

Cover Letter

***SEAN HENDRICKS***

Dear Honorable Members of the Board of Selectmen,

I am interested in serving the Town of Winchendon as its next Town Manager. As an experienced town manager and former labor attorney who represented municipal employees, I offer the Town the opportunity to continue its successful operation with a manager who values relationships with residents and employees and who will provide strong guidance and recommendations to the Board. I am a self-motivated, articulate and detail-oriented professional who wishes to continue my career in public service, and I welcome the opportunity to serve the citizens of the Town of Winchendon. A study of my resume reveals a career filled with diverse experiences that are linked by constant growth and progression in management experience and responsibility.

I began my municipal career in 2011, and I have enjoyed this work immensely. My extensive previous civilian and military management experience coupled with my 10 years of municipal management make me the ideal candidate for a town like Winchendon--a town that is striving to manage its development--not just in size, but in revenue potential; Winchendon wants and needs to maximize its tax base and the use of taxable property, but not at the expense of its identity and values. My relative youth and my enthusiasm for work in the municipal field make me the type of individual with whom the Town of Winchendon could grow, for a long time. My time in Millbury was due to end in November; ultimately, I left in August due to responsibilities associated with an unexpected family health issue. I left Millbury under good terms; we brought on a Deputy Town Manager in 2022, so the Town was well-situated to continue effective operations and start the search process for my successor.

The most important qualities a town manager must demonstrate are the ability to lead staff and the ability to listen to and relate to citizens. Successful municipal government hinges on the willingness of all town personnel, including the manager and elected officials, to function as a team, united in fulfilling its mission of service to the citizens. An effective town manager provides a constant reminder of that mission to all town employees and officers. My record of management success in the areas of budget and policy development, legal review, project development/implementation, program administration, needs assessment, staff training, supervision and mentoring, and effective oral/written communication, coupled with my strong leadership skills, equip me to provide that mission reminder to the Town of Winchendon.

As an aviator, attorney, educator, and town manager, I have always taken great pride in my work and received immense satisfaction from knowing that my actions helped facilitate the successful accomplishment of an objective. I believe in a collaborative, diplomatic style of management. My colleagues educate me in areas of their expertise, and in return, I instill a desire in them to be invested, productive, and efficient in their work areas.

I welcome the chance to talk more about my desire to share, for many years to come, in the bright future of the Town of Winchendon. I sincerely appreciate your time and consideration.

Sincerely,  
Sean Hendricks

## Resume

# **SEAN HENDRICKS**

### ***PROFESSIONAL SUMMARY***

Experienced municipal manager, labor attorney, higher education administrator and former military attorney seeks public service management position that offers a challenging environment in which collaboration, diplomacy, and critical, analytical thinking are valued and necessary to achieve the public good.

**Areas of Expertise:** municipal management, labor/contract negotiation, personnel management and administration, budget formation and implementation, strategic planning, community engagement, human resources, labor/employment law, land use law, administrative law, contract/fiscal law, ethics/standards of conduct, small group instruction.

**Skills:** collaborative team management; strength and comfort interacting with citizens/customers; contract negotiation, policy implementation; agility in variety of settings/situations; drafting legal documents; conservative fiscal planning; group speaking and instruction, independent, critical thinking; legal research; document review and analysis; attention to detail.

- Provides strong professional management and team leadership.
- Focuses on community engagement.
- Offers professional advice to elected councils, boards, committees and departments.
- Promotes collegial, cooperative atmosphere; emphasizes the team's mission.
- Protects the legal interests of the municipality; minimizes legal exposure.

### ***EMPLOYMENT HISTORY***

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|---|----------------------------|
| <b>TOWN MANAGER</b>   | <b>11/2020-9/2023</b>      |
| <b>Town of Millbury, MA</b>   |                            |
| <ul style="list-style-type: none"> <li>▪ Chief Administrative Officer of town of 14,000 residents</li> <li>▪ Formulated and managed \$61 million budget</li> <li>▪ Appointed and supervised 85 full-time employees</li> </ul>   |                            |
| <br><b>STAFF ATTORNEY</b>   | <br><b>12/2018-11/2020</b> |
| <b>AFSCME Council 4, Connecticut</b>  |                            |
| <ul style="list-style-type: none"> <li>▪ Provides advocacy for organized municipal member employees in multiple towns</li> <li>▪ Represents organized members and Council 4 in state labor board proceedings and in other administrative venues (CHRO, Worker's Compensation)</li> <li>▪ Negotiates successor collective bargaining agreements</li> </ul> |                            |
| <br><b>TOWN MANAGER</b>   | <br><b>4/2014-8/2018</b>   |
| <b>Town of Killingly, CT</b>  |                            |
| <ul style="list-style-type: none"> <li>▪ Chief Executive Officer of town of 17,400 residents</li> <li>▪ Formulated and managed \$60 million budget</li> <li>▪ Appointed and supervised 93 full-time employees</li> <li>▪ Coordinated/oversaw law enforcement operations</li> <li>▪ Emergency Management Director</li> </ul>                               |                            |

**TOWN MANAGER**

**8/2011-4/2014**

**Town of Uxbridge, MA**

- Chief Administrative Officer of town of 13,400 residents
- Formulated and managed \$38 million budget
- Supervised 85 full-time employees

**ADMINISTRATOR/FULL-TIME FACULTY**

**11/2007-8/2011**

**Salter College, Legal Studies and General Education programs, West Boylston, MA**

- Formulated and implemented strategic plan and governance of institution.
- Implemented/assisted in management and professional development of 60+-member faculty.
- Provided one-on-one academic advising to 200+ socially underserved students.
- Implement scheduling of and service support for 600-800 student population.
- Provided individual and group instruction in Introduction to Law, Business Law, Family Law, Ethics, Philosophy, Critical Thinking, US History, Public Speaking, Business Communications, and English grammar, composition, and literature at a private, accredited, associate degree-granting institution.

**ADJUNCT PROFESSOR**

**2008-2014**

**Quinsigamond Community College, Depts. of Humanities & Social Science, Worcester, MA**

- Provided individual and group instruction in Ethics, Juvenile Justice, Critical Thinking, and State & Local Government at a public, accredited associate degree-granting institution.

**ADMINISTRATIVE LAW ATTORNEY**

**2005-2007**

**Office of the Staff Judge Advocate, US Army Recruiting Command, Fort Knox, KY**

- Provided general legal advice to Recruiting Command staff and units comprised of more than 12,500 soldiers located worldwide.
- Developed and reviewed standards of conduct and facilitated ethics training for all Army recruiting personnel, culminating in production of a Military Ethics DVD to be used Army-wide.
- Prepared and reviewed employment and procurement contracts.
- Principal advisor to the Staff Judge Advocate and others regarding investigations, recruiter relief actions, involuntary reassignments, and enlistment eligibility determinations.

**COUNTER DRUG AVIATION CREW CHIEF & MAINTENANCE SUPERVISOR**

**1990-2005**

**Active duty Massachusetts Army National Guard, Milford, MA**

- Established entire maintenance program for RAID (Reconnaissance and Interdiction Detachment,) for the MA Army National Guard Counter Drug Aviation Unit.
- Developed, implemented, and conducted a variety of counter-drug aviation operation training sessions.
- Trained over 1000 civilian and military personnel nationwide in a variety of aviation operations, including safety, emergency, cold and hot weather, high altitude, hazardous chemical environment, and high-threat theater operations.
- Managed \$6M in aircraft and a \$250K annual budget.
- Participated in and supervised 4,000+ accident-free flight hours and 10,000+ accident-free maintenance hours.
- Supervised up to 50 military personnel.

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**EDUCATION**

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Western New England University School of Law  
Springfield, MA

**JURIS DOCTOR (2005)**

**\*Admitted to CT bar in October 2005**

Worcester State College  
Worcester, MA

**BA, English (2000)**

**Military Training:** Judge Advocate Officer Basic Course (Military Law and combat training) ▪ Senior Aviation Crew Chief ▪ Air Assault Certified ▪ Airborne Certified ▪ Enlisted Aviation Accident Prevention OSHA Certified ▪ Master Fitness Trainer ▪ Primary, Basic, Advanced, and Senior Noncommissioned Officer Leadership Courses

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**MILITARY SERVICE AND AWARDS**

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**United States Army & Massachusetts Army National Guard**

❖ 17+ years of dedicated service performed with pride and distinction.

**Meritorious Service Medal (2) ▪ Army Commendation Medal ▪ Army Achievement Medal (3) ▪ National Defense Service Ribbon (2) ▪ Army Reserve Component Achievement Medal (3) ▪ Army Good Conduct Medal (2)**