



Don't Miss the Opportunity of a Decade!

Hanover, New Hampshire Fire Chief

Apply by November 24, 2013

How to Apply

E-mail your resume and letter of interest to HanoverFireChief@municipalsolutions.org by November 24th. Faxed and mailed resumes will not be considered. Questions should be directed to Sean Baenziger at (561) 351-9350 or Dave Evertsen at 623-207-1309.

Tentative Schedule

Resumes & Cover Letter Due	November 24th, 5PM EST
Candidate Evaluation & Finalist Selection*	November 25th - December 18th
Finalist Interviews	Week of January 6th
Selection	Week of January 12th
Preferred Start Date	February 24th (flexible)

Hanover - Living & Working

Hanover is a quaint, scenic, upscale New England community located in west central New Hampshire on the Vermont border. Nestled along the beautiful Connecticut River, the town is home to Dartmouth College, a prestigious Ivy League institution recently named the top undergraduate teaching institution in the country by U.S. News and World Report.

Hanover is centrally located in northern New England, an area offering the best that New England has to offer. Many residents have made a conscious decision to settle in Hanover because of the region's high quality of life – beautiful countryside, ample recreational opportunities, excellent public schools, a college town feel, a safe place to live and to raise children, cultural and intellectual richness, sophisticated but casual and unassuming, and within easy driving distance of key Northeast metropolitan centers. The community was recently named one of the top ten places to live and to retire by Money magazine. Boston is just two hours to the southeast; New York City five hours to the southwest; Quebec City four hours north and Montreal three hours northwest. The beautiful White Mountains are less than an hour's drive to the north and the beaches of New Hampshire and Maine are less than two hours due east.

The Town of Hanover is located in Grafton County in west central New Hampshire. The Town has a 2010 census population of 11,260 and occupies 50.3 square miles.



State routes 10 and 120 bisect the Town; I-89 connecting Boston to Burlington and I-91 connecting southern Connecticut to Canada border the town and are immediately accessible. Hanover's landscape is characterized by hillsides and valleys, granite ledges, farm fields and brooks and streams. The town consists of a largely rural landscape beyond the immediate downtown and in-town residential areas. Served by 164 miles of paved and gravel roads, many residents enjoy the rural quietude to be found just beyond the downtown area. Deer, moose, bear, wild turkey, red fox, coyotes, hawks and eagles abound and residents of this community happily live in close harmony with wildlife.

The Town of Hanover offers a great deal to attract people on a personal level, starting with Dartmouth College. The College is an intellectual and cultural center --its Hopkins Center and Hood Museum offer wonderful theater, music, and art opportunities for local residents and the area's many visitors. Dartmouth lectures, symposia, and workshops are regularly open to the public. Dartmouth College sports teams attract a loyal following of local residents and Dartmouth students are active community members, volunteering in the local schools, the Town's Recreation Department and for a host of local social service agencies.

For the outdoor lover, Hanover is a New England paradise. There are ample opportunities for rowing and boating on a beautiful, flood controlled stretch of the Connecticut River or on nearby Goose Pond, Mascoma Lake, Crystal Lake, Grafton Pond or Lake Sunapee. For snow sports lovers, the Dartmouth Skiway is located just 15 minutes away in the adjacent town of Lyme, while truly first class New England skiing and snowboarding can be found less than 45 minutes by car to the east,





west and north. Hiking, mountain bike and snowmobile trails dot the landscape, the Appalachian Trail bisects the community on its way to Maine, and there are a plethora of parks and recreational centers in the area as well. Joggers and bicyclists share the road in large numbers. Organized sports teams for adults and youth are plentiful, ranging from low-key clubs to highly competitive teams. Fishing, camping, rock climbing are all popular past-times. Local farms dot the landscape and residents enjoy buying and eating locally grown and produced food. Healthy living is the name of the game and the region makes it easy to stay active and well.

Hanover's residents are warm, friendly and down-to-earth. The community is small enough to provide that small town feel but not so small that it feels insular. The general movement in and out of faculty and staff associated with the region's two largest employers, Dartmouth College and Dartmouth Hitchcock Medical Center (DHMC), helps to maintain a sense of openness in the community, and the institutions' strong international connections

make for a highly multicultural population. Most of the Town's citizens are associated with the College or Dartmouth Hitchcock Medical Center, and are highly educated. They believe in excellence in all that they do, and they are willing to work to achieve it. In turn, Hanover residents expect high quality public services and recognize Town employees for their expertise and community commitment.

Hanover housing costs are on the higher end, although less expensive housing can be found in some outlying communities. A typical three bedroom/two bath home starts in the \$250,000 - \$300,000 price range, depending on location and amenities, and a selection of higher cost housing is available as well.

Due to the strong influence of highly educated people in the community, schooling is a priority and, as a result, the Hanover public school system is of the highest quality. Rankings consistently reveal that Hanover's schools are among the best in the bi-state region.

The community is a very safe place to work and to raise a family. Crime rates are low and community policing is a priority of the Hanover Police Department.

The primary settlement in Hanover, where over 75% of the town's population resides, is defined as in-town Hanover which includes the Downtown, the Dartmouth College campus and the many neighborhoods immediately surrounding the campus. Hanover borders the towns of Lyme, Canaan, and Enfield, New Hampshire and the city of Lebanon as well as Norwich, Vermont. Hanover also includes the small rural villages of Etna and Hanover Center which were formerly independent villages to the east and north of the in-town area. The highest point in Hanover is the north peak of Moose Mountain standing at 2,313 feet above sea level. Hanover lies fully within the Connecticut River watershed.



History

Granted in 1761, the town was named for Hanover Parish, the home parish of settlers from Lisbon, Connecticut. In 1769, Reverent Eleazar Wheelock received a charter for a college to educate Native Americans, an expansion of the Charity School he had established in Connecticut. The college was named for William Legge, Second Earl of Dartmouth, a supporter of the Reverend's efforts. In 1771, Governor John Wentworth, upon

petition from Reverend Wheelock, chartered 300 acres between Hanover and Lebanon for Dartmouth College. The land chartered to the college was for a time known as Dresden, one of 16 towns involved in a border dispute with Vermont. Today, the name Dresden is that of the local school district, a bi-state district involving towns from both sides of the Connecticut River, Norwich, Vermont and the Town of Hanover.

Local Government



The Town has operated under a charter since 1963 and amended the charter to enable a Board of Selectmen-Town Manager form of local government in 1973. The Board of Selectmen consists of five members elected to staggered three year terms. The Board holds some legislative powers not typically granted to Town Selectmen in New Hampshire, but Town Meeting serves as the legislative body for adoption of the annual budget, issuance of bonds, etc.

The Hanover Board of Selectmen has a reputation for being very stable, non-partisan and professional, working extremely well together as a group and providing quiet, thoughtful, forward-looking leadership for the community.

The Town Manager is appointed for an indefinite term and is responsible for the administrative and financial affairs of the Town, and implements policies adopted by the Board of Selectmen. The Town Manager serves at

the pleasure of the Board of Selectmen and is the Chief Administrative Official of the Town. Ms. Julia Griffin is the Town Manager, and she currently enjoys 17-year tenure, having taken the position in 1996 after a six year stop as Assistant City Manager and City Manager in the state capitol, Concord. The Board and Town Manager work very well together.

Hanover is a quintessential "college" town and functions much like a city in town clothing based on the service demands placed upon it by a prestigious Ivy League institution. The Town has experienced moderate tax base growth of more than 15% in the past ten years, largely attributable to expansion of Dartmouth College dormitories and dining halls (which are taxable) and College-driven downtown commercial development, along with a healthy rate of residential housing development until 2008, when the residential market slowed. The Town of Hanover is a full service community, providing police and fire protection with full-time departments, a full range of public works services, water filtration, secondary wastewater treatment, two public libraries, recreation services and a full range of administrative services.



Budgetary Process

The Town operates on a fiscal year basis, July 1 through June 30. The budget process begins in November of each year when the Board of Selectmen sets a tax rate target for use by Town staff in building the proposed budget. Department budget requests are submitted to the Town Manager who then works with staff to develop a proposed budget which is reviewed by the Board of Selectmen in four public hearings held in late February and early March. The Board adopts the budget and then brings it to Town Meeting for approval in early May for July 1 implementation.

Demographics

The Hanover median age of 22.5 years is far under the national average of 37.2 years, clearly proving college town status. The community has a youthful feel, particularly given the Dartmouth College campus location immediately adjacent to Downtown Hanover.

According to the 2010 census, Hanover's population is 85.5% Caucasian, 9.1% Asian American, 3.0% Hispanic and 2.4% African-American.

The median household income is \$90,085, while the mean is \$128,550. The unemployment rate is 1.8%.

Table II: Population by Age

Age Bracket	Percentage
1-10	6.3%
10-20	21.50%
20-30	30.30%
30-40	5.40%
40-50	8.80%
50-60	10.00%
60-70	6.70%
70+	10.90%
Source: U.S. Census	

Climate

The climate chart for Hanover depicts the town as having a humid continental climate with fairly warm, humid summers and cold, wet winters.

Table I: Climate Data for Hanover, NH

Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Year
Ave High °F	29.3	34	43.5	56.6	70.4	78.5	82.9	80.8	71.3	58.5	45.6	33.6	57.08
Ave Low °F	8.7	11.6	22.1	32.8	44.1	53.5	58.8	57.3	49.4	37.3	28.4	15.6	34.97
Precipitation (Inches)	2.97	2.34	2.87	3.02	3.45	3.36	3.69	3.70	3.54	3.47	3.38	2.90	38.69

Source: National Oceanic and Atmospheric Administration

The Town & the Fire Department

The Town of Hanover is in a very financially sound position, particularly given the impact the recession has had on New Hampshire municipalities. Fund balances all meet or exceed the 10% target set by the Board of Selectmen, capital reserves are managed carefully to insure that the Town is setting aside sufficient funds for future capital purchases, the Town's bonding capacity far exceeds its current outstanding debt, and the operating budgets, while managed very carefully, are sufficiently funded. Given the property tax dependence of New Hampshire (the State does not collect income or sales taxes), local municipal managers must focus very clearly on managing the local property tax burden which is the primary source of revenue for municipalities. Hanover is all about managing carefully and as frugally as possible and is continually looking at ways to control costs and implement innovative service delivery.

Dartmouth College and DHMC exert a stabilizing influence on the local economy in that both institutions have been somewhat insulated from the impact of the recession. As such, the Town has not faced the need to downsize staff or contract operations over the past five years. Property values have held fairly constant, with an overall reduction of less than 5% since 2008, and residents have supported modest tax rate increases each year to insure that service levels are maintained. Hanover residents support a well-run local government, and the Town's operating departments enjoy good support from the Board of Selectmen and the voters.

The Hanover Fire Department runs a \$3.2 million an-



nual operating budget to fund its services. It offers Fire Suppression services for Hanover and ALS level EMS transport services for Hanover as well as two adjacent smaller communities (Norwich, VT and Lyme, NH). The Department employs 16 firefighters, 4 captains, 1 administrative assistant, 1 part-time fire inspector, and 1 chief officer (the Fire Chief), and currently operates 5 fire engines, 1 tower, 1 ambulance, and 1 combination heavy rescue/ambulance. Capital reserve funds are set aside each year to support a capital replacement schedule. A new engine is on order and will be delivered in early 2014. The Department runs approximately 1,800 calls a year.

The Hanover Fire Department works very closely with Dartmouth College around all aspects of the College's operation, from insuring that all new construction meets or exceeds all Life Safety Code requirements to coordinating with Dartmouth's Environmental Health and Safety Department to insure proper handling, management and response around use of hazardous materials. The Department is widely respected for its plan review and inspection services, provided in conjunction with the Building Inspection staff. Given the level of construction undertaken by Dartmouth College, high level plan review and inspection skills are required of the Department.

In addition to the Main Station, Hanover Fire Department also maintains a volunteer fire station in Etna Village. Soon to be equipped with a new tanker due to be delivered in early 2014, the station plays an important role in the Town's rural firefighting strategy.



Additional Opportunities

While the Town of Hanover presents a wonderful experience for any fire professional, the Town does face several fire management additional opportunities that will need to be addressed by the next Fire Chief:

Innovation and Efficiency:

The Town and the Department are on solid financial ground and the equipment is all relatively modern. Similar to many communities, the personnel costs and non-labor costs within the operating budget will need to be carefully managed to maintain an efficient and effective department. An underfunded New Hampshire Retirement System has necessitated steep increases in employer mandated contributions for public employees, increasingly putting pressure on salaries and benefits. An additional impact of medical inflation on Town's health insurance has also occurred. The result has been an increase in personnel costs at a rate far in excess of the annual CPI for the Northeast urban index. Budget cuts necessitated by this pressure has left the Department budget for non-personnel costs fairly lean. The next Fire Chief will need to be innovative in finding ways to streamline operations and increase department efficiency while delivering the highest quality services possible.

Mutual Aid & Relationship Management:

The Upper Valley region consists of dozens of smaller communities, all of whom rely on mutual aid. Hanover, along with the neighboring City of Lebanon and Town of Hartford, serve as core mutual aid providers, and that role requires regional interface on a daily basis. Continuing to build the relationships that allow these operations to function seamlessly will need to be a priority of the next Fire Chief.

Managing Expectations:

The retiring Fire Chief has served the Town of Hanover for more than 44 years - 26 years as Chief. A principal challenge for the next Fire Chief will be to win the confidence of the department and establish him/herself as an effective administrator and leader to a group of firefighters who have never known anyone else in charge. This transition will necessitate thoughtful leadership and energy – both of which will be welcomed by a Department which has seen the recent addition of several new staff at early stages in their careers.

Consolidation & Expansion:

There currently exist several opportunities to consolidate Fire and EMS services in the region – a trend which goes against the grain in conservative New England where public safety agencies have not traditionally been consolidated at the regional level. Hanover's next Fire Chief will have an opportunity to provide leadership in these discussions with neighboring municipalities on both the New Hampshire and Vermont side of the Connecticut River, which range from consolidating emergency dispatch services to merging EMS services at either the municipal or regional hospital level. The region generally looks to Hanover to provide thought leadership around innovation, and the next Fire Chief can look forward to pursuing some cutting edge thinking on this front, free of the typical silo thinking that all too often hobbles the New England fire service.

Team Environment:

The Town Manager operates a lean, horizontal organization and expects the management team to work closely together on an interdepartmental basis. To be effective in the Hanover organization, the next Fire Chief must be able to work effectively with his/her department head colleagues, particularly the Police Chief, Public Works Director, Planning and Zoning Director, Administrative Services Director and Human Resources Director. Silos are not a feature of the Hanover organization and the next Fire Chief will need to enjoy working across departments on a cooperative basis. Likewise, the Fire Department works closely with Dartmouth College and School District officials as well as the local business community. The ideal candidate will enjoy collaborative work in this dynamic, roll-up-your-sleeves community.

Department Unity:

Hanover recently transitioned to four shifts running a 24-48-24-96 schedule. One negative impact of this recent change is that the operations of the different shifts can be somewhat dissonant at times. One firefighter compared it to having four separate departments operating within one department. The next Fire Chief will need to focus on harmonizing the separate shifts to form one cohesive whole. Unity and standardization will be keys to success in this area.

The Ideal Candidate

The Town of Hanover is looking for a dynamic, collaborative individual who can bring energy and enthusiasm to this opportunity. First and foremost, the next Fire Chief will need to have great interpersonal skills. He or she will need to be a team player, as the Town Manager places strong emphasis on all department heads and municipal employees working together to avoid conflict and duplication of services and maximize responsiveness and innovation. The next Chief will need to be a people person -- one who demonstrates an ability to get along well with people and easily engenders trust and confidence.



The ideal candidate will be highly educated. Hanover's citizens are very well educated and expect Town staff at the leadership level to be so as well. A Bachelor's degree is required with attainment of a graduate degree considered a plus. A minimum of three to five years of supervisory experience at the division or department level required.

The next Fire Chief will need to be an excellent communicator. She or he will need to be able to stand before the Board of Selectmen and articulate the position of the department, but also have the ability to communicate one-on-one with the everyday citizen. Clarity of thought and speech will be important.

Finally, on a personal level, the next Chief needs to bring enthusiasm to the job. He or she needs to have a positive, infectious attitude that inspires those around him or her to follow. She or he will have a passion for the fire service, and will need to share that passion with the employees he or she mentors.

Residency

While not required, it is hoped that the next Chief will choose to live within the community.

The Past Fire Chief

The past Chief retired after 44 years of service, 26 as Chief.



Compensation

The salary range is \$85,000 to \$105,000.

The Town's "flex benefits" are excellent. They include health, dental and prescription plans, plus options for short and long term disability and life insurance. Most candidates will find the benefits package comprehensive and generous by public sector standards!

Confidentiality

Per New Hampshire Law, public records of a personal nature may be kept confidential. As such, if a candidate so requests, the Town may keep their application confidential up until the selection of the next Chief is made, although finalists may be included in a public forum / community social event.

How to Apply

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* Background & reference checks will be conducted on all finalists.

Note: Town Manager has full appointment authority for this position.

Other Important Information

The Town of Hanover is Equal Opportunity Employer and values diversity. It strongly encourages minorities and women to apply. It is also a drug-free, smoke-free workplace.

