



Photo by Martin Miller

## **BERLIN, MA**

### **TOWN ADMINISTRATOR**

#### **IDEAL CANDIDATE PROFILE & CHALLENGE STATEMENT**

The Ideal Candidate for the position of the Town's first Town Administrator will have:

A graduate degree in public administration or a closely related field is preferred.

At least 5 years (7 years preferred) of progressive municipal management and leadership experience, or similar responsibilities in a state/federal government agency.

Knowledge of municipal law with demonstrated competency in budgetary and complex financial matters including procurement under MGL, with a strong emphasis on labor/management issues and well-rounded understanding of HR/personnel issues.

A proven record of financial management and strategic planning including the ability to manage public projects and develop funding scenarios for the CIP.

A creative thinker able to bring new perspectives and provide innovative solutions.

The ability to lead by example with a commitment to public service, belief in public ethical standards, and willingness to manage Town affairs in an open and transparent manner.



Experience as the principal negotiator for collective bargaining agreements, and in the grievance process, and arbitration and dispute resolution.

A proven record of nurturing a positive culture built on mutual respect, teamwork, and trust.

A demonstrated ability to provide guidance based in research and past experience without being dismissive of conflicting viewpoints.

Strong and confident public speaking and presentation skills before diverse groups within the community.

Excellent variety of communication skills and a willingness to work closely with the Board of Selectmen, Town employees, and volunteers.

Demonstrated ability to see projects brought to fruition from policy directives.

The ability to encourage open dialogue and work collaboratively while still being decisive, and to provide responsive customer service in a small town with a very engaged and participatory citizenry.

The ability to build consensus and organize, support, and manage people who volunteer to serve their community working on committees, boards and civic organizations.

The Town Administrator will fill a vital role in finding a balance within this varied community.

The Town of Berlin is a classic New England town, primarily a residential community with significant commercial segments at its borders. It has a strong sense of pride in its rural heritage. Route 62 runs through Berlin which is strategically located on the I-495 corridor, near I-90, I-290, and Route 2. In addition to being within easy reach of the New England states, Berlin has access to both Boston and Worcester with all the educational, health, and cultural opportunities found in those cities.

Berlin is bordered by the Towns of Bolton, Boylston, Clinton, Hudson, and Northborough and the City of Marlborough. While it is a quiet, bedroom community by night and vibrant by day with two major malls located at its borders, much of the Town retains its agricultural open space, which is a source of pride.

The Town has a history of open space land conservation (over 1,300 acres preserved/protected) with a total landmass of 12.9 square miles and 42.21 miles of roads. There is no public water or sewer. Effective 7/1/19 Berlin will be part of the regionalized Berlin-Boylston Regional School District.



Additional government online information can be found in the 2017 Annual Town Report at [http://www.townofberlin.com/wp-content/uploads/2018/03/Annual Town Reports 2017 LoRes.pdf](http://www.townofberlin.com/wp-content/uploads/2018/03/Annual_Town_Reports_2017_LoRes.pdf)

Berlin recently reached the state target of 10 percent affordable housing allowing the Town to chart its own course relative to housing development and preserving undeveloped conservation land. The new Town Administrator must have an understanding and affinity for the preservation of open space as it is key to the identity of Berlin. Development includes mixed use retail, a 105 room hotel, and an apartment complex creating new small businesses and traffic.

Berlin's citizenship ranges from multi-generational families, to recent "nighttime only" working residents. Town services encompass not only the expected wide range of government services to its permanent citizens, but also a robust emergency response to large commercial malls and developments and an interstate highway.

Berlin has an engaged public with expectations of quality and responsive services. The Town Administrator will be expected to lead, direct, mentor, and motivate a caring professional team. The Administrator must seek to identify, understand and help guide the current vision of the community, and provide professional, technical, and management support to the elected and appointed officials as well as the numerous volunteer boards and committees in their efforts to efficiently and effectively deliver on the high expectations of the community. The ideal candidate must be a forward thinker who can anticipate and recognize future potential issues through the development of a set of strategic initiatives and then work with staff and other officials in a collaborative manner to develop solutions.

Given the limited number of specialized Town staff positions, the successful candidate must exhibit a general knowledge and experience in all facets of small town management. Experience in municipal finance, procurement, human resources, land use, and long range capital and strategic planning are essential. In addition, the Administrator should be experienced in collaborating with other regional, municipal, and private entities to provide quality services in the most efficient manner possible.

Berlin is like many small rural towns looking to retain their small town character when faced with the changes that commercial development brings. The Town is an ideally located "commuter" town for the larger metropolitan areas and therefore growing in population, and yet many people locate here with a strong desire to preserve its natural beauty and rural character. Meeting this challenge could well be the defining legacy of the first Town Administrator.



The successful candidate for the Town Administrator position must have a proven record of maintaining and/or establishing positive internal as well as external relationships while holding her/himself and others to the highest standards of integrity and accountability. As the face of the Town and Board of Selectmen, he or she must have a strong and demonstrated commitment to the highest standards of public administration, thereby building a high level of credibility, trust and respect in the community for this newly created professional position.

The Town has approved the Town Administrator Special Act and will fund the position through a warrant article vote at the upcoming May 6<sup>th</sup> 2019 annual Town Meeting.

The position was supported by the Board of Selectmen and the Finance Committee and was overwhelmingly approved by Town Meeting. A challenge (or opportunity) facing the new Administrator will be helping the community and the Board define the role of the Town Administrator in Berlin's government structure, and building upon the goal of the community to have a true professional Administrator managing the day to day operations of the local government.

