



## **POSITION ANNOUNCEMENT AND PROFILE**

### **City of Berlin Administrator/Clerk-Treasurer**

**The City of Berlin is seeking a highly skilled Administrator/Clerk-Treasurer with strong financial skills to serve as the next City Administrator. The City of Berlin has employed the services of Public Administration Associates, LLC (PAA) to conduct the recruitment and selection process with the objective of having the new administrator in place by June 1, 2021.**

#### **Position Announcement**

#### **City Administrator/Clerk-Treasurer – City of Berlin, WI (Population 5,385)**

The City of Berlin, Wisconsin is looking for a dynamic professional to replace its long tenured City Administrator/Clerk-Treasurer, who is retiring after 21 years of service to the community.

The City of Berlin is nestled along the Fox River within beautiful Green Lake County, an area rich in history, heritage, natural resources, and abundant natural and active recreational amenities. Berlin is a “River Community” that possesses a strong sense of community, embracing the “small town Wisconsin” lifestyle, including a comparatively moderate cost of living, vibrant local economy, stable traditional neighborhoods, residential subdivisions, strong local industries, and a historic Main Street serving as a local and sub-regional commercial center and nearby agricultural areas. Its location on State Highway (STH 91), is within minutes of the U.S. Highway 41 corridor, located east of the community, with convenient access to Green Bay, the Fox Valley, and Milwaukee. Specifically, Berlin is 20 miles to Oshkosh, 45 miles to Appleton, 75 miles to Green Bay, 80 miles to Madison and 100 miles to Milwaukee. Berlin’s location along the Fox River allows access to major waters for boating, canoeing, and kayaking. Berlin is in close proximity to the finest recreational areas in Wisconsin, including Lake Winnebago, Lake Poygan, Lake Butte des Morts, Rush Lake, Big Green Lake, and Lake Puckaway as well as quality biking and hiking trails, such as Berlin Fen State Park Natural Area and Mascoutin Valley State Park. The Berlin area is also home to Mascoutin Golf course and is just down the road from one of the oldest golf courses in the state, Tuscumbia, opened in 1893, as well as the highly rated Lawsonia Golf Course.

The new Administrator/Clerk-Treasurer will have several initiatives to manage and implement, including management of the City’s six TIF Districts, guiding a major street and utility project along the Fox River with major funding from a CDBG grant, a pedestrian bridge renovation,

working with the Community Development Director on continued proactive planning and implementing of the downtown business and river district priorities, working with Green Lake County and its communities on additional resource sharing for emergency medical services, working with the optional Police & Fire Commission on police department initiatives and collective bargaining, implementing housing development initiatives and addressing future capital improvement needs.

Starting salary range is \$80K-\$95K DOQ plus excellent benefits. Mayor and six Councilpersons are elected on a non-partisan basis. Berlin's annual general fund budget is \$6.4 million, and the 2021 Utility budget is \$1.7 million with a \$2.5M infrastructure project. Staffing levels are 56 full-time equivalents plus seasonal and paid-on-call staff, firefighters and EMTs.

Requires a Bachelor's Degree in public administration, business administration, finance, or related field; Master's Degree preferred, with a minimum three years progressively responsible administrative and leadership experience in a municipal organization. Consideration of candidates with private sector or military experience will be made if they can demonstrate accomplishments that relate to skills required. Residency within the City of Berlin is strongly desired, suggested and preferred. The successful candidate must demonstrate a verifiable record and experience in the following areas: budget development and financing; including governmental accounting and redevelopment and capital improvement financing, analytical skills, human resource management, including pay for performance and general personnel management, and intergovernmental relations. The candidate should possess a high level of both personal and professional integrity, have a strong work ethic, acute listening skills, a dynamic and collaborative leadership style, and be able to work harmoniously with elected officials including other governmental entities.

For more information, visit the City of Berlin website: <https://www.cityofberlin.net/>

Send cover letter, résumé, references, and salary history via email, in a single PDF, by March 23, 2021 5:00 p.m. CST to [mcswartz57@gmail.com](mailto:mcswartz57@gmail.com) with email subject: City of Berlin, WI Search. Questions regarding the position should be directed to Chris Swartz, Public Administration Associates, LLC, at 414-788-7028.

Confidentiality must be requested by applicant and cannot be guaranteed for finalists.

## **The Berlin Community**

The City of Berlin is nestled along the Fox River within beautiful Green Lake County, an area rich in history, heritage, natural resources, and abundant natural and active recreational amenities. Berlin is a "River Community" that possesses a strong sense of community, embracing the "small town Wisconsin" lifestyle, including a comparatively moderate cost of living, vibrant local economy, stable traditional neighborhoods, residential subdivisions, strong local industries, and a historic Main Street serving as a local and sub-regional commercial center and nearby agricultural areas. Its location on Highway on STH 91, is within minutes of U.S. Highway 41

corridor, located east of the community, with convenient access Green Bay, the Fox Valley, and Milwaukee. Specifically, Berlin is 20 miles to Oshkosh, 45 miles to Appleton, 75 miles to Green Bay, 80 miles to Madison and 100 miles to Milwaukee. Berlin's accessibility and the ability to launch along the Fox River for access to major waters for boating, canoeing, and kayaking, is just one aspect of its proximity to the finest recreational areas in Wisconsin, including Lake Winnebago, Lake Poygan, Lake Butte des Morts, Rush Lake, Big Green Lake, and Lake Puckaway as well as quality biking and hiking trails, such as Berlin Fen State Park Natural Area and Mascoutin Valley State Park. The Berlin area is also home Mascoutin Golf course, which is a 27-hole golf course. Berlin is also just down the road from one of the oldest golf courses in the state, Tuscumbia, which opened in 1893, as well as the highly rated Lawsonia Golf Course.

Berlin has been proactive in planning for future success, recently adopting plans and studies for outdoor recreation improvements, river district enhancements, downtown retail recruitment, including a hotel feasibility study and destination strategies evaluation.



## History of Berlin

The need to construct a road from Fond du Lac to Stevens Point, with a Fox River crossing at the most feasible place, led to the start of Berlin in 1846. Established as a community in 1848, it was founded by Nathan Strong. A ferry began running in 1848, soon thereafter a float bridge was built and later replaced with a more substantial one. Berlin then developed as a transfer station for the road to Stevens Point which was completed in 1849. A railroad connection from Milwaukee to Ripon in 1857, made Berlin, a transfer point from rail, stage, and wagons, further contributing to its growth. Berlin served as a supplier of goods and services for the developing rich farmland from Ripon North. With a population of 250 in 1850, it grew to almost 2,800 by the panic of 1857. With a variety of ethnic groups, the initial New York-New England settlers were joined by Germans, Irish, Poles, Scots and Welsh, creating a town with varied religious and educational institutions. Businesses were started that handled farm produce from the

surrounding lands, others created wholesale centers for a regional trade area and still others provided goods and services for the retail trade. Service businesses and factories added to its vitality. Cranberries and quarries also supported the local economy. Berlin was known as the “Fur and Leather City” from 1860 – 1910 due to the multiple leather and hide handling facilities and furriers located in the city. The Carnation Company operated the first milk condensery factory in the mid-west in the early 20<sup>th</sup> century in Berlin. Berlin supports its history with an active Historical Society and two National Historic Districts, both within residential neighborhoods and its Historic Downtown District.

## **Population, Tax Base and Housing**

Berlin is the largest city in Green Lake County at a population of 5,385 and is 6.4 square miles; 5.78 miles is land, and .58 miles is water. Berlin is located in the Northeastern portion of the county; a small section of the city is in Waushara County. Berlin’s population rose expeditiously from 1860 to 1900 to 4,489, before leveling off until 1950s. Like many communities across the country, Berlin grew from 1950 to 1980 nearly 20% to 5,478. After declining for most of the next two decades due to demographic changes, the population peaked at 5,524 in 2010, decreased, and has been on the rise again over the last five years. According to the State Department of Administration, its population is expected to increase 6%, to 5,730 by 2040. Local economic development initiatives are aimed at impacting positively on that projection. Berlin’s tax base is comprised of 69% residential, 25% commercial, 4% industry, and 2% other. The percentage of industrial and commercial values is slightly higher than state averages, especially commercial, as the community is a sub-regional commercial destination. The tax base has been increasing steadily over the last five years, with a 20% jump over the last three. Most of the City’s Housing Units, 66%, were constructed prior to 1970, with the balance primarily constructed between 1970 and 2010. Over 75% of the housing units are single family and duplex homes, the balance are apartments.

## **Recreation**

Berlin is a River Town, and the Fox River is central to historical, cultural, and recreational identity. The Fox, which flows north through the city, is the dominant natural feature, averaging 100 to 200 feet in width as it passes through the city, and three of Berlin’s parks lie along its banks. The river is used extensively for recreational boating, canoeing, kayaking, and fishing. Public open space and recreational land in the City of Berlin comprises over 120 acres. The city maintains seven (7) parks with a combined area of nearly 39 acres and leases an additional 65 acres from the DNR along the former Berlin Lock site. This is in addition to the 65 acres of recreational land owned and operated by the Berlin School District.

### **Berlin Parks include:**

Riverside Park which stretches nearly three-quarters of a mile along the east bank of the Fox River, Berlin’s largest park at 38 acres. The Park features nearly 2,000 lineal feet of sea wall with boat moorings, a boat launch; a fully developed 25-unit RV camping area, in addition to picnic

areas, athletic fields and facilities, frisbee golf course, as well as a venue for outdoor concerts. Its utilized for many of the Berlin Civic events

Nathan Strong and Forsyth Parks. These are one acre plus neighborhood parks and serve local families. Nathan Strong park includes a Victorian Gazebo, and a Civil War memorial.



Longcroft Park. This park is located on the West side of the Fox River in the downtown area. The park features the Berlin Aquatic Center, including a large splash pad, which is an area wide attraction since it was constructed in 1993. Other facilities at the 3.1-acre park includes a boat launch and play structure. A pedestrian bridge connection to the East side has been constructed. A fishing pier was developed at this facility as well.

Firefighter Park primarily serves as a rest area and has a large memorial to firefighter's past and present. That serves as a centerpiece for the park, along with a display panel, built in benches, water fountain, flagpole, and flowerbeds.

Mound Street Park. Another neighborhood park, this 1.3-acre park has a newly constructed play structure, picnic tables and an open play area.

Berlin Lock and Dam Pier Fishing area. This 62-acre parcel is owned by the Wisconsin DNR; the city leases 39 acres of it, much of what is developed for shoreland fishing, and provision of boating access to the Fox River. Facilities include two boat launches, wharves, a handicapped accessible fishing pier, parking areas, surfaced nature trails and picnic tables.

Mascoutin Valley State Trail. Berlin is the northern terminus of the Mascoutin Trail, which is a Tri-County recreational trail, an off-road facility for hikers, bikers and snowmobilers that connects to Ripon as part of the statewide bike route system.

Public School Facilities. The Berlin School Forests includes 30 plus acres of wooded open space for nature study, hiking, and picnicking, and include a Vertical Venture Ropes Course, for team building, self-esteem and problem-solving skills. The Berlin High School and Lamberton Elementary School Complex is a 47.5-acre tract is primarily used for high school athletics, as well the City of Berlin Recreation program. It includes the Clay Lamberton Miller Natatorium, which is operated by the City's Park and Recreation Department. Berlin Middle schools provides 3.3 acres of active space primarily for athletics.



In addition to the Fox River and its recreational amenities, Berlin is in close proximity to many of Wisconsin's best lakes and natural areas, including Lake Winnebago, Lake Poygan, Lake Butte des Morts, Rush Lake, Big Green Lake, and Lake Puckaway as well as quality biking and hiking trails, such as Berlin Fen State Park Natural Area and Mascoutin Valley State Park. The Berlin area is also home to Mascoutin Golf Course and is just down the road from one of the oldest golf courses in the state, Tuscumbia which opened in 1893, as well as the highly rated Lawsonia Golf Course.

## **Schools**

The Berlin Area School District serves the City of Berlin and its surrounding townships with an elementary, middle, and high school located within the City's corporate boundaries. Private schools also offer excellent educational opportunities, such as St. John Lutheran School and Berlin Catholic School.

## **Medical Facilities**

ThedaCare, the third largest healthcare system in Wisconsin, has a major facility in Berlin, for a wide variety of skilled patient care. ThedaCare also operates a 37-bed skilled nursing facility in Berlin. Other major medical facilities are all less than 20 minutes away in Oshkosh and Ripon.

## **Economic Development**

Berlin's economy is based on retail, industry, and tourism related to the Fox River, which supports



a vibrant historic downtown, which includes over 70 businesses, including restaurants, specialty shops, as well as local goods and services. Berlin benefits from being the largest community in the tri-county region and draws over 40,000 consumers for larger purchases or specialty items. Over ten manufacturing firms call Berlin home, employing over 800. Major employers are Generac Mobile Products, Ripon Athletic, Badger Mining Corporation, Wisconsin Spice, and Nelson Miller. Berlin's regional draw demonstrates the ability of local companies to recruit employees from a 30-mile labor shed. Berlin collaborates with the Berlin Community Development Corporation to support businesses within its historic downtown business district and business parks. Berlin offers affordable housing

compared to the state, but due to the slow rate of growth there is minimal new residential development.

Programs initiated to incentivize business development include:

- Berlin Revolving Loan Fund. Low interest loans for business expansion.
- Connect Communities Program, a partnership with the WEDC. Provide KIVA Loans for eligible businesses.
- The Berlin Community has six active TIF Districts, aimed at Berlin's Historic Downtown, North Business Park development, and others related to specific development incentives.
- Berlin Community Development Corporation USDA RLF assist rural small emerging businesses with low interest loans for business expansion and relocation.
- Residential Housing Incentive Program, a \$5,000 grant for new home or apartment construction.
- Community Development Block Grant- Rehabilitation Program. Offers housing rehabilitation program to conserve, rehabilitate, and improve residential properties occupied by low-to-moderate residents.
- Opportunity Zone. Part of City is located within an opportunity zone, which provides significant tax benefits if investing capital gains.

Berlin also supports community events throughout the year, to spur success of the business community, and market the City's positive attributes, such as:



- Independence Day Berlin Style
- Bugle Mouth Bass Fishing Tournament
- Berlin Boat Club Corn Roast
- Street Cruzers Car Show
- Holiday Parade & Light of the Park
- Shop Local- Elf Extravaganza
- Berlin Farmers & Artists Market

## **Municipal Organization**

Elected officials include the Mayor and six aldermen, elected on a staggered non-partisan basis for two-year terms.

The 2021 general fund budget of \$6,304,979, excluding TIF, capital projects, utilities and special funds, and consists of the following:

General Government -	\$640,817
Public Safety -	\$2,594,664
Public Works -	\$1,268,339
Health and Human Services -	\$222,155
Culture & Recreation -	\$786,957
Conservation & Development -	\$100,295
Debt Service -	\$691,752

2021 Water & Sewer Utility expenditure budget (not capital): \$1,672,443.

As of December 31, 2020, \$5.3 million in outstanding general obligation, 35% of its legal debt limit. The City has a healthy fund balance of \$2.3 million 36% of its general fund operating budget.

The number of employees by department are as follows:

- Administrative Offices 3 full-time (Administrator/Clerk-Treasurer, 2 deputy clerk-treasurers)
- Community Development. One full-time Community Development who does some zoning and contracted zoning and building inspection services.
- Streets and Parks Departments – 8 full-time plus seasonal
- Wastewater and Water Utility – 8 full-time
- Police 12 full-time officers (including Chief) and 1 administrative staff
- Library 3 full-time and 6 part-time
- Aquatic Center- Seasonal employees only
- Fire volunteer department
- Emergency Government-1/2 FT shared position with Green Lake County
- EMS 12 full-time (EMS budgeted) plus paid-on-call staff.
- Senior and Recreational Services 1 full-time, 1 part-time plus seasonal staff

The Administrator/Clerk-Treasurer's Office includes the Administrator/Clerk-Treasurer, and two Deputy Clerk-Treasurers.

Planning and Zoning. A Community Development Director spearheads economic development within the community and oversees development projects and planning and zoning functions. Building inspection and some code compliance are contracted.

The Berlin Public Library employs a Library Director, 2 full-time librarians and six part-time Library Assistants and Clerks. The Library Board has optional powers pursuant to State of Wisconsin Statutes.

The Berlin Aquatic Center was built in 1993. The city owns and operates the facility which is served by a Seasonal Pool Manager, Lifeguards and concession stand employees.



The Berlin Fire Department serves Berlin and five surrounding municipalities on a formula-based cost-share agreement. The department has 36 paid-on-call firefighters.

Berlin Emergency Medical Services contracts its services out to ten other municipalities, which constitutes a large portion of Green Lake County. The department has 6 full-time Paramedics and are hiring 6 full-time EMT/AEMTs, to supplement the paid-on-call staff.



The Berlin Police Department services the City with the Police Chief, 11 full-time sworn officers and an Administrative Assistant. The Police Department is operated under a Police & Fire Commission which has optional powers under State of Wisconsin statutes.

The Berlin sanitary sewer and water utility operates a 1.5 million gallons per day plant. The Treatment Plant is 42 years old and in good condition. Berlin is served by three municipal wells. A Utility Superintendent, Lead Water Operator, Lead Sewer Operator, three General Laborers and two Utility Clerks serves the Utility Commission, which is a separate functioning body that the City government.

The Berlin Senior Center provides senior programming including Senior Nutrition and Transportation as well as recreational opportunities.

The City operates a contracted Shared-Ride Taxi service program with federal and state funding.

A Parks Superintendent along with seasonal part-time staff maintains the City's seven Parks.

The Berlin Streets Department is responsible for maintenance of streets, sidewalks, city property, facilities, a city owned cemetery, and city vehicles. The Department is staffed by a Street Superintendent, mechanic, four general laborers, and a Cemetery Sexton.

## **Education and Experience**

Requires a Bachelor's Degree in public administration, business administration, finance, or related field; Master's Degree preferred, with a minimum three years progressively responsible administrative and leadership experience in a municipal organization. Consideration of candidates with private sector or military experience will be made if they can demonstrate accomplishments that relate to skills required.

## Skills and Past Performance

**The successful candidate must demonstrate a verifiable record of past experience in the following areas:**

*Strong Working Relationships with the City Council.* Excellent communication and listening skills are required. Developing strong relationships with the City Council and staff are critical to the next administrator's success.

*Budget, Finance and Accounting.* Must have public budgeting, finance and accounting acumen and demonstrated prior experience in managing a comparable organizational budget. Experience and expertise in planning and carrying out Capital Improvement Projects is desirable.

*Intergovernmental Relations.* Must have effective communication skills & have the ability to establish positive working relationships with other local governments, particularly surrounding municipalities, county government, community organizations, schools, and state and federal agencies.

*Human Resource Management.* Must have demonstrated experience in supervision of employees. Candidate should have a grasp of pay for performance, and general personnel management best practices. Must demonstrate personality that can readily communicate the City goals and needs to its staff. Must be accessible and visible to City staff.

## Personal Qualities

Candidate must demonstrate dynamic leadership and communication abilities, possess both personal integrity and honesty, have the ability to work collaboratively with various community stakeholders, partners, citizens, as well as with City staff and elected officials. The new Administrator/Clerk-Treasurer must be willing to devote the necessary time to achieve the goals and objectives established by the Mayor and City Council.

## Future Challenges and Opportunities

There are many challenges as well as opportunities that will confront the City's next city administrator:

- Meeting the continual challenges of the overall city and department budget needs while complying with strict levy limits and expenditure restraint.
- This year we will be updating our Economic Development Plan which will include a Housing and Commercial Analysis. In the near future, the City Comprehensive Plan will also be reviewed for updates.
- Management of City's six District TIF Districts
- Guiding major street project along the Fox River and renovation of the pedestrian Bridge
- Continued proactive planning and implementation of Downtown business and river

district's initiatives

- Working with Green Lake County and its communities regarding the potential for increased collaboration for Emergency Medical Services
- Working with the optional powers Police & Fire Commission in building a stronger police force, and negotiating the next union contract which expires 12/31/21
- Continued analysis and initiative towards improving housing stock
- Continued improvements and implementation of long-term capital improvement plans and goals for the City while maintaining fiscal responsibility and debt service management

## **Schedule for Recruitment Process**

3/23/2021 - Application materials due to PAA

3/29/2021 – Special City Council Meeting to Review Mini-Resumes and Selection of 6-10 Semi-Finalists

3/30/2021 - 4/9/2021 - Semi-Finalists Prepare Video Interviews and PAA Conducts Semi-Finalist Reference Interviews/Reports on Each Candidate

4/13/2021 - City Council Meeting to Review Candidate Video Interviews/Reference Reports and Select Finalists

Week of 4/19/2021 Finalists Come to Berlin for Interviews/Assessment Center with City Council, Staff and Community

6/1/2021 - Approximate Start Date for New City Administrator/Clerk-Treasurer  
(Assumes 30 Day Notice to Current Employer)



Public Administration Associates, LLC  
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