured (doors, video surveillance, alarms, etc.)	🟢 🟢	● Appropriate staffing with two (2) detectives. Public hours are M-F, 0800-1700. ● The Property and Evidence Room was physically inspected by CERTUS and found to be secured correctly.	● No recommendations. ● Detectives assigned to property and evidence management function should receive additional specialized training. ● No recommendations.
Appropriate access/key control/scope of access?	🟢	● The Property and Evidence room was inspected and found to be secure. Access to areas in the Property and Evidence room was limited for security reasons.	● No recommendations.
Temporary secured property and evidence lockers Refrigerators have temperature sensors	🟢 🟡	● Sufficient number of temporary secured property and evidence lockers for the workload. ● No. Refrigerators do not have temperature sensors to notify staff of malfunctions. ● In a file cabinet, secured with	● No recommendations ● Purchase temperature sensors for the refrigerators in the Property and Evidence Room.

Separately secured high priority items – Narcotics, Weapons, and currency)	🔶	a key lock, narcotics, weapons, and currency/high-value items were all placed together. These items must be separated and each housed in a secure combination safe.	• Purchase three (3) combination safes. Separate narcotics, weapons, and currency/high-value items, with each category having its own safe. The combinations for these safes should be provided only to the Property and Evidence technicians.
Sufficient office space	🔷	• Yes.	• No recommendations.
'Bag and tag' area is appropriate and well-equipped	🔷	• Yes; includes appropriate video surveillance.	• No recommendations.
RMS software	🔷	● The department utilizes an appropriate RMS system called ALEIS. ALEIS has a Property and Evidence management module.	• No recommendations.
Adequate space for all items and well-secured?	🔷	●Sufficient space for the number of items; properly ventilated and well-secured.	• No recommendations.
Adequate policies and procedures for: -intake -management -auditing -chain of custody -safety hazmat Appropriate retention/destruction protocols -firearms destruction (method/frequency/security	🔶	●Policy 3.5 Collection and Preservation of Evidence, Reference Guide – Entering property and evidence into RMS and Reference Guide Evidence Packaging does not sufficiently address the operational aspects of the Property and Evidence function.	• Create a detailed policy based upon the International Association of Property and Evidence that addresses management of the property and evidence function, auditing and inspection frequencies,

measures) -narcotics destruction (method/frequency/security measures)			destruction and return of evidence, and separation of high liability items such as guns, cash, jewelry, and drugs.
Audits (comprehensive all- item and random) date? conducted by whom? -written policies? IA investigations relative to property and evidence past three (3) years?	◆ ◆	• Yes. Department has not conducted an 'all item' property and evidence audit in many years. • None.	• Coordinate and schedule all item property and evidence audit with county or state police. • No recommendations

Two (2) detectives are responsible for the Property and Evidence function. Access is appropriately limited and controlled, with CCTV surveillance and secure locks. The Lieutenant monitors the CCTV cameras through his department cell phone. Entry into the Property and Evidence room is controlled by a key and FOB system that is in the possession of the two (2) detectives. The Property and Evidence room was found to be clean, well-organized, and appropriately secured in all areas, except for high-liability items. The International Association of Property and Evidence (IAPE) recommends that guns, money/high-value jewelry, and drugs be separated, and that each of these categories have its own secure safe. The combinations for these safes should be provided only to the Property and Evidence technicians. Currently, these categories are stored in a single locked file cabinet that does not meet IAPE standards. Cell phones are stored separately, while biological samples are kept in refrigerators without temperature alarms. Cameras are strategically placed in the Property and Evidence room. The property and evidence room was found to be secure.

The work area for patrol officers includes the necessary items for "tag and bag" property and evidence, along with documentation for each submitted item that maintains a chain of custody. There are 14 pass-through lockers, consisting of one (1) oversized locker, five (5) standard lockers, two (2) long lockers, and six (6) small lockers. They are appropriate for their intended use. Officers also have access to four (4) temporary lockers for short-term storage during their shift. The department uses a Records Management System (RMS) module in ALEIS for item tracking**,** ensuring all evidence is accurately recorded, monitored, and managed. The Lieutenant provided Audit of Property and Evidence documentation for 8/15/22, 12/15/22, and 10/23/23. Inspection of Evidence and Property Storage documentation was provided for 5/31/23, and Unannounced Inspection reports for Evidence and Property Storage were provided for 11/17/22, 6/21/23, 1/9/24, and 1/6/25. CERTUS was unable to determine when the last comprehensive inventory of all items was performed. Periodic comprehensive (i.e., all items) audits are essential for integrity and accountability purposes.

We observed strict adherence to chain-of-custody protocols, consistent organization, and clear accountability for all items in police custody. The detectives follow documented procedures for intake, storage, transfer, and disposal that align with accepted best practices, supported by an evidence-tracking system that allows staff to monitor movements and keep accurate inventories. Routine purges are performed to prevent unnecessary buildup, in accordance with legal retention requirements and supervisory oversight. Overall, the operation functions smoothly, with an organized facility, dependable documentation, timely processing, and a level of professionalism that supports investigators, prosecutors, and public confidence.

Recommendation: Segregate sensitive items. (High) The International Association of Property and Evidence (IAPE) recommends that guns, high-value jewelry or money, and drugs be stored separately, with each category kept in its own secure safe. The combination codes for these safes should only be given to Property and Evidence technicians. Currently, these categories are stored together in a single locked file cabinet, which does not meet IAPE standards.

Recommendation: Develop a comprehensive property policy. **(Medium**) Policy 3.5 Collection and Preservation of Evidence, Reference Guide – Entering property and evidence into RMS, and Reference Guide Evidence Packaging do not adequately address the operational and managerial aspects of the Property and Evidence function. Create a detailed policy based on the International Association of Property and Evidence guidelines that covers management of the property and evidence function, auditing and inspection schedules, destruction and return procedures for evidence, and segregation of high-liability items such as guns, cash, jewelry, and drugs.

Recommendation: Install temperature alarms for refrigerators. **(Medium**) The two refrigerators in the Property and Evidence Room need sensors with alarms to notify the Property and Evidence Detectives if the refrigerators fail to maintain the set temperatures. Early detection of equipment failure helps prevent evidence degradation, ensures compliance with evidentiary standards, and protects the department from costly loss, re-testing, or legal challenges.

Functional Area: Professional Standards/Internal Affairs

FUNCTIONAL AREAS: PROFESSIONAL STANDARDS/IA	SCORE	OBSERVATIONS / NOTES	RECOMMENDATIONS
Current Office of Professional Standards/IA staffing -adequate relative to workload?	◆	● Internal Affairs is a function assigned to the Lieutenant and Police Chief and not a stand-alone entity/unit. ● Supervisors are utilized for community inquiry reports. Incidents deemed to be potential allegations of misconduct will be forwarded to the Chief of Police and investigated by the Lieutenant. Inquiries are documented on the Officer Complaint Tracking Form (LG-6).	● Designate, train and support a professional standards sergeant to oversee internal investigations, community complaints and quality assurance.
Current certifications/accreditation	◆	• The department is accredited by the State of Pennsylvania. The first accreditation occurred in 2017, with subsequent accreditations in 2020 and 2023.	• No recommendations
Conduct & Disciplinary Procedures	◆	• General Order 1.8, Conduct, Disciplinary Procedures and Appearance, provides clear expectations of physical	• No recommendations

		standards and acceptable behavior. Disciplinary actions are guided by matrices for first, second, and third-offense cases, aligned with the principle of progressive discipline.	
Early warning systems/software (describe)	🔶	●The department has not implemented a formal Early Intervention Program (EIP).	● The department should develop a policy establishing a formal Early Intervention Program (EIP). The EIP process must be non-disciplinary in its approach. ● This policy should examine members who receive a specified number of community complaints, use of force incidents, time and attendance, vehicle accidents, disciplinary actions, named defendant in civil lawsuits, district attorney decline prosecutions based upon officer actions/inactions, etc., within a specified amount of time, will be subject to an overall performance review. ● The goal of the EIP review is to determine whether a member requires additional support (i.e., training, supervision, coaching, etc.) from the department.
Workload	🟢	● 2022 – 1 case with one unfounded and seven sustained violations. ● 2023 – 1 case exonerated 　　-1 case sustained 　　-1 case with two sustained violations ●2024 -1 case exonerated. 　　-1 case not sustained.	● No recommendations

		• January – July 2025 – 0 cases	
Quality of process audits and inspections (random/scheduled)	🟢	• YES – Department conducts scheduled audits of citations, written warnings, verbal warnings, and arrests. Property audits are conducted.	• Enhance quality controls such as random review of reports, citizen callbacks, etc.
Annual performance reviews for all personnel? Adequate training for raters?	🟢	●All sworn personnel have annual performance evaluations. Civilian personnel do not receive performance evaluations. ●Yes	● Consider creating an annual performance evaluation form and process for civilian personnel. ● No Recommendations
Promotional Process	🔴	●Process has varied over the last ten years. Some promotional processes required testing, and one process involved an appointment.	● There should be a consistent promotional process that includes testing, such as a written test, oral board, and candidate ranking.
Clear and appropriate policy and procedures for the receipt, review, investigation, and disposition of civilian complaints? # of civilian complaints by type and disposition over the past five (5) years Internal discipline (suspensions, dismissals) past five (5) years -disciplinary matrix used?	🟡	● The Chief secures the central repository for all formal Internal Affairs complaints in a locked file cabinet. ● The Community Inquiries are documented on the Complaint Tracking Form and are located in a file with the officer's immediate supervisor. ● None ●None	●Designate a professional standards supervisor. ●No recommendations
Anonymous complaints/Final notification provided to	🟡	●Not found in Internal Affairs Policy (General Order 2.3).	● The policy needs to clearly state that the department accepts anonymous

the complainant			complaints with articulation of guidelines for acceptance and the method of notifying citizens as to the disposition of the complaint.
Publication internally or externally of community complaints and dispositions.		●Community complaint data is not published internally nor externally.. The department has not published an annual report for the community.	• Include in the Internal Affairs policy the internal or external publication of Community complaints.
Appropriate procedures for the review of all use of force? Use of force data (# and type) for the past five (5) years.	◆	●General Order 1.3 Use of Force is very detailed as to the type of force and procedures when the use of force is utilized. ●2024 Use of Force Statistics: 3 Physical Force 1 Taser ●2025 (Jan – July) 1 Hands-on	●No Recommendations ●No recommendations
Grievances	◆	●No grievances filed during 2022-2025	●No recommendations

Internal Affairs/Professional Standards is not a standalone unit within the LGPD. Instead, internal investigations related to criminality or serious misconduct are managed by the Lieutenant and Chief, while investigations of lesser misconduct are conducted at the unit level where the subject is assigned. The lieutenant oversees those investigations carried out by the assigned supervisor. The department should be commended for having very few formal internal affairs complaints. For example, in 2022, there was one case with one unfounded and seven sustained violations. In 2023, there was one exonerated case, one sustained case, and one case with two sustained violations. In 2024, one case was exonerated, and one case was not sustained. From January to July 2025, there were no reported internal affairs cases.

Incidents deemed to be potential allegations of misconduct will be forwarded to the Chief of Police and investigated by the Lieutenant. Inquiries are documented on the Officer Complaint Tracking Form (LG-6). Most complaints are handled at the sergeants' level. Statistics as to the complaints dealt with at the sergeants' level were not provided. There is no centralized system for tracking complaints, and the current system is not automated; it is paper-based. General Order 1.8, Conduct, Disciplinary Procedures and Appearance, provides clear expectations of physical standards and acceptable behavior. Disciplinary actions are guided by matrices for first, second, and third-offense cases, aligned with the principle of progressive discipline.

The department has not implemented an early intervention program (EIP). The department should develop a policy establishing a formal early intervention program (EIP). The EIP process must be non-disciplinary in its approach. The goal of the EIP review is to determine whether a member requires additional support (e.g., training, supervision, coaching) from the department.

According to General Order BBP1, Section D 1 & 2, the Chief or designee shall conduct an annual administrative review of data related to the department's compliance with its bias-based policing directives and any citizen concerns or complaints that have been received. Additionally, each officer's traffic and arrest activity will be reviewed quarterly to ensure the department's commitment to unbiased policing. All discriminatory practices or complaints of bias-based profiling or bias-based policing will be investigated under Internal Affairs procedures. Department conducts scheduled audits of citations, written warnings, verbal warnings, and arrests. Ccoomunity complaint data is not published internally. The department has not published an annual report for the community. The department should consider publishing the internal affairs statistics with dispositions, both internally and externally. The State of Pennsylvania accredits the department. The first accreditation occurred in 2017, with subsequent accreditations in 2020 and 2023

Recommendation: Implement an early warning system. (Medium) The department should develop a policy establishing a formal early intervention program (EIP). The EIP process must be non-disciplinary in its approach. This policy should examine members who receive a specified number of community complaints, use of force incidents, time and attendance, vehicle accidents, disciplinary actions, named defendant in civil lawsuits, district attorney decline prosecutions based upon officer actions/inactions, etc., within a specified amount of time, will be subject to an overall performance review. The goal of the EIP review is to determine whether a member requires additional support (e.g., training, supervision, coaching) from the department.

Recommendation: Create an annual evaluation form for civilian personnel. (Medium) All sworn personnel have yearly performance evaluations to ensure their work aligns with departmental standards, operational goals, and legal or administrative requirements. Regular evaluations provide structured feedback, identify areas for professional development, and help supervisors recognize high-quality performance. These reviews also promote accountability and consistency across the organization, strengthening overall efficiency and service delivery.

Recommendation: Promotional process must be consistent and transparent. (High) There should be a consistent promotional process that includes testing, such as a written test, oral board, and candidate ranking. A consistent and transparent promotion process for sergeants and lieutenants is essential to maintaining organizational legitimacy, ensuring every member understands that advancement is based on merit rather than personal influence or informal networks. Clear, standardized criteria also help reduce perceptions of favoritism, strengthen morale, and support a culture of fairness and accountability.

Recommendation: Anonymous complaints/final notifications of disposition. (Low) The policy should clearly state that the department accepts anonymous complaints, articulate the guidelines for acceptance, and specify the method for notifying citizens of the disposition of the complaint.

Recommendation: Publish summary statistics for internal affairs complaints. (Low) The department currently does not publish summary information regarding community complaints, either internally

or to the community, and no annual report is produced for public review. To improve transparency and accountability, the department's internal affairs policy should be updated to require the regular publication of aggregated complaint statistics.

Functional Area: Training

FUNCTIONAL AREAS: TRAINING	SCORE	OBSERVATIONS / NOTES	RECOMMENDATIONS
Staffing Current Staffing; dedicated/certified full-time in-service instructors and supervisors; or use of part-time instructors (e.g., firearms or TASER certified)	◆	●The Lieutenant oversees the training function. The training function is supported by supervisors and officers, with training being an ancillary duty. These instructors deliver in-service training on a variety of topics (defensive tactics, firearms, etc.).	● A formalized training coordinator should be appointed to relieve the Lieutenant of the administrative training duties. The training coordinator should work with the administrative assistant to document the department's training. Training/Tracking software should be purchased to automate all training records and curriculum.
Policies governing training		●General Order 1.10, Training and Career Development General Order 4.9, MPOETC Requirements	● These policies need to be expanded to reflect the structure of the training function to include requirements for selection of instructors, required training and refresher training for instructors, training calendar, training committee, requirements of lesson plans, approval process to attend training, remedial training, evaluation process for training curriculum, supervisory training requirements, and any other documentation identified by the department.

Curriculum Development **Training Budget**	🔶	●In-service training requires instructors to create lesson plans. The department has a strong focus on high liability training. Supervisory training should also be emphasized for succession planning. ●The training budget includes external and in-house training courses, as well as training subscriptions. In 2025, the training budget increased $1,000. to $30,000.	●Lesson plans need to include the method of assessment/ evaluation. ● Training needs to be focused on supervisory training for successful succession planning. ● No recommendations
Standing Training Committee?	🔶	●No.	● Implement a training committee comprised of sworn and non-sworn personnel of various ranks, and meet quarterly to determine training needs.
De-escalation training	🟢	●Yes. Delivered through firearms and defensive tactics courses.	●Continue to prioritize de-escalation through advanced defensive tactics (e.g., grappling skills), firearms simulator training, etc.
High liability training Mental Health Crisis Intervention Training	🟢	●Yes. ●No Crisis Intervention Training (CIT) certifications, but the department provided a detailed document from the Montgomery County Emergency Services for training.	● No recommendations. ● Consider having all sworn officers attend Crisis Intervention training for certification.

Active shooter (joint exercise with other agencies)	🔶	●Yes. A minimum of two voluntary active shooter trainings are offered each year.	● Future exercises should include active participation of Fire and EMS personnel.
Basic investigation course - Detectives	🔷	●Yes. Detectives have received extensive training.	●No recommendations.
Basic management course for new Sgts. and ongoing leadership training.	🔷	●No	●Supervisors should attend a basic management course upon promotion and receive ongoing leadership training.
Exec Development .	🔷	●The department has only one Lieutenant who has received executive development training.	●No Recommendations
Formal field training program (including DORs, etc.	🔷	●Yes. FTO program conforms to best practices. . ●An ample number of properly trained/certified FTOs relative to workload.	●No recommendations.
Compliance with/ state in-service training mandates.	🔷	●Yes. All personnel receive mandated in-service training within the department and through MPOETC. .	●No recommendations.
Internally developed in-service curricula (non-mandated topics)	🔶	●No	● Increase the Department's ability to develop and deliver "in-house" lessons on diverse topics.

Invited outside instructors (e.g., local prosecutors/legal updates; mental health professionals)	🟢	●No. Due to the size of the department's training classes, online courses would be more feasible than in-person.	●No recommendations.
Civilian training	🟢	●No. The department has only one civilian administrative assistant.	● Have the civilian serve on the training committee to identify civilian topics for training.
Specialized training for SRO's?	🟢	●No SROs at time of observation.	●No recommendations. However, if and when one or more SRO's are assigned, it is imperative that they are properly trained, certified and supported (in terms of resources and on-going professional development).
Regional training opportunities (host, send, barter for training slots)	🟡	●No.	● The department should identify additional opportunities with other agencies in the region.
Roll call training	🟢	●No documentation provided.	●No recommendations.
Use of technology	🟢	●Online learning platforms are utilized, and an interactive firearms simulator.	●No recommendations.

Tuition assistance for employees? limits? usage?	🔶	●No. Not identified in General Order 1.10, Training and Career Development	●No recommendations.
Adequate training facilities (classrooms, gym, firearms and driving ranges) and equipment.	🟢	●Adequate for intended purposes.	●No recommendations.
Multi-year training plan	🟢	●No.	● Implement a multi-year training plan.

The Lieutenant oversees the training function, which is supported by supervisors and officers, with training considered an ancillary duty. These instructors conduct in-service training on various topics, such as defensive tactics and firearms. The policies governing the training function are General Order 1.10, Training and Career Development, and General Order 4.9, MPOETC Requirements. These policies should be expanded to better reflect the structure of the training function, including requirements for selecting instructors, mandatory training and refresher courses for instructors, the training calendar, training committee, requirements for lesson plans, approval procedures for training attendance, remedial training, evaluation of training curricula, supervisory training requirements, and any other documentation as identified by the department.

A training coordinator should be appointed to relieve the Lieutenant of administrative training duties. The training coordinator should collaborate with the administrative assistant to document the department's training. Training/Tracking software should be purchased to automate all training records and curriculum management. Lesson plans need to include the evaluation method. Supervisory training should be the focus for successful succession planning. Upon promotion, supervisors should attend a basic management course and receive ongoing leadership training. The department would benefit from establishing a training committee that meets quarterly to identify training needs. The civilian administrative position should serve on the training committee to determine civilian training topics. Emphasis should be on providing all sworn officers with Crisis Intervention Training (CIT) certification. Active shooter training should be expanded to involve Fire and EMS personnel. Increase the department's ability to develop and deliver in-house lessons on various topics. The department should seek additional training opportunities with other regional agencies. Implement a multi-year training plan that informs department members of upcoming training and supports budgeting efforts. The current training budget is adequate for the training functions.

Recommendation: Appoint a training coordinator and implement training and tracking software. (Medium)
A training coordinator should be designated to relieve the Lieutenant of administrative training duties. The

coordinator should work with the administrative assistant to document the department's training. Training and tracking software should be acquired to automate all training records and curriculum.

Recommendation: Create a training committee to identify training needs. (Medium) This will improve planning, coordination, and evaluation of all department-wide training activities. The committee's goal is to ensure training priorities match organizational needs, evolving legal requirements, and best practices—while also providing a structured forum for identifying gaps, reviewing proposed courses, and assessing the effectiveness of past training. It should include members from all ranks (officers, supervisors, and command staff), along with at least one non-sworn professional employee to offer an alternative operational perspective. The committee would meet quarterly.

Recommendation: Review and revise General Order 1.10 (training and career development) and General Order 4.9 (MPOETC Requirements) as needed. (Low) These policies should be expanded to clearly reflect the structure of the training function, including requirements for selecting instructors, training and refresher training for instructors, the training calendar, training committee, lesson plan requirements, approval process for attending training, remedial training, evaluation of training curriculum, supervisory training requirements, and any other documentation identified by the department.

Recommendation: Include method of evaluation. (Low) Lesson plans need to include the evaluation method.

Recommendation: Develop a structured executive training program to prepare current supervisors and emerging leaders for future command roles. (Medium) Since the department lacks the internal resources to create or deliver this level of leadership training, it should continue relying on established external programs like FBI-LEEDA's leadership trilogy, Penn State's Police Executive Development (POLEX) course, and the Police Supervisory In-Service Training (POSIT) program. These programs offer targeted instruction in strategic planning, personnel management, policy development, budgeting, and organizational leadership—skills vital for effective command performance. This type of leadership development is especially important for a small department, where retirements or unforeseen vacancies can quickly pose succession planning challenges. By investing in external executive education, the department will bolster its leadership pipeline, maintain operational continuity, and develop a pool of ready candidates for future supervisory and executive positions.

Recommendation: Provide mental health crisis training or certification to all officers. (Medium) All sworn officers should be offered and complete recognized crisis intervention team (CIT) or equivalent behavioral health crisis training to improve the department's ability to handle encounters involving individuals in crisis safely and effectively. This training helps officers quickly recognize behavioral health symptoms, use evidence-based de-escalation techniques, and reduce the chances of force, injury, or escalation. It builds community trust and enhances operational readiness by improving officers' skills to stabilize volatile situations, coordinate with EMS and mental health providers, and ensure everyone's safety.

Recommendation: Active shooter training exercises should include active participation of Fire and EMS personnel (Medium) Active shooter training must include fire and EMS personnel because real-world critical incidents require seamless, time-sensitive coordination among all public safety teams. Training together ensures that communication protocols, tactical movements, triage procedures, and unified command practices are well-practiced before an actual event happens. This reduces confusion, accelerates victim care, and improves overall scene safety by ensuring all responders understand each other's roles, limitations, and terminology.

Recommendation: Provide basic management training for new sergeants and OIC's. (Medium) Upon promotion, supervisors should attend a basic management course and undergo ongoing leadership training. Police officers who are frequently tasked with serving as officer in charge (OIC) during shifts should also receive this training.

Recommendation: Internally developed in-service curricula (Medium) The new training coordinator should be responsible for improving the Department's ability to develop and deliver "in-house" lessons on various topics. Internal training also promotes peer-to-peer learning, strengthens professional relationships, and enhances instructional capacity within the agency. Additionally, delivering courses internally is often more cost-effective and enables the department to schedule training flexibly with minimal operational disruptions disruption.

Recommendation: Identify additional regional training opportunities (Low) The newly appointed LGPD Training Coordinator should regularly review regional, state, and national law enforcement training calendars and stay in contact with training units at nearby agencies. The coordinator should assess potential trainings based on the Department's operational needs, identified skill gaps, recent incidents, and emerging best practices to ensure that selected courses provide clear value to personnel and support LGPD's strategic priorities. This approach would strengthen both individual skills and overall organizational performance.

Recommendation: Develop a multi-year training plan (Medium) A multi-year training plan is vital for every police department. By identifying long-term training priorities such as leadership development, emerging technologies, crisis intervention, legal updates, and specialized certifications, the department can use resources wisely, prepare personnel for future positions, and plan for succession. Multi-year planning helps align training efforts with strategic goals, enabling the department to monitor progress, spot gaps, and adjust to evolving community needs or legal requirements.

Functional Area: Administrative Support/Records Management

POSITION: CIVILIAN ADMINISTRATIVE ASSISTANT	SCORE	OBSERVATIONS / NOTES	RECOMMENDATIONS
Current staffing and supervision; appropriate. Work hours	◆	● One part-time administrative assistant. This is insufficient, relative to workload. The full-time administrative assistant retired in the summer of 2025. ● Monday – Thursday, 0730 - 1430	● Administrative duties lack the amount of staffing needed. The part-time position should be reclassified to full-time, and the department should backfill the vacant full-time administrative assistant position. This would provide the appropriate administrative staffing required by the department and coverage to

Sworn personnel are handling tasks that civilian administrative assistants should perform.		●The Lieutenant is a prime example of performing administrative duties that should be the responsibility of civilian administrative assistants.	serve the community, five full days a week. The administrative staff would also relieve the Lieutenant of some duties that an administrative assistant should handle.
Workload	🟢	●The administrative assistant is required to perform all duties delegated by the Chief of Police, Lieutenant, Sergeant, Detectives, and Patrol Officers. Additional support is required. Refer to Addendum C for specific tasks.	●No recommendations.
Policy	🟡	• General Order 7.X, Duties and Responsibilities of Department Personnel – Needs a major revision as it lists an Office Manager and a Records Clerk. Duties do not reflect the current tasks performed by the one administrative assistant.	• Revise the policy to reflect the personnel and duties for civilian administrative personnel.

Type/make and name of RMS/CAD (functionality)	◆	●The entire county utilizes ALEIS RMS. This offers certain benefits in terms of interoperability among agencies.	●No recommendations.
Adequate Training of Personnel	◆	●The administrative assistant attends yearly training, which Accreditation Standards require.	●No recommendations.
Security Methods for Fee Collection.	◆	●The administrative assistant takes cash or checks and provides a receipt to the citizen. Money is immediately secured in a safe.	●Detail in General Order 4.11, Public Information and Right-to-Know Law, the security procedures for the collection of fees.
Freedom of Information (FOI/Public Records) Requests.	◆	●The department estimates approximately two FOI requests per week. The department does not keep statistics for other record requests.	●Statistics should be maintained on the administrative assistant's workload, including records requests.

The department needs more civilian administrative assistants. The part-time role should be upgraded to full-time, and the department should fill the vacant full-time administrative assistant position. This would ensure the department has the proper administrative staffing and coverage to serve the community five days a week. The administrative staff could also help lessen the Lieutenant's workload by handling tasks that administrative assistants normally manage. Currently, the Lieutenant is performing administrative duties that should be done by civilian administrative assistants. These duties include issuing alarm invoices, ordering supplies and patrol uniforms, processing expungements in the RMS, and maintaining agency training in the personnel module in ALEIS. The Lieutenant and the civilian administrative assistant are responsible for managing records. Their main duties involve processing incoming police documentation, providing public access to official records, supporting legal and court obligations, and maintaining internal databases and field operations support. Both have attended the State training on the Right to Know Law. Additionally, the Lieutenant received training from the Montgomery County District Attorney's Office on Right-to-Know Requests, FOI, and their impact on the Criminal History and Records Information Act (CHRIA).

General Order 7.X, Duties and Responsibilities of Department Personnel, requires a major update because it lists an Office Manager and a Records Clerk. The duties do not accurately reflect the current tasks performed by the dedicated administrative assistant. The administrative assistant is responsible for handling cash or checks for records requests from citizens and providing receipts. The payments are immediately secured in a safe. Additionally, General Order 4.11, Public Information and Right-to-Know Law, should include the security procedures for collecting fees. It is also important to track statistics related to the administrative assistant's workload, including the number of records requests.

Having adequate civilian administrative assistance is critical for police departments. Generally, the focus is on hiring sworn personnel. For each sworn officer hired, the workload of administrative assistants increases. The administrative assistants are a critical component of a police department.

Recommendation: Hire an additional full-time administrative assistant. The part-time position should be upgraded to full-time, and the department should fill the full-time position. This would ensure the department has adequate administrative staff and coverage—two full-time administrative assistants—to serve the community five days a week. It would also reduce the increasing administrative and clerical workload currently handled by the Department's lieutenant and sergeants. Sworn supervisors are presently responsible for many administrative/clerical tasks that divert them from their primary duties, such as issuing alarm invoices, ordering supplies and patrol uniforms, processing expungements in the RMS, and maintaining agency training in the personnel module in ALEIS. Having another dedicated administrative assistant would take over many of these responsibilities—allowing the lieutenant (in particular) to focus on managing investigations, reviewing cases, overseeing performance, and supporting the Chief, while also enabling sergeants to spend more time on field supervision, coaching officers, and maintaining operational readiness. Adding this position is an efficient way to increase productivity, enhance frontline supervision, and support the Department's overall mission.

Recommendation: Revise General Order 7.X, Duties and Responsibilities of Department   Personnel (Medium) The policy needs a major revision as it lists an Office Manager and a Records Clerk. Duties do not reflect the number of personnel or current tasks of the civilian administrative assistant.

Recommendation: Revise General Order 4.11, Public Information and Right-to-Know Law (Low) Detail in General Order 4.11, Public Information and Right-to-Know Law, the security procedures for the collection of fees from the

public.

Recommendation: Monitor the workload of administrative assistants (Medium) The department should regularly track the workload of its administrative assistants—including the volume and type of public records requests, data-entry tasks, NIBRS submissions, clerical support functions, and other recurring duties. Keeping these statistics will help the department spot workload trends, ensure staffing levels are suitable, and identify times of peak demand that may need extra support.

Functional Area: Community Relations Unit

FUNCTIONAL AREAS: COMMUNITY RELATIONS UNIT/COMMUNITY OUTREACH	SCORE	OBSERVATIONS / NOTES	RECOMMENDATIONS
Sworn staff assigned	◆	●At the time of the site visit, one sergeant and one officer were assigned to the unit. However, the department has been restructured, and the CRU now has only one officer.	• Patrol sergeants and officers must play a role in community relations and community outreach.
Volunteer program? Cadet, Intern or Explorer program? Citizens Academy?	◆	●No ●No ●No	• Establish a volunteer program to engage the community in crime prevention activities and community outreach strategies. High school students have been utilized as volunteers. The department needs a more aggressive outreach for volunteers to support community crime prevention and engagement. • Develop a Citizens Police Academy program (perhaps jointly with another agency).
Community survey(s), results?	◆	●No.	• A community-wide survey should be implemented to determine crime prevention activities desired by the community. Use the survey to identify potential volunteers by geographical areas and create a

		community contact list.	
Number of Neighborhood Watch Programs Number of Business Watch Programs	🔶	●None ●None	• Implement both Neighborhood Watch and Business Watch Programs. • Consider establishment of a LGPD Police Foundation.
Alarm abatement program	🟢	●Yes	• No recommendations
Community events sponsored by department (#, type, attendance)? -linked to crime conditions?	🟢	●Yes – A Community Engagement Summary is presented for the Spring/Summer 2025 period. Events are categorized, but do not include attendance.	• Include the Number of attendees in the Spring/Summer Summary of Crime Prevention Events.
Social media strategy	🟢	• Department has utilized social media platforms to engage the public. • Focus group participants were critical of departmental communications/community notifications during high-profile events.	• Review and revise (as necessary) emergency and non-emergency notification protocols. • Develop a departmental social media strategy (in coordination with the Township and the newly created Recruitment/Retention Committee)

The CRU has reduced its staff by 50 percent. The sergeant has been reassigned to patrol, leaving only one officer in the CRU. This staffing level is not enough to support a successful community engagement program. It is essential to develop a new strategy for crime prevention and community outreach. Patrol sergeants and officers will need to take part in these efforts actively. The success of crime prevention programs will depend on how well patrol personnel and the CRU officer work together. These two groups must collaborate to redefine their activities and methods for crime prevention and community engagement. The suggestions below serve as initial steps toward changing the department's approach to these efforts.

Recommendation: Formally Disband the Community Relations Unit (CRU) and Re-Assign Engagement Responsibilities to Patrol (Medium) Assign two additional sergeants to patrol and deploy them as multi-purpose supervisors responsible for patrol supervision and strategic initiatives such as community engagement. Create community engagement plans for all shifts. (Discussed in detail in the Patrol section of this report)

Recommendation: Implement an Active Community Volunteer Program (Medium). Establish a volunteer initiative to involve the community in crime prevention and outreach efforts. While high school students have been used as volunteers, the department needs a more proactive approach to recruiting volunteers for community crime prevention and outreach. The department should actively consider creating a Police Explorer program for young adults, likely in partnership with nearby police departments.

Recommendation: Implement a periodic community-wide survey (Low). A community-wide survey should be conducted biannually to identify the community's preferred crime-prevention and engagement activities. A regular community safety and satisfaction survey provides vital insights into resident expectations, emerging concerns, and perceptions of police performance. This feedback helps ensure the department stays aligned with community priorities and supports data-driven adjustments to sustain high levels of satisfaction and legitimacy. The survey can also be used to identify potential volunteers by geographic areas and compile a community contact list.

Recommendation: Implement a neighborhood watch and business watch program (Medium) Neighborhood Watch and Business Watch programs are vital components of community crime prevention, acting as force multipliers. These initiatives strengthen public safety by establishing structured partnerships between the police and the community. They also improve communication, build trust, boost police visibility, and decrease calls for service through early intervention and problem-solving.

Recommendation: Track and Evaluate Attendance at Community Events (Low) A Spring/Summer Community Events report is produced that documents community activities in the following categories: community events and public engagement, youth and school engagement, and public safety and awareness initiatives. This report should include the number of attendees at these events.

Functional Area: SWAT

FUNCTIONAL AREAS: SWAT UNIT	Score	OBSERVATIONS / NOTES	RECOMMENDATIONS
Standing unit or multi-agency? # unit members (by rank)?	◆	• Multi-agency described in summary • 1 Patrol Officer	● No recommendations
# unit callouts last three (3) years? Average # monthly callouts?	◆	• 1 Call-out for a high-risk search warrant in June of 2025	● No recommendations

		• N/A	
Specialized department vehicle(s) used by unit?	🟢	• The multi-agency team has Bearcat, SWAT vehicles, drones, and robots.	●No recommendations
Policies and procedures re: unit operations appropriate?	🟡	• No policy for the Selection, Training, and Procedures of SWAT in Lower Gwynedd's General Orders.	• Department needs to create a policy for its General Orders that describes the selection process, training, and procedures for SWAT, or adopt the policy used by the lead agency.
Selection criteria and process clear and appropriate?	🟡	●No general order on point.	• Department needs to create a policy for its General Orders that describes the selection process, training, and procedures for SWAT, or adopt the policy used by the lead agency. • Psychological testing should be part of the SWAT selection process.
Adequate training budget? Adequate equipment budget? Training requirements? Multi-agency active shooter exercise(s) per year?	🟢	●Yes ●The member advised that SWAT has excellent equipment. ●Member advised that SWAT training is 24 hours, held on the first Wednesday and Thursday of each month. ●The member advised that active shooter training is covered in the monthly training.	●No recommendation ●No recommendations

There are several SWAT teams in Montgomery County, including East, Central, and West units. The Sheriff's Office has its own SWAT team. The Lower Gwynedd Police Department is part of the East SWAT team. Each of these teams includes multiple police departments, forming large units. The Lower Gwynedd Police Department assigns one officer to the East SWAT team, who serves as an operator for the entry team. SWAT team operators use gas, flash bangs, breaching tactics, and other techniques to gain entry. The patrol officer from the Lower Gwynedd Police Department mentioned that he participated in a high-risk search warrant execution in June of 2025.

The patrol officer does not receive extra pay for being part of the SWAT team; however, when called out, the member earns overtime or compensatory pay for off-duty hours. The patrol officer stated that the SWAT team trains for 24 hours each month on the first Wednesday and Thursday. Although the department does not have a specific General Order for the SWAT team, the member said that the selection process includes physical fitness, a shooting course, and an oral interview. CERTUS suggests that a psychological exam should be added to the process. SWAT is a very high-stress role, and it would benefit members to undergo psychological testing to ensure their suitability for SWAT, as well as to support the department in case of legal action from a SWAT call-out. The psychological exam would be incorporated into the General Order.

Recommendation: Establish a comprehensive SWAT General Order (Medium). The department should develop a formal General Order that mirrors the lead agency's established policy to maintain alignment across participating jurisdictions. Psychological screening should be explicitly included as part of the LGPD's SWAT selection process within the General Order, as it is a widely accepted best practice that helps ensure team members possess the emotional stability, judgment, and resilience required for high-stress tactical deployments.

Functional Area: Fleet Management

FUNCTIONAL AREAS: FLEET MGT	SCORE	OBSERVATIONS / NOTES	RECOMMENDATIONS
Adequate fleet - by # - by Type	🟢	• Yes	• No recommendations
Policy	🟡	• Limited – General Order 7.XX – Utility Terrain Vehicles (UTV)	• Include in General Order 7.XX – Utility Terrain Vehicles: information on all vehicles, including the monthly maintenance standard.
Use of fleet maintenance software?	🟢	• Yes	• No recommendations

Cost monitoring (purchase, upfit, fuel and maintenance)	◆	• Yes	• No recommendations
Master plan for vehicle replacement?	◆	• Determined by Fleet Manager and Fleet Mechanic	• No recommendations
Repurpose high-mileage vehicles? Mileage limits for repurposing/retirement?	◆	• Determined by Fleet Manager and Fleet Mechanic	• No recommendations
Appropriate procedures for major vehicle servicing (@ dealer or otherwise) and minor/preventive maintenance (oil, wipers, tires) Take home vehicles? Appropriate storage/parking area(s)?	◆	• Yes • Partial Take-Home Program • Yes	• No recommendations

Summary

The Lower Gwynedd Township Police Department has a patrol officer assigned as Fleet Manager. The Fleet Manager's role is to ensure the department's vehicles are properly maintained, repaired promptly, and equipped with the latest technology to enhance officer safety and operational efficiency. The Fleet Manager collaborates with the vehicle upfitter to design and install technology in each vehicle. They also work closely with the Township Fleet Mechanic for routine maintenance and repairs. Each vehicle undergoes monthly maintenance checks. If a vehicle is damaged, repairs are performed either by the Fleet Mechanic or an outside repair facility if necessary. The department's fleet includes 13 vehicles, which is adequate given staffing and workload. The department offers only a partial take-home vehicle plan for the Chief, Lieutenant, Detectives, and Community Response Unit. Vehicles are repurposed whenever possible. Additionally, there is one utility terrain vehicle available for patrol. The fleet was inspected and found to be well-maintained and suitable for the department's operations.

Vehicle Inventory 2025 (Mileage Not Included)

45-01 2019 Black/White Tahoe   PA Reg# MG-2716L
45-02 2016 Black/White Tahoe   PA Reg# MG-4197J
45-03 2021 Black/White Tahoe   PA Reg# MG-3365H
45-04 2019 Black/White Tahoe   PA Reg# MG-2717L
45-05 2017 Black/White Tahoe   PA Reg# MG-7515J
45-06 2021 Black/White Ford Explorer   PA Reg# MG-3466M

45-07   2023 Black/White Tahoe   PA Reg# MG-9728M
45-08   2023 Black Ghost Tahoe   PA Reg# MG-9727M
45-09   2020 Black Ford Explorer (Chief)   PA Reg# LKA-2024
45-11   2023 Black Jeep Grand Cherokee (LT mobile)   PA Reg# LFG-1069
45-12   2015 Silver Ford Escape (Detective)   PA Reg# JKZ-7858
45-13   2018 Ford F150 (CRU)   PA Reg# MG-5920N
45-14   2023 Polaris Ranger SP570 (UTV)   Tag not listed

Recommendation: Enhance G.O. 7.XX (Low) Include in General Order 7.XX – Utility Terrain Vehicles: information on all vehicles, including the monthly maintenance and retirement (repurposing) standards.

Focus Group Analysis/Summary

As part of this operational assessment, CERTUS conducted structured focus groups with both internal stakeholders and community members to understand how the Lower Gwynedd Police Department is perceived, how it organizes and delivers its services, and where opportunities exist to strengthen alignment between organizational practices and community expectations. These conversations provided meaningful qualitative insight into how the department approaches its work, communicates its mission, and evaluates its performance. The table below synthesizes common themes using a SWOT format. Addendum C captures specific insights coming directly from the external community focus groups.

The focus groups consistently described a well-regarded, professional department with strong community trust and effective day-to-day operations. At the same time, participants identified several areas where strategic improvements would enhance organizational performance—such as communication about department initiatives, clarity around certain roles and programs, supervisory support, and coordination across units and shifts.

These perspectives complement the operational and quantitative analyses in this report. They highlight how the department's internal processes and external communication are experienced by those who provide and receive police services, and they inform the recommendations to improve LGPD's long-term operational effectiveness.

STRENGTHS		WEAKNESSES	
Internal Group	**External Group**	**Internal Group**	**External Group**
• Professional, well-trained, and respected workforce • Strong morale and teamwork within units • Competitive pay and desirable working environment • Stable leadership and consistent operational performance	• Excellent community reputation and trust • High officer professionalism and responsiveness • Visible at township events and approachable police presence • Strong community-police relationships, especially with long-time residents	• Limited supervisory coverage (e.g., OICs without rank authority) • Lack of formal promotional process clarity • Insufficient administrative support causing inefficiency • Informal communication channels; limited cross-shift coordination	• Limited communication about department initiatives and performance • Inconsistent visibility in certain neighborhoods or business areas • Lack of public clarity about SRO role and department structure • No centralized system for real-time updates or rumor control during incidents

OPPORTUNITIES		THREATS	
Internal Group	**External Group**	**Internal Group**	**External Group**
• Career development through leadership and specialized training • Creation of a formal mentorship/succession plan • Improved use of technology for communication and case tracking • Expansion of CRU and strategic patrol initiatives	• Reinstatement and redefinition of the SRO program • Expansion of community outreach (neighborhood watch, business watch, citizen academy) • Development of a police foundation to support community programs • Increased use of social media for transparency and engagement	• Loss of institutional knowledge with leadership transitions • Recruitment competition from regional agencies offering incentives • Risk of morale decline without transparent promotion and leadership stability	• Miscommunication during crises leading to public confusion • Erosion of trust if SRO and engagement programs remain unfunded • Public concern about leadership transition and departmental continuity

Conclusion

The Lower Gwynedd Police Department is a well-organized and efficient agency that successfully fulfills its mission and delivers high-quality service to the community. CERTUS' review analyzed the department as an operational system—how it manages its work, allocates resources, tracks performance, and assesses results—and found LGPD to be a competent and reliable organization that consistently performs its core duties.

The recommendations in this report aim to strengthen an already capable organization by improving its structure, refining internal processes, and increasing the use of data to guide strategic and operational decisions. Even high-performing departments benefit from regular updates, especially in areas like workload measurement, supervisory oversight, recruitment planning, and performance management. Implementing these changes will help LGPD maintain organizational resilience, adapt to changing expectations, and keep delivering effective, community-focused policing.

With these improvements, the department is well-positioned to sustain its strong performance and meet the community's needs for years to come.

CERTUS Public Safety Solutions, LLC

118-35 Queens Blvd.

Forest Hills, NY 11375

(516) 595-2040

External Stakeholders Notes

Strengths	Weaknesses	Opportunities	Threats
Reliability – a) response to CFS and b) resolution of issue	Antiquated process/tools – re: speed enforcement	Communication with residents and communities beyond existing modes. Seek real-time emergency notifications	Removal of SRO described as "horrible decision", "huge miss" in terms of youth engagement and makes the LGPD less prepared to address emerging issues that could lead to school violence
Visible in Community – a) visible at town events and b) aware of what's going on in community	Diversity of staff – LGPD should reflect the demographics of the Township	Increase engagement opportunities with Township youths and business owners	Collaboration among township departments when resolution of issue lies with more than one Township department
Professional – a) respectful during community interactions and b) friendly during calls for service			Growth in township population and its impact of Township services
			Recruitment and retention of police officers