CERTUS
PUBLIC SAFETY SOLUTIONS

COMPREHENSIVE POLICE STAFFING AND EFFICIENCY STUDY: FINAL REPORT

LOWER GWYNEDD TOWNSHIP, PA

CERTUS
PUBLIC SAFETY SOLUTIONS

- **Data analysis** (CAD), calculation of workload and optimal patrol staffing

- **Document request/review** of all department functions

- **Operational review** of all units (2 day, on-site), personal interviews with all members of the department

- **Internal and external focus groups** and follow-up personal interviews
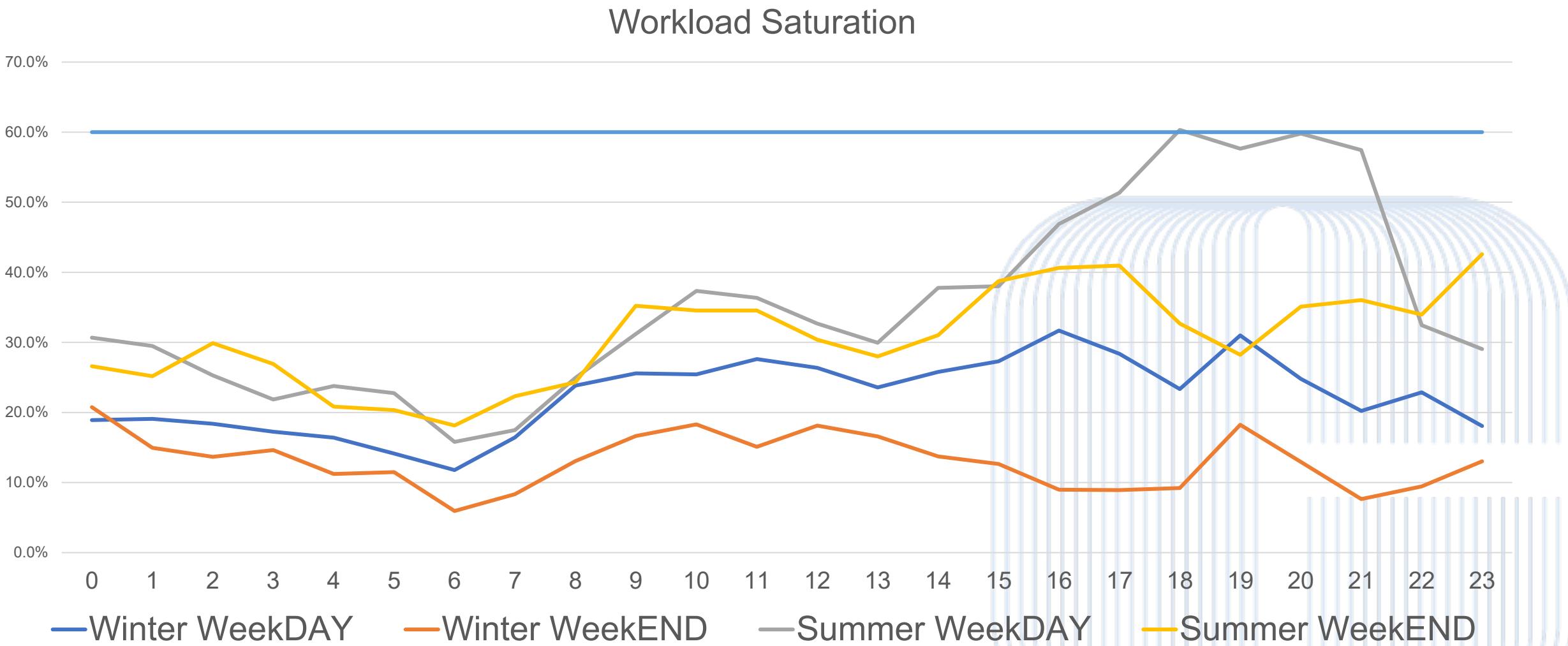
PATROL (# Officers/Sergeants)

Winter Weekdays PO	Winter Weekends PO	Summer Weekdays PO	Summer Weekends PO		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

PATROL (Calls for Service Hours Spent)

	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

Workload Saturation (Officers-to-Amount of Work

Workload Saturation

— Winter WeekDAY — Winter WeekEND — Summer WeekDAY — Summer WeekEND

- **Maintain current staffing levels –** No additional uniformed officers are needed at this time given the current workload and service demand.

PATROL STAFFING/SUPERVISION

- **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

Squad	Shift	Sgt.	P.O.	Total
1	0600X1800	1	3	4
2	1800X0600	1	3	4
3	0600X1800	1	3	4
4	1800X0600	1	3	4
CRSgt1	*1200x2400*	*1*		*1*
CRSgt2	*1200x2400*	*1*		*1*
		6	12	18

- **Reassign the Community Resource Unit (CRU)** —redeploy 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.

Shift rotation reform

- Officers rotate shifts (day to night, night to day) every two weeks. The period in between this rotation should be extended significantly.

- Recommend considering an ANNUAL shift bid for officers to select assignments.

- Enhance stability, ensure consistent supervision, and strengthen officer-community relationships.

- **Near-Term Implementation**
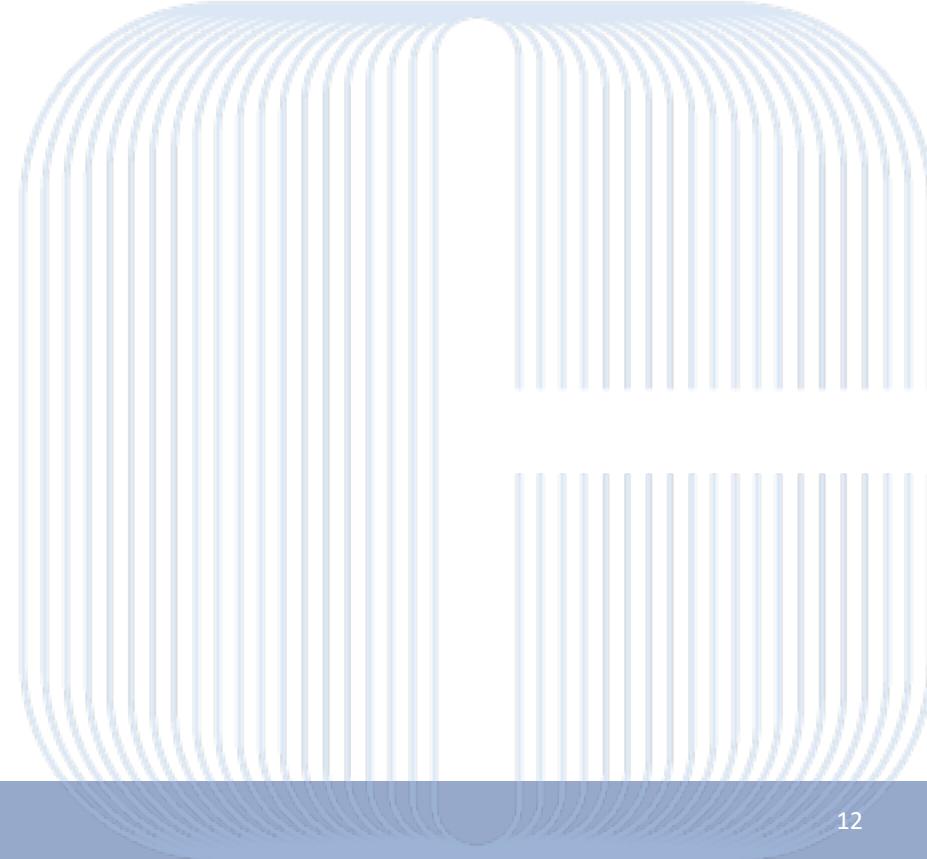
- **Reinstate the SRO position**(s) and consider additional coverage for middle schools as warranted.

- **Conduct job task analyses** for SROs and Community Response Sergeants to define duties, responsibilities and performance expectations.

- **Promotional process clarity** – Establish a transparent promotional process with written and/or oral assessments.

- **Increase administrative staffing** – Convert the existing part-time administrative position into two full-time non-sworn administrative positions.
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  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.

- **Institute monthly management meetings** – Conduct structured meetings of sergeants and above, supported by agendas, minutes, and data dashboards.

- **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, such as caseload, clearance rate per investigator, average time to complete an investigation, number of warrants applied for and executed, arrests, suspect debriefings, and witness interviews. Utilize solvability factors.

- **Reassign NIBRS reporting** – Transfer NIBRS duties from detectives to administrative staff.

- **Enhance evidence storage security** – Segregate narcotics and firearms into separate combination lock safes in compliance with IAPE standards.

- **Medium-Term Implementation**
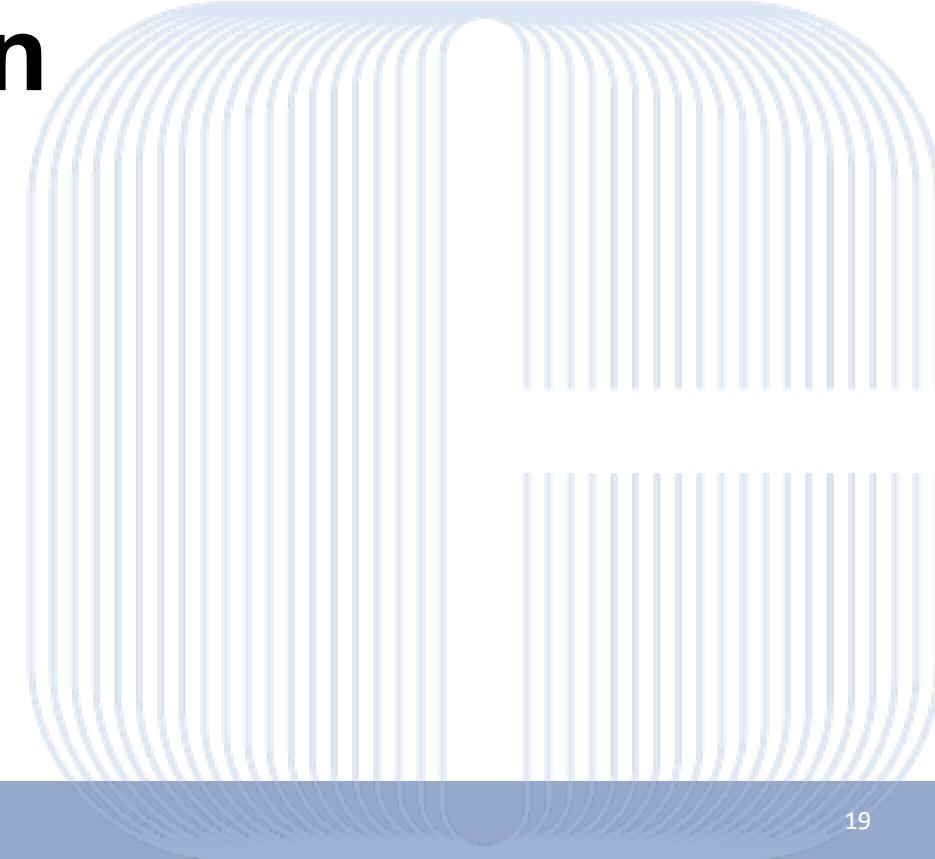
- **Appoint a professional standards sergeant** – Assign one sergeant to oversee internal investigations, community complaints, and quality assurance.

- **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 community call-backs, BWC reviews, spot property audits, and traffic stop/ investigative stop data analysis to ensure professionalism and transparency.

- **Review and Revise Policies** – Ensure that SRO duties and responsibilities are clear, appropriate, and consistent with best practices.

- **Develop a multi-year strategic plan** – Create a three- to five-year plan that outlines strategic objectives, priorities, and specific measurable goals.

  Develop performance metrics – Establish key performance indicators (KPIs) for patrol, detectives, traffic, community engagement, and SROs.

- **Analyze investigative callouts and overtime** – Assess the number and type of investigative callouts and related overtime utilization.

- **Enhance analytical capability** – Provide advanced crime analysis training to detectives and supervisory personnel to support data-driven operations.

- **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.

- **Assign training responsibilities** – Appoint a *Training Coordinator* and create a standing training committee representing all ranks.

- **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 development courses (e.g., FBI-LEEDA programs) to all supervisors.

- **Emphasize de-escalation** – Continue prioritizing de-escalation through defensive tactics, grappling, simunitions 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. These resources will strengthen officer preparedness, leadership capacity, and the department's ability to offer high-value professional development internally.

- **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** – Focus on sustained outreach, lateral recruitment, salary/benefit review (relative to regional market), and officer wellness initiatives.

- **Annual performance reviews** – Integrate skill development goals and formal career path analysis into all yearly personnel evaluations.

- **Community notification protocols** – Review and revise (as necessary) emergency and non-emergency communication processes for accuracy and timeliness. Coordinate with Township Emergency Management Coordinator and revise PIO policies and procedures, as necessary.

- **Develop social media strategy** – Implement a proactive social media plan encouraging community participation.

- **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.

- **Citizens' police academy** – Offer an annual academy or collaborate regionally to promote transparency and education. Promote the establishment of a Citizens' Police Academy Alumni Association to assist the LGPD at police-community events and recruitment initiatives.

- **Long-Term Implementation**
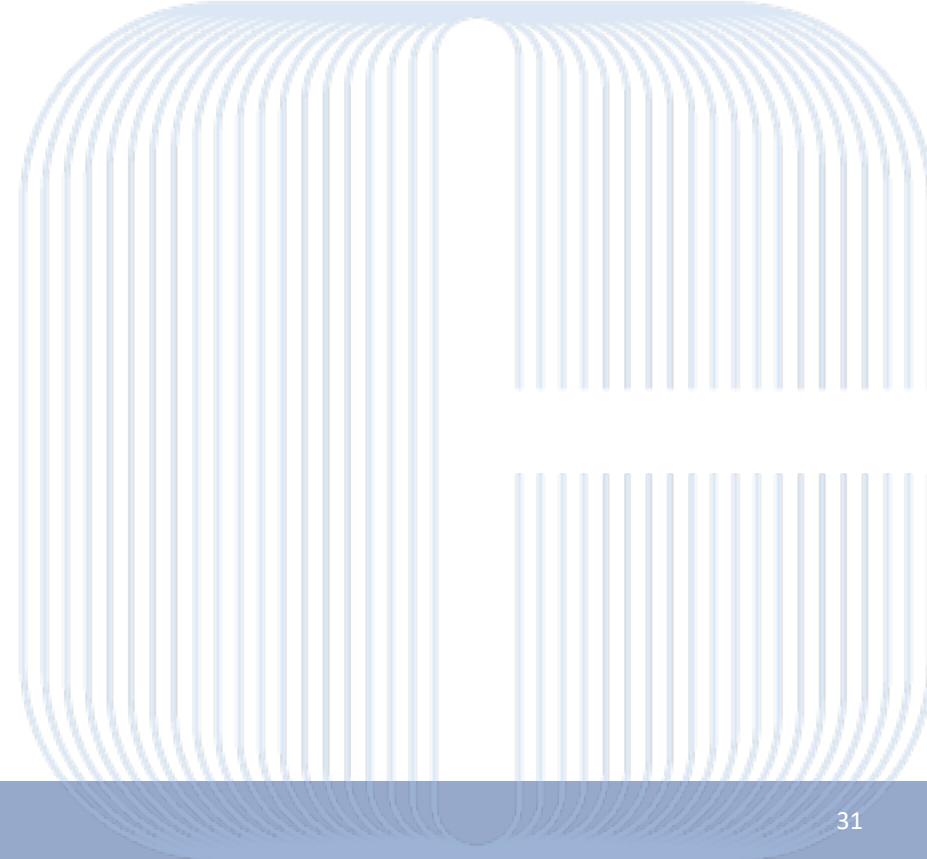
- **Monthly executive coordination** – The chief should meet monthly with the Township Manager (one-on-one) to review strategic objectives, departmental performance and KPIs.

- **Review and update FTO program** – Evaluate current field training officer (FTO) policies and materials; appoint a *Field Training Coordinator*.

- **Provide additional, specialized training and support** for detectives assigned to the:

  - Property & Evidence management function

  - Crime Analysis function.

- **Social media engagement** – Designate a social media coordinator (serving on the Recruitment Team) to manage community communications.

- **Produce annual reports -** to summarize strategic goals, performance, and describe progress made throughout the year. Serves as an accountability measure and communication tool, reinforcing transparency and public trust.

COMMUNITY ENGAGEMENT

- **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.

- **Ensure competitive salaries and benefits** – Regularly review salary and benefit packages offered regionally so that LGPD remains competitive.

- **Community Service Officers (CSOs)** – Consider developing a CSO program to be utilized for recruitment purposes.

- **Focus groups/personal interviews** - Major themes from internal and external stakeholder focus groups and personal interviews.

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

QUALITATIVE DATA/STAKEHOLDER ANALYSIS

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