



# POLICE SUPERINTENDENT

## LOWER MERION TOWNSHIP, PENNSYLVANIA

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First Review of Applications: January 17, 2024



PUBLIC SECTOR EXECUTIVE RECRUITMENT



# The Community

The Township of Lower Merion, a suburb of Philadelphia, Pennsylvania, is a socially, racially, and economically diverse community, which includes residential, commercial, and corporate office centers. Located in Montgomery County, Lower Merion is part of the Philadelphia Main Line and has a total area of 23.9 square miles and a 2020 population of 63,633.

Lower Merion is Montgomery County's largest and most populated municipality with a rich history, natural beauty, stately architecture, numerous parks, and outstanding schools, colleges and faith-based institutions.

Students living in the Township attend schools in the top-rated Lower Merion School District or at one of the numerous private schools available within the community. Higher learning institutions located within the Township include Bryn Mawr College, Harcum College, and Rosemont College. Three other campuses, St. Joseph's University, Haverford College, and Villanova University straddle the border of Lower Merion Township with the City of Philadelphia, Haverford Township and Radnor Township respectively.

Lower Merion offers a host of both passive and active recreation opportunities with an abundance of open space for nature lovers, as well as playgrounds, tennis courts, swimming pools and more. The Township also has various community buildings, which are popular gathering places for civic and social groups.

Lower Merion is a community characterized by a deep sense of civic pride and involvement. Nearly 20 business and civic associations provide an opportunity for residents to participate in their community. Excellent educational opportunities, two respected hospitals, convenient shopping, an extensive transportation system and dining establishments and a plenitude of open space all within its borders, make Lower Merion one of the most desirable communities in which to live and work in Pennsylvania.



## The Organization

Lower Merion Township is governed by a fourteen-member Board of Commissioners. Members are elected by ward to serve overlapping terms of four years. The Board also appoints the Township Manager, who oversees the day-to-day operation of the Township. The Town is supported by the work of 422 full time employees and the 2024 Proposed Budget for the Township's General Fund is \$77M.

The Lower Merion Police Department (LMPD) is an Accredited Law Enforcement Agency with a 2024 Proposed Police Department budget of just under \$31M and includes 162 full time employees, 136 of which are sworn personnel. Units of the LMPD include uniformed patrol, bicycle patrol, traffic safety unit, K-9, crime prevention unit, motorcycle unit, investigations unit, emergency response team, and hostage negotiation team.

LMPD's longstanding commitment to community level partnerships is evident through a variety of programs and initiatives, including the Police and Minority Relations Committee, Coffee with a Cop, National Night Out, Citizen's Police Academy, Open House, Race for Peace, and various school outreach programs. LMPD is proud to be anchored by its core values of Integrity, Professionalism, and Respect. [Click here to learn more about the LMPD.](#)



# The Position

The Police Superintendent is an experienced, responsive leader who is responsible for the activities of the Township Police Department which includes patrol, crime investigations, traffic control and safety, traffic accident investigations and related services. Duties include policy recommendations, departmental planning and direction and the administration of departmental activities. Working under the general direction of the Township Manager's office, the Police Superintendent directly supervises the Police Captains and Administrative Secretary.



## **In addition, the Police Superintendent:**

- Directs and plans the operations of the Department through Division Captains, and evaluates and administers Police programs such as patrol, crime prevention, criminal arrest, traffic management and related auxiliary and support services.
- Determines Department operating policy, rules and regulations.
- Analyzes information on Department effectiveness and efficiency, determines operating policies and procedures and recommends administrative and governing policies.
- Oversees report preparations.
- Oversees operating and capital budget development and presents budget requests.
- Controls Department expenditures within budget allocations and approves fund transfers for Finance Department or Manager's consideration.
- Manages police personnel and directs training.
- Administers union contract language and discipline.
- Approves employee performance evaluations and recommends reclassifications.
- Oversees police recruitment and selection process.
- Recommends candidates from approved eligibility lists.
- Assures safe work practices.
- Coordinates and confers with federal, state, and regional agencies and other municipalities on intergovernmental police problems and crime information.
- Maintains liaison with private and business organizations on police matters.
- Meets and partners with community groups.
- Speaks in public with news media and before community groups, schools and social agencies.
- Monitors and inspects the activities of Police Department units and oversees the day-to-day management.
- Assures the integrity and accountability of department personnel and operations.
- Confers with the Township Manager's office, other department heads and staff, police and law enforcement officials of other jurisdictions and agencies, Township officials and the public to provide information and to resolve problems and complaints.
- Serves as the Township's Emergency Management Coordinator.
- Performs related work as required.



## Priorities

The Police Superintendent will assume command of a highly trained, well-equipped, and professional Department that is looked to as a law enforcement leader in Montgomery County and the Commonwealth of Pennsylvania. The Department collaborates with other agencies and the public to accomplish the community's goals of ensuring the safety of our community for all who live, work, or visit Lower Merion Township. The next Police Superintendent will be asked to address the following priorities:

- **Promote a Supportive Culture of Excellence in the LMPD:** Promoting an environment of camaraderie where employees, command leadership, and Township leaders have a productive relationship built upon mutual respect. Develop a workplace culture that allows staff to find satisfaction in their work and to interact positively with others.
- **Recruit and Retain Highly Qualified Employees:** Assess, develop, and engage effective strategies for employee retention and the recruitment of a professional police force that reflects Lower Merion's diversity and commitment to excellence.
- **Strategic Planning and Implementing Change:** Analyze community goals and needs and seek input to develop a written strategy which identifies resource needs and opportunities to improve service delivery. This includes exploring new ways to address mental health crises, assess and redefine the Department's community policing model, and implement new technologies to deter and solve crime. The next Superintendent will be expected to facilitate the development of a strategic plan for LMPD to both maintain Accreditation and better define and support the unique and evolving characteristics of Lower Merion Township in the future.
- **Strengthen Community Relationships:** Through a commitment to fairness and transparency, the Department will continue to build positive relationships and strengthen trust with members of the Township's diverse community. Promoting positive engagement with local youth and underserved communities is a high priority. Developing a strong and effective relationship with all Police Department personnel, including the police union, the Lower Merion Township Board of Commissioners, Township Staff, and the community is essential.
- **Continue to Collaborate with Partner Agencies:** The Department is a regional law enforcement leader, and the Superintendent will build upon the Department's strong relationships with other law enforcement agencies to advance interagency collaboration, mutual aid, and public safety.
- **Ensure Safety of Local Institutions:** Partner with all public and parochial childcare organizations, K-12 schools, universities, hospitals, and the faith community to ensure students, patients, and visitors to local institutions and places of worship in Lower Merion have a safe environment. Proactively engage with students, local institutions, and the faith community to build positive relationships built on mutual understanding and trust.
- **Maintaining Professional Development and Training:** Continue to ensure that all law enforcement staff are properly trained in current and evolving areas of policing and other areas which enable employees to grow and achieve their full potential. The Superintendent will serve as a mentor and role model to all employees and must encourage employee and leadership development within the LMPD to ensure continuous succession planning in the future.
- **Promoting Safety in the Township's Neighborhoods:** The Department will work closely with all stakeholders in the community, including neighborhoods, civic groups, and local businesses, to address the unique concerns related to community safety and wellness.



## Education, Experience, and Knowledge

This position requires a bachelor's degree from a recognized college or university in law enforcement administration or a related field plus 10-15 years of progressively responsible police or law enforcement administration experience, including at least eight years' experience in a second-line supervisory and/or command staff capacity.

Completion of police leadership training, such as the FBI National Academy, Northwestern University School of Police Staff and Command, Police Executive Research Forum's Senior Management Institute for Police, the International Association of Chiefs of Police Leadership in Police Organizations program, the University of Louisville Southern Police Institute, or a similar program is preferred. A valid class C driver's license and the ability to pass all post-offer conditions of employment are required.

The ideal candidate will possess thorough knowledge of the principles and practices of municipal law enforcement, and considerable knowledge of federal, state, and local laws, regulations, ordinances and policies of law enforcement operations and administration, as well as public administration principles and practices as applied to a municipal law enforcement department. Lower Merion's next Police Superintendent will need to effectively administer policies and procedures at the department head level, including goals, objectives, planning, financial management, decision-making, and report development and writing. The next Superintendent will have the considerable ability to delegate assignments, monitor operations, and establish work standards.

## Qualities, Capabilities, and Characteristics

The qualified candidate must possess outstanding communication skills and an ability to lead and inspire others in a municipal law enforcement environment. The ideal candidate will be team oriented, seek solutions, and will be receptive to new ideas and innovation in law enforcement. The Township desires a candidate that exhibits strong diplomatic skills, self-confidence, and the highest levels of integrity while serving the public with humility. The ability to exhibit a vision for the future of the Department, develop and mentor employees, and utilize municipal finance and budgeting experience to articulate departmental needs will be an advantage.

The Township is seeking candidates with a sincere interest and past record of community involvement and an ability to establish effective relationships with diverse neighborhoods, the business community, local civic and service organizations, educational institutions, and the faith community. Equally important is establishing and maintaining a positive and effective relationship with the Department's police union and all employees of the Police Department, other law enforcement agencies, and government related individuals and organizations -- including the Lower Merion Township staff and Township Board of Commissioners.

Here are some of the key qualities of a desirable police superintendent:

- **Leadership:** A police superintendent should be a strong and ethical leader who can inspire and motivate their officers to excel in their roles and uphold the highest standards of professionalism and integrity.
- **Integrity:** Upholding the highest ethical standards is crucial for a police superintendent, as they set the tone for the entire department. They should be honest, transparent, and accountable for their actions and decisions.
- **Communication:** Effective written and oral communication skills are essential for a police superintendent to convey expectations, goals, and information to both their officers and the community. They should also be able to listen and respond to concerns from the public.
- **Problem-Solving Skills:** Police superintendents often face complex and sensitive issues. The ability to listen, analyze situations, make informed decisions, and develop creative solutions is critical.

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## Qualities, Capabilities, and Characteristics *continued*

- **Community Engagement:** A good police superintendent should actively engage with the community to build trust and cooperation. They should be approachable, responsive to community needs, and committed to community-oriented policing.
- **Adaptability:** Policing is an evolving field, and police superintendents must be adaptable to new technologies, changing laws, and shifting societal attitudes. They should encourage innovation and be open to reform when necessary.
- **Empathy:** Understanding and empathizing with the diverse needs and concerns of the community is essential for building positive relationships and fostering a sense of safety and trust.
- **Accountability:** A police superintendent should hold themselves and their officers accountable for their actions and decisions, including addressing misconduct or issues within the department.
- **Cultural Competency:** In diverse communities, a police superintendent should be culturally sensitive and able to lead in the conversations -- both internal to the Department and in the community at large -- about diversity and inclusion in a way that is sensitive to and reflects the demographics of the area being served. Understanding different cultures and backgrounds is crucial for effective policing.
- **Training and Development:** A good police superintendent should prioritize ongoing training and professional development for officers to ensure they have the skills and knowledge needed to perform their duties effectively and safely.
- **Transparency:** A police superintendent should be committed to transparency in their department's operations, policies, and procedures, providing the public with insight into how the agency operates and handles various situations.
- **Political Savvy:** A police superintendent often needs to navigate the political landscape within their community and work effectively with local government officials and stakeholders to secure resources and support.
- **Decisiveness:** A police superintendent should be able to make tough decisions in high-pressure situations, such as crisis management and critical incident response.
- **Fiscal Responsibility:** Managing the budget and resources of the police department efficiently is important to ensure that it can carry out its mission effectively.
- **Legal Knowledge:** A good police superintendent should have a strong understanding of relevant laws and regulations to ensure that the department operates within the bounds of the law.



Overall, a successful police superintendent should be a well-rounded and dedicated leader who can balance the needs of their officers, the community, and the goals of the department to provide effective law enforcement services.



# Compensation and Benefits

The starting salary range for this position will be \$204,000 - \$210,000 negotiable, with a vehicle provided. Lower Merion Township offers an outstanding benefits package that includes Medical/Prescription, Dental and Vision; Group Term Life, AD&D (based on position) and Long-term Disability Insurance; Supplemental Life Insurance; Pension; Deferred Compensation Plan; paid holidays, vacation, personal and sick leave. Reimbursement of relocation expenses will be negotiable.

## Application and Selection Process

Qualified candidates are asked to please submit a cover letter and resume at:

<https://www.governmentjobs.com/careers/bakertilly>

This position is open until filled; however, interested applicants are strongly encouraged to apply no later than Wednesday, January 17, 2024.

Applicants selected as finalists for this position will be subject to a comprehensive background, reference, and academic and employment verifications check. Candidates brought in for on-site interviews will be reimbursed for their expenses. A conditional offer letter for the selected candidate will include, but not be limited to, passing a criminal history records check and a drug screen. For more information, please contact Art Davis at [art.davis@bakertilly.com](mailto:art.davis@bakertilly.com) or by calling 816.868.7042.

For more information about Lower Merion Township, please visit <https://www.lowermerion.org/>.

Lower Merion Township is an Equal Opportunity Employer.

