

POSITION PROFILE

Brookline, Massachusetts Police Chief

The Town of Brookline seeks highly qualified applicants for the position of Police Chief. With a population of 63,191 within six square miles, Brookline is a diverse and vibrant community bordered on three sides by Boston. It is known for its beautiful green spaces, excellent public schools, progressive social and political culture, and a distinctive mix of urban, suburban, commercial, and residential areas. Brookline is an urban area with a small-town character, whose residents value their interconnectedness. According to the 2020 census, the Town grew by 7.6% since 2010 and includes 3.3% Black/African American, 19.2% Asian, 8.5% two or more race/ethnicity, and 6.8% Hispanic/Latinx residents.



Town Government

Brookline is governed by a five-person executive body referred to as the Select Board who, with an appointed Town Administrator, are committed to maintaining an inclusive and progressive approach to policing. A 250-member Representative Town Meeting is the legislative branch of town government, convening twice per year to pass the budget and approve local by-laws. In addition, many policy and advisory committees of residents are active in town government issues, as well as other topics that impact the Brookline community on an ongoing basis.

In the wake of the killing of George Floyd by police in Minneapolis in May 2020 and other incidents that resulted in mass protests and demonstrations nationwide, including in Brookline, two groups convened to review police operations and recommend changes.

The Task Force to Reimagine Policing in Brookline published a report, the summary of

which can be found [here](#) and the full report [here](#). The Committee on Police Reforms published a report, summarized [here](#) with the full report [here](#). As a part of the work of the Committee on Police Reforms, a survey was conducted of Brookline Police Department Personnel. That report can be found [here](#). As recommended by the Committee on Police Reforms, the Police Commissioner Advisory Committee (PCAC) was recently established to advise the Select Board on their civilian oversight role as Police Commissioners.

The Police Department

The [Brookline Police Department](#) (BPD) currently has an authorized strength of 135 sworn officers, and 42 full-time and 20 part-time professional staff members. The department currently has 15 officer vacancies and is in the process of hiring and training 7 new officers. With a budget of \$17.4 million, BPD currently operates with one chief, one superintendent,



four deputy superintendents, 11 lieutenants, 16 sergeants, 102 police officers and 16 professional dispatchers. Officers are currently selected and promoted through the rank of lieutenant through the Massachusetts Civil Service System. Officers and sergeants are represented by the Brookline Police Association (International Brotherhood of Police Officers). Deputy superintendents oversee the following four areas: Patrol Operations; Investigative Services; Traffic and Community Safety; and Community Service/Professional Development. The Brookline Police Department was re-accredited in 2019 by the Massachusetts Police Accreditation Commission.

The Brookline Police Department has a customer service approach to public safety and encourages officers to routinely engage with community members by participating in local programs, attending community meetings, and being visible and engaged with residents in commercial areas, playgrounds, and other parts of town where people congregate. Officers work at the Teen Center to foster relationships with underserved community members and

youths. Members of the department regularly assist at the local food pantry and host clothing/housewares drives for families in need. Officers participate in all major community events, attend local fairs and school programs, and are deployed for major events like the Boston Marathon and Sail Boston. Officers are assigned on bikes and walking routes to have a visible and approachable presence in the community. Through the Crisis Intervention Team (CIT), officers are trained to appropriately respond to people with mental illness, drug/alcohol dependency, and/or other factors that require a social service response, with the goal of avoiding criminal justice system interventions. The department recently hired a mental health social worker to assist with calls requiring a CIT response.

In 2014, the National Research Center recognized the Brookline Police Department as having the most transparent police website out of a pool of more than 300 police departments across the nation. The department's Policies and Procedures Manual is available on the BPD website, along with annual reports; crime reports; an



online complaint form; and race and gender reports on arrests, field interrogations, moving violations, and citizen complaints. The department has significantly increased its presence on social media to include Facebook, Twitter, YouTube and Instagram to maximize outreach to the community across multiple platforms.

In 2020, BPD handled 63,806 calls for service, issued 3,400 citations for moving violations and 73,000 parking violations, conducted 36 field interrogations, and made 206 arrests. It is noteworthy that during the year, there were only two civilian complaints filed with the Office of Professional Responsibility.

In 2020, Brookline reported 778 Part A crimes, an increase of 28% over 2019. The department had a 41% clearance rate overall for the year and was assigned a total of 1,869 cases for follow-up and investigation. The department made 206 arrests, down 40% from 2019. The department reported 24 use-of-force incidents in 2020, a decrease from 34 in 2019.

The 2020 Annual Report for the Brookline Police Department can be found [here](#).



The town has strict rules regarding surveillance cameras. Body-worn cameras for officers are currently under consideration. The department has adopted the Critical Decision-Making Model to support de-escalation, to replace the outdated Use of Force Continuum approach. All officers in the department have undergone Crisis Intervention Training. The department is highly educated, with most officers having completed a bachelor's degree.

In partnership with Georgetown Law's Innovative Policing Program, the Brookline Police Department is currently implementing the ABLE Program (Active Bystandership for Law Enforcement) to prepare officers to successfully intervene to prevent harm and to create a law enforcement culture that supports peer intervention.

The Select Board approved "Sanctuary Town" policies related to immigrants and refugees. These policies impact the police department and other Town departments and prohibit any actions that may cause the Town to participate in any enforcement actions related to federal immigration laws, which actions are viewed by the Select Board as impeding the Town from welcoming and working with immigrant and refugee populations



for law enforcement and other purposes.

The Police Chief is appointed by the Town's Select Board with recommendation from its Town Administrator, to whom the Chief is a direct report. The Board effectively operates as the Town's Police Commissioners with daily administrative supervision from the Town Administrator. As chief executive officer of the Department, the Chief is the departmental authority in all matters of policy and operations.

The Ideal Candidate for Police Chief

The Town of Brookline is seeking a proven leader with exceptional management, interpersonal, and communication skills and demonstrated experience in developing and maintaining effective working relationships with government officials, community and civic groups (including private-sector partners), and police department employees. Experience working in an urban police setting in a labor relations environment is highly preferred. Under the administrative direction of the Town Administrator, the successful candidate will be expected to expand upon the innovative policing practices and community engagement efforts of the department, and to have a proven track record of openness, transparency and working with diverse communities. The new chief must be well versed in best practices in policing, and have the ability to work collaboratively as a part of the town's management team in addressing issues of public safety in an inclusive, democratic governing environment.



The position requires a bachelor's degree. A master's degree in criminal justice, police administration, business administration, or related field is strongly preferred. Ten years of progressively responsible police experience is required, five of which shall have been in a supervisory capacity. An equivalent combination of education and experience that provides the necessary knowledge, skills and abilities to perform the job will be considered. Additional specialized leadership education, such as the Senior Management Institute for Police (SMIP) and the FBI National Academy, is desirable.



technologies to optimize the delivery of police services. In particular, candidates should embrace a de-escalation model on use of force and procedural justice practices.

- A proven commitment to staff development and supervision that supports continuous training that addresses the issues confronting police departments in communities similar to Brookline and that is consistent with and responsive to the concerns of the community.
- Strong grasp of criminal statutes, search and seizure, and other constitutional principles; understanding of how police decisions and testimony affect court outcomes; and a demonstrated ability to work effectively and respectfully with prosecutors, judges and defense attorneys.
- A commitment to maintaining low rates of violent crime, ensuring excellent response times and a focus on prevention.
- A proven ability to develop and implement evidence-based strategies to improve public safety.
- Extensive management and administrative experience in the many aspects of contemporary policing practices in an informed, engaged and diverse community.

Specific Experience, Skills and Attributes:

Leadership

- Experience and demonstrated success building relationships of trust, mutual understanding, and accountability as a leader within the community and in the police department.
- Strong leadership skills within the department that will improve officer morale. The chief is expected to work to continually increase the professionalism of the organization, and to be viewed as supportive of the officers while instilling a culture of accountability.
- Leadership skills that are deeply rooted in community policing.
- A visionary with impeccable integrity, a passion for fairness, and a good sense of humor.

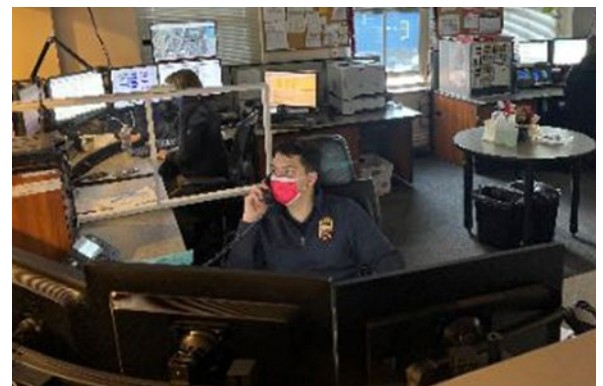
- Must work collaboratively with city government, the business community, non-profit and social service organizations to identify innovative ideas for addressing social issues impacting the community.
- A bridge-builder who can partner with the community to change the narrative of policing in Brookline.

Management Skills

- Must be sensitive and accessible to a highly engaged community, and familiar with contemporary social issues and national trends in public safety and law enforcement.
- Experience and a commitment to being proactive in identifying best practices for policing policies, strategies, systems, and

Community Engagement

- Establish clear, transparent, and timely communications with city officials and the community by proactively leading discussions, anticipating and answering questions, and providing context to make police data more usable and accessible.





- Knowledge and experience implementing technology, and a sensitivity to community members' concerns about privacy.
- A demonstrated commitment to officer well-being and safety.
- Effective labor-relations skills.

Inclusion

- Experience with and a commitment to working with economically, racially and culturally diverse communities, and an ability to forge community partnerships in order to collaboratively address issues of public safety. The chief should appreciate the value of developing community relationships continuously, not only in times of crisis.
- Experience in and a proven commitment to department-wide diversity in hiring, retention, training and promotion of quality personnel and a department culture that promotes equity, inclusion and respect.
- A cultural competency that includes an understanding of structural racism and the ability to talk openly about race and equity.

Interpersonal Skills

- Effective communication skills as a spokesperson for the police department and the town, and an ability to inspire confidence and promote the department's reputation for being customer-focused.
- Strong interpersonal and communication skills, including good listening skills, with an ability to build consensus, incorporate feedback, and be visible, available and approachable within the department, in the community, and to the many organizations and committees within the Town of Brookline.
- The ability to develop constructive, collaborative relationships with elected officials.

Compensation

The salary range for base pay is \$146,500 to \$172,500 depending on qualifications, plus an educational incentive of up to 30% of salary. The Town offers an excellent benefits package, including participation in the state sponsored defined benefit pension plan, strong health insurance coverage (83% contribution rate)

and a 457 deferred compensation plan. Massachusetts municipal and other jurisdictions do not participate in the Social Security system. The Town will pay reasonable relocation expenses. The Chief is not required to live within the Town of Brookline. Once appointed, the Chief must obtain police certification in the Commonwealth of Massachusetts.

How To Apply

The Police Executive Research Forum (PERF) is assisting the town in the selection process. For questions about this position, contact Charlotte Lansinger at 301-639-3020 or email BrooklinePC@policeforum.org. The position is open until filled. Qualified candidates may apply in confidence. For immediate consideration, candidates should send a cover letter, résumé, and the names and contact information for five references by January 10, 2022 to: BrooklinePC@policeforum.org.

The Town of Brookline is an Equal Opportunity Employer and is dedicated to maintaining a diverse workforce.