

Justin Sultzbach
142 Sanders Avenue
Lowell, MA 01851

February 5th, 2023

Select Board
48 S Main Street
Middleton, MA 01949

Re: Town Administrator Opportunity

Board Members,

I am eager to present myself as a candidate to serve as the next Town Administrator of Middleton. I am a son of the North Shore having spent my formative years just four miles down the road at St. Johns Prep. My love for civic engagement took me to Franklin Pierce University to pursue a BA in Political Science, then down to Boston for a stint interning for the Senate Committee on Post Audit and Oversight. While on Beacon Hill I earned my MS in Public Policy from Suffolk University, and I have spent the past decade building a career as a municipal leader. I started with the Town of Watertown's finance team, followed by four years as the Asst. Town Administrator for the Town of Tyngsborough. Most recently I am capping off a productive second year as the Town Manager for the Town of Winchendon. Both of my most recent communities are proud keepers of an agricultural past and future, a sentiment I feel resonates in Middleton.

Why is this candidate looking to leave after two years? The short answer is, I'm not. I very much enjoy my role in Winchendon, I am proud of the progress our community has seen under my leadership, and I believe in the important work our team is doing on behalf of our residents every day. As highlighted in your posting, the Town of Middleton has seen only three Administrators in 45 years. This window of opportunity is not typical, and it may be some time until it opens again. I am a firm believer that luck is what happens when preparation meets opportunity. The Town of Middleton has presented this tremendous opportunity, please allow me a moment to tell you a little bit about my preparation.

My primary strength is public finance. Serving as the Assistant Assessor in Watertown afforded me the opportunity to perfect my understanding of levy limits, debt exclusions, and overrides. Decisions surrounding these topics determine local priorities, and I have used this knowledge to help build realistic, citizen-driven budgets in both Tyngsborough and Winchendon. My financial acumen has also helped in more tangible ways, including a recent credit rating upgrade from S&P. (Congrats to Middleton on your recent Moody's increase). On the back end of things I currently use Roselli & Clark, the same Auditing firm as Middleton. As a plus I am a strong grant writer, encouraging my team to actively seek out resources that would mesh closely with goals highlighted by our Select Board. A town cannot continually ask residents to write a check – we must defray costs whenever possible. I have led efforts to pull in six grants this year totaling in at over \$1.5 million dollars, including a recent Federal appropriation signed into law by President Biden in late December 2022.

I have cultivated a diverse experience in project management, including my recent push to update an inter-municipal agreement with Ashburnham for water operations - an experience that would go hand in hand with Middleton's upcoming agreement with Danvers. My experience is further bolstered by my MCPPO Certification, ensuring Middleton would avoid costly missteps and continue forward progress on crucial initiatives. Aside from finances and project management, I also pride myself on knowing people. All hiring and disciplinary efforts are overseen by my office. I also recently completed the successful negotiation of all collective bargaining agreements in town, finding a common ground between the needs of our community and the needs of our hardworking employees. My staff will be the first to tell you that I am a team-oriented leader. Beyond employee relations, I also value building strong working relationships with elected and appointed officials. Lastly as highlighted on my resume you will find I have a depth of experience in economic development, in particular balancing the need for smart growth with the importance of maintaining a "small town feel".

Not only do I believe I would be an excellent fit for Middleton, I also believe Middleton would be a great long term fit for me and my growing family. In the words of your *Master Plan 300*, it would be an honor to support this community in fostering an "informed, engaged, and productive community, with a shared vision and commitment to achieving a prosperous and sustainable future". I appreciate your time and consideration, and I wish you the best in your search.

Kindly,

Justin Sultzbach
Municipal Leader

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-Professional Experience-

Town Manager

Town of Winchendon, MA, May 2021 to Present

- Develop and oversee \$32,000,000+ Annual Operating Budget and Five Year Capital Plan.
- Manage Human Resources including all Collective Bargaining Agreements. Also oversee all recruiting, including recent appointment of new Police Chief and Town Accountant.
- Economic Development Director, recently working with the Redevelopment Authority to secure a multi-million dollar private investment for a business park away from downtown to preserve small town character.
- MCPPO Certified with experience in executing a variety of large scale projects including inter-municipal agreements, building studies, historic preservation, public works and infrastructure upgrades, and green initiatives.
- Recently succeeded in the passing of design funding for a new Fire Station Addition, highlighting ability to support Select Board in creating conversations and conditions in which a community can build consensus.

Assistant Town Administrator

Town of Tyngsborough, MA, August 2017 to May 2021

- Plan and execute setup and logistics of Annual and Special Town Meetings. Synchronize efforts to organize, develop, present and approve a balanced \$42,000,000+ Annual Operating Budget.
- Directly managed a \$2,500,000 MassWorks infrastructure expansion project from development to completion.
- Served as Finance Director and Human Resources Director overseeing a significant portion of town operations.

Assistant Tax Assessor

Town of Watertown, MA, March 2015 to August 2017

- Supported the Board of Assessors to determine and approve the annual tax rate and calculate new growth.
- Collaborated with Assessor to develop the department budget in conjunction with the Town Manager's Office.

Principal Account Clerk – Office of the Treasurer

Town of Watertown, MA, May 2014 to March 2015

- Worked alongside the Treasurer, Assessor, and Auditor to execute year-end financial procedures.
- Maintained accurate budget tracking, organized record keeping, and executed timely financial reporting.

Legislative Intern - Office of Senator Mark C. Montigny

Massachusetts State Senate, May 2009 to August 2012

- Liaison to local delegation, including frequent interaction with Federal, State and local leaders.
- Managed constituent services, tracked legislation in relation to local funding as it moved through the legislature.

-Education-

Post Graduate Certificate in Strategic Performance Management | Suffolk University, Boston, MA. 2020
MS: Public Policy | Suffolk University, Boston, MA. 2010 – 2012
BA Major: Political Science, BA Minor: History | Franklin Pierce University, Rindge, NH. 2006 – 2010

-Civic Engagement and Recognition-

Lowell Cultural Council Member – Appointed 2017 through 2019
President of the Franklin Pierce University Student Government Association
BSA Eagle Scout Rank