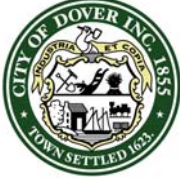


**City of Dover
Collective Bargaining
Background & Comparative Information**



City of Dover, New Hampshire

March 26, 2014



CITY OF DOVER

CITY OF DOVER - RESOLUTION

Agenda Item #12B-2

Resolution Number: **R - 2007.01.24 – 013**

Resolution Re: City of Dover Labor Relations Policy

WHEREAS: On July 12, 2006, at its regular meeting, the City Council resolved to create a Labor Policy Committee of three (3) City Council Members, appointed by the Mayor, to review and recommend the establishment of long-range objectives to serve as a guideline for labor relations and policy issues.

WHEREAS: In establishing such a guideline, the Mayor and City Council desire to promote fair and equitable compensation and benefit programs consistent with general employment market trends to its employees that will also benefit the City.

WHEREAS: The Labor Policy Committee has presented to the City Council their report which includes their recommendations and background information.

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND DOVER CITY COUNCIL THAT:

The following objectives be established:

1. Continue with a fixed step pay system and explore options to reward employees for exceptional performance, such as through a gain sharing program.
2. Explore options to revise the City's longevity program.
3. Maintain a negotiated wage percentage increase versus a COLA percentage tied to any Consumer Price Index (CPI).
4. Develop and implement a formal Exit Interview Program to determine why employees are leaving the City's employ.
5. Provide a salary study of both the private and public sectors within a 20 mile radius of Dover for front line employees and a 40 mile radius for supervisory staff positions to be presented to the City Council in January of the year a contract expires.
6. Explore healthcare options, including the health buy-out program, to reduce or minimize the City's budget impact.
7. Revise leave time provisions to reduce or minimize the City's long-term liability.
8. Recognize the impact of the City's obligation toward New Hampshire Retirement benefits and how it contributes to the total benefits package.
9. Continue to explore and suggest options to foster commonality between City and School operations.

AND, FURTHER BE IT RESOLVED THAT:

The objectives stated above are only intended to serve as a guideline. The City Manager is fully authorized to negotiate over any and all terms and conditions of employment, and the City Council will consider any tentative agreement reached between the City Manager and the City's employees.



CITY OF DOVER

CITY OF DOVER - RESOLUTION

Agenda Item #12B-2

Resolution Number: **R - 2007.01.24 – 013**
Resolution Re: City of Dover Labor Relations Policy

AUTHORIZATION

Approved as to Funding: Carol Coppola
Interim Finance Director

Sponsored by: Mayor Scott Myers
By request

Approved as to Legal Form: Allan B. Krans, Sr.
City Attorney

Recorded by: Judy Gaouette
City Clerk

DOCUMENT HISTORY:

First Reading Date: January 24, 2007	Public Hearing Date: NONE
Approved Date: January 24, 2007	Effective Date: n/a

DOCUMENT ACTIONS:

Regular Meeting held January 24, 2007.
DeDe moved to adopt, seconded by Ciotti.

VOTING RECORD		
Date of Vote:	YAY	NAY
Mayor Scott Myers	X	
Deputy Mayor Jason Thomas Hindle, At Large	X	
Councilor Robert Keays, Ward 1	X	
Councilor Douglas DeDe, Ward 2	X	
Councilor David Scott, Ward 3		X
Councilor Dean Trefethen, Ward 4	X	
Councilor Catherine Cheney, Ward 5	X	
Councilor Harvey Turner, Ward 6	X	
Councilor Dennis Ciotti, At Large	X	
Total Votes:	8	1
RESOLUTION PASSES		



CITY OF DOVER

CITY OF DOVER - RESOLUTION

Agenda Item#12B-2

Resolution Number: **R - 2007.01.24 – 013**

Resolution Re: City of Dover Labor Relations Policy

RESOLUTION BACKGROUND MATERIAL:

The Labor Policy Committee (LPC) met on six (6) occasions between October, 2006 and January, 2007.

The LPC reviewed the recommendations from the former Ad-Hoc Committee on Personnel Policy and Compensation. As part of the review the LPC determined what had been completed and what is still pertinent.

In addition to the report review, new issues were identified and discussed.

Committee members reviewed material which includes, but is not limited to, public sector wage and benefit offerings, benefit trends, organizational climate survey information, as well as exploring what resource(s) would be used to compile private sector wage data.

The LPC heard presentations from a number of union representatives wishing to share their union's perspective on a variety of issues.



CITY OF DOVER

LABOR POLICY COMMITTEE - REPORT

TO: CITY COUNCIL

**FROM: LABOR POLICY COMMITTEE
MAYOR SCOTT MYERS, CHAIR
COUNCILOR DOUGLAS DEDE
COUNCILOR DEAN TREFETHEN**

SUBJECT: LABOR POLICY COMMITTEE REPORT AND RECOMMENDATIONS

DATE: JANUARY 4, 2007

The following report from the Labor Policy Committee includes background information on the City of Dover's goals in the areas of labor policy practices and controlling long-term liability costs. The Labor Policy Committee utilized the former AD-Hoc Committee on Personnel Policy and Compensation's report, dated February 15, 1997, as a starting point. The report was reviewed to determine what issues had been completed and what is still pertinent. In addition to the report review, new issues were identified and discussed. It is the intent of this Committee to provide recommendations and preferences for consideration by the City Council. Once endorsed by the City Council, the final report would become a policy for the City to use as a guideline. It is recommended the final, endorsed report be presented to all new / incoming City Council members to provide insight regarding the direction of the City as it relates to labor relations and policy issues, as well as, how the direction was determined.

Background

In July, 1996, the City Council recognized a need to establish an Ad-Hoc Committee on Personnel Policy and Compensation to establish a consistent and longer term policy addressing specific personnel policy and compensation matters. The specific areas examined by the Ad-Hoc Committee members included the City's compensation system, insurance benefits, leave program, and ability to use the Fair Labor Standards Act overtime exemption for certain salary designated employees. In considering the various issues involved in these keys areas, the Ad-Hoc Committee formulated several recommendations to be included as part of an overall compensation policy. A summary of the various issues, identified by the former committee, in each of the key areas; recommendations made; and accomplishments follow.

- 1. Complete a review of and maintain competitive wage schedule information for all position classifications through periodic wage studies.*

Comparative wage data is collected annually through the Local Government Center's ("LGC") Annual Wage, Salary, and Benefits Survey for Municipalities and CareerInfoNet.org. The LGC Annual Survey is a compilation of data received from questionnaires sent to all 234 New Hampshire communities. The survey is designed to



CITY OF DOVER

LABOR POLICY COMMITTEE - REPORT

guide communities with their compensation and benefit policies. Caution should be exercised when comparing wages, as there are often considerable differences in responsibilities in jobs with similar or identical job titles. Also, differences in salary levels may reflect regional differences in the cost of living and the ability of the municipality to compensate employees. Nonetheless, the survey is an extremely valuable document in comparing salaries and related items. The City of Dover has used population to determine comparable communities to compare ourselves with. The comparison wages from this survey are displayed as Min., Median, and Max. wages. When displaying Dover's wage information Min., Actual, and Max. are used.

CareerInfoNet.org provides national, state and local career information and labor market data using career tools, career reports, a career resource library and other web-based tools and provides data from a variety of federal and state sources, including the Bureau of Labor Statistics (BLS) and the Occupational Information Network (O*NET) at the U.S. Department of Labor; the U.S. Department of Education; the Bureau of Economic Analysis at the U.S. Department of Commerce; the Bureau of the Census at the U.S. Department of Commerce; and other Federal, State, and private institutions. With this website the City of Dover has the ability to compare wage information from selected regions. The City of Dover has been using data from the Portsmouth – Rochester, NH – ME region whenever possible. On the rare instances when there is no data available for this region, the Boston, MA – NH region would be used and noted. The comparison wages from this website are displayed as low, median, and high wages.

When compiling and comparing wage data the City attempts to maintain wages based on the compensation philosophy summarized in the *City of Dover, NH Compensation Program Overview* (attached). In accordance with the City's compensation philosophy, the City attempts to maintain pay levels for its employees which are based upon median pay rates reported for similar jobs identified in both the public and private sector markets. The City's objective is "to not be the highest and to not be the lowest" in terms of pay rates. Using the two resources above allows the City to make those comparisons.

2. *Eliminate the existing merit pay program and institute a fixed step pay system.*

The transition of going from a merit pay program to a fixed step pay system has occurred through ongoing negotiations starting with 1996 – 1999 Collective Bargaining Agreements. Four (4) unions (DPEA, IAFF, DPFOA, and DPAAII) converted to the fixed step plan for FY99. The remaining three (3) unions had conversions to the step plan when AFSCME converted in FY00, DMEA in FY03, and finally DPA in FY06.

One advantage to having a fixed step pay system is that it allows the City to budget more accurately for its personal services each year of the contract. In earlier years of this conversion wage schedules were increased annually based on the Boston CPI-U with a minimum and maximum percentage increase attached to it. More recently, a fixed



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annual percentage adjustment was implemented for wage schedule increases, which allows for even greater accuracy in budgeting personnel. A disadvantage to having a fixed step pay system is that the minimum criteria to receive a step increase are to have the completion of a “satisfactory” evaluation, therefore there is no incentive for employees to “over achieve.”

- 3. Continue longevity programs rewarding employees by providing a payment on the basis of continuous years of service with the City. Such payments should be made after an employee achieves the maximum amount for their position as allowed in the wage schedule.*

Since employee turnover can be very costly the use of longevity payments was seen as a way to reward employees for the achievement of completing a specified number of continuous years of service with the City.

- 4. Provide an annual bonus program to be awarded by the City Council upon recommendation of the City Manager for those employees demonstrating meritorious service above and beyond regular performance expectations.*

The intent of this recommendation was to reward employees for going “above and beyond” the requirements of their job. This was thought to be significant because it could be used in conjunction with the implementation of a fixed step pay system. With a fixed step plan in place this would allow for recognition of those employees that were doing more than they were required to in their jobs.

Not much, if anything, has been done in the area of an annual bonus program. The City once had an “Employee of the Year” recognition program, but for the same reasons that little has been done with a bonus program, the “Employee of the Year” program has been defunct. Programs recognizing “individual” contributors can be too subjective and may be viewed as promoting favoritism.

- 5. Institute a cafeteria style fixed benefit program for all benefit eligible employees.*

A true cafeteria style benefits program provides a fixed dollar amount per employee with a list of various benefit offerings for the employee to choose from with their fixed dollar amount. This type of program allows the employee to select what benefits are most beneficial to them individually.

The City implemented a pseudo cafeteria plan in that we have a wide array of benefit offerings, but many of them are standardized benefits that are determined through negotiations. As an example, employees eligible for health insurance benefits pay a negotiated percentage of the premium. Each regular full-time employee is required to have, at a minimum, a basic package of health and dental insurance, which makes having a true cafeteria plan more difficult.



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6. *Implement a consolidated earned time leave program.*

The intent of the Ad-Hoc Committee was to consolidate the various leave allowances, including annual, personal sickness, military, and bereavement into a single pool of leave time that would accrue on a regular basis with a cap and buy back provisions intended to minimize the City's unfunded leave liability.

The consolidation of leave time has not been implemented to date. The difficulty with this type of provision is in determining the total number of consolidated leave hours to be granted, as well as the cap amount.

7. *Identify and classify as exempt those positions that qualify as such under the provisions of the Fair Labor Standards Act ("FLSA").*

The intent of identifying and classifying positions that qualify as exempt under the provisions of the FLSA was to utilize the overtime exemptions that are in effect for exempt positions.

All positions were reviewed and identified positions meeting the requirements for exempt status through FLSA were acknowledged and changed. When a new position is created the job responsibilities for the new position are evaluated to determine if it qualifies for exempt status.

At its regular meeting on July 12, 2006, the City Council passed a resolution (attached) to create a Labor Policy Committee to review and recommend the establishment of long-range objectives for the City. Further, the Labor Policy Committee would provide a report of their recommendations to the City Council on or before January 10, 2007.

The Labor Policy Committee reviewed the recommendations provided by the former Ad-Hoc Committee and discussed their continued relevance and preference. Once the former committee recommendations were reviewed, discussion ensued regarding any additional recommendations this committee would be interested in exploring or noting in their report. A bulleted list of the Labor Policy Committee recommendations follow in the Recommendations section of this report. A detailed account of each is provided later in the report under Personnel Policy and Compensation Issues.

Recommendations

In light of the information the Labor Policy Committee has reviewed, the following recommendations are being provided to the City Council for consideration in establishing a consistent, long-term, overall direction for the City's labor relations policy.



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LABOR POLICY COMMITTEE - REPORT

1. Continue with a fixed step pay system and explore options to reward employees for exceptional performance, such as through a gain sharing program.
2. Explore options to revise the City's longevity program.
3. Maintain a negotiated wage percentage increase versus a COLA percentage tied to any Consumer Price Index (CPI).
4. Develop and implement a formal Exit Interview Program to determine why employees are leaving the City's employ.
5. Provide a salary study of both the private and public sectors within a 20 mile radius of Dover for front line employees and a 40 mile radius for supervisory staff positions to be presented to the City Council in January of the year a contract expires.
6. Explore healthcare options, including the health buy-out program, to reduce or minimize the City's budget impact.
7. Revise leave time provisions to reduce or minimize the City's long-term liability.
8. Recognize the impact of the City's obligation toward New Hampshire Retirement benefits and how it contributes to the total benefits package.
9. Continue to explore and suggest options to foster commonality between City and School operations.

Personnel Policy and Compensation Issues

The following provides a detailed account of the various personnel and policy issues the Labor Policy Committee agreed should be addressed over the next decade along with the committee's recommendations for each issue. The identification of issues and recommendations are meant to serve as a general guideline for the City to use when dealing with compensation and policy issues in the future.

Compensation:

The City's employee compensation system is currently comprised of two core components. There is an established minimum and maximum salary range for each class of position. These rates are adjusted annually by a negotiated set percentage. Union employees fall on a fixed-step in the wage schedule and are eligible to receive a step increase annually upon a "satisfactory" or better evaluation on their anniversary date until reaching the maximum step allowed. Non-union employees receive annual salary adjustments on their anniversary date based on merit as outlined in the City of Dover's Merit Plan (attached). The Merit Plan, which refers to the Job Classification Plan and the Step Wage Schedules, is amended as deemed



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necessary by the City Manager with final approval by the Dover City Council. The pay plan, as it relates to those positions represented by collective bargaining units is a negotiated item in the respective collective bargaining agreements, with final approval of the City Council.

Currently, the City compiles salary data, for comparison with comparable communities, through the use of the annual Local Government Center *Wage, Salary, and Benefits Survey for Municipalities*. It is the Committee's opinion that the disparity that existed between public and private sector wages no longer exists and that, if anything, a shift has occurred that, on average, places private sector wages at or below those of comparable public sector positions. Some time ago the City moved away from a merit based pay system for its unionized workers and has utilized a fixed step pay system in its place. The purpose of going to a fixed step pay plan was to remove the perceived or actual subjectivity of a merit based plan, but by doing so, the City has potentially removed incentive for employees to perform at a higher than satisfactory level.

Recommendation:

- Continue with a fixed step pay system and explore options to reward employees for exceptional performance, such as through a gain sharing program. The fixed step pay system takes the subjectivity out of pay increases and allows for more accurate budgeting from year to year. Additionally, the extension of steps stretches out the amount of time that it takes an employee to reach the maximum pay range. The exploration of a reward system for exceptional performance may encourage employees to perform at a higher than satisfactory level. The reward system should be based on department performance versus individual performance, again, to keep subjectivity out of it. An example may be that if a department implements a practice that saves the department a significant amount of money, a portion of the savings may be given back to the department as a reward to be used for a special piece of equipment, training, special project, etc.
- Maintain a negotiated wage percentage increase versus a COLA percentage tied to any Consumer Price Index (CPI). By maintaining set percentage increases it allows the City to more accurately budget for its personnel from year to year. It is understood that the negotiated percentage may not accurately reflect what is happening with the economy, but that risk goes both ways. There may be years when the negotiated percentage is greater than the CPI and other years when it may be less than CPI. Additionally, the use of a fixed percentage allows the City to follow its compensation program philosophy, which is to try and maintain City wages at a median range when compared to other communities and the private sector.
- Provide a salary study of both the private and public sectors within a 20 to 40 mile radius of Dover to be presented to the City Council in January of the year a contract expires. A salary study will allow the City to compare its wages against other communities and private employers for similar positions. The salary study should show the public sector and private sector wage information separate from one another so as to not skew the



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data by combining them. The salary survey will provide the City with a picture of how well we are managing salaries according to our compensation program by maintaining salary ranges that are in the median range when compared to other communities.

Longevity Payments:

The City currently provides longevity payments to employees based upon their length of service to the City. These payments are provided for a specified number of years of continuous service as established in the various collective bargaining agreements and the Merit Plan. The longevity payments are made as a lump sum during the first full pay period in December of each year. Payments start at the completion of five (5) years of service and increase in five (5) year increments up to twenty plus (20+) years of service.

The City's collective bargaining agreements and Merit Plan have included longevity payments for some time. The concept surrounding longevity has been to reward employees for their continuous service and dedication to the organization. In the early 1990's the longevity program varied dramatically from union to union. Some implemented longevity payments after 10 years of continuous service, some increased payments through 30+ years of service, and still others had longevity payments as a percentage of base salary versus a set dollar amount. In the last decade tremendous progress was made by implementing a uniform longevity payment schedule that applied to all unions and the Merit Plan.

Recommendation:

- Explore options to revise the City's longevity program. The original concept behind longevity payments is to reward employees for continuous years of service and dedication to the organization. Additionally, the intent of longevity has been viewed as a means to provide a monetary reward for employees that have reached the maximum salary range. It is for that reason it has been suggested that other options be considered for the longevity program. One suggestion was to have longevity start after ten (10) years of continuous service and/or after the employee has reached the maximum pay range for their classification.

Insurance Benefits:

The City currently makes available to eligible employees a standard package of insurance benefits. This comprehensive benefit package includes a number of choices in the areas of health and dental insurance. There are life and disability insurances for eligible employees, as well. The City also provides a number of supplemental benefits that are optional through the use of payroll deductions, such as flexible spending accounts, 457 deferred compensation plans, additional life and disability insurances, as well as home and auto insurances.



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Health plan offerings currently available to eligible employees include the traditional Anthem Blue Cross and Blue Shield JW and Comp 100 plans; BlueChoice Three-Tier Plan (POS); Matthew Thornton Blue (HMO); and Lumenos Enhanced Option (Consumer-Driven). Dental plan offerings include Base, Mid, and High levels of the Delta Dental A, B, C, & D service plans. Coverage under the terms of both the health and dental plans are made available to employees for either single, two-person, or family coverage. As of the date of this report, the cost share for health insurance premiums varies by union, not by design, but because there are some unions working under current Agreements and others working under expired Agreements at status quo. The City currently pays 100% of the dental premium up to two-person base coverage. The cost to increase to mid / high coverage and/or family plan option is borne by the employee (the difference from two-person base coverage).

In considering the offerings of the City's insurance benefit program, it should be noted that employers typically provide a basic level of insurance benefits to meet the reasonable needs of both the employee and the organization. Employers generally provide access to group insurance benefits which an employee would typically be unable to obtain on their own. An employer also often makes available a basic level of insurance coverage in order to protect the investment that they have in an employee. As with maintaining a competitive wage schedule, a comprehensive offering of insurance benefits extends the basic benefit offerings to further aid in recruiting and retaining qualified and valued employees. However, with that being said, there is also a need to control or reduce the impact on the City's taxpayers by increasing the employee participation in the cost of their health insurance consistent with what is happening in the general employment market.

Recommendation:

- Explore healthcare options, including the health buyout program, to reduce or minimize the City's budget impact. Through the use of a cost benefit analysis optimum buyout percentage(s) should be determined. Realizing that many aspects of health insurance premium costs are out of our control the City may benefit by researching options for different plan types and increased employee participation in the cost of health insurance programs consistent with the general employment market trends to reduce the impact on the taxpayers of the City.

Leave Program:

The City's leave program consists of various provisions for compensated annual, personal illness, military, jury, bereavement, and special leaves. Many of the leave provisions have been standardized between the various collective bargaining units, although certain differences in accrual rates, maximum accrual caps, and use restrictions remain. Over the past decade an attempt has been made to address the City's growing unfunded liability for accrued sick and annual leave. Provisions have been made to grandfathered employees on an agreed upon date and provides ten (10) ten personal illness leave days each year with no carry-over or accrual allowed from year to year. Provisions have also been put in place



CITY OF DOVER

LABOR POLICY COMMITTEE - REPORT

to buy-down grandfathered personal leave in order to reduce the City's long-term liability. There has been discussion amongst the Committee members that a consolidated leave that covers all types of leave combined in one pool would be the ideal, but the Committee also realizes that a consolidated leave plan is unlikely to occur.

Recommendation:

- Revise leave time provisions to reduce or minimize the City's unfunded, long-term liability. Although the concern for long-term liability exists there is also a concern that employees are not utilizing their annual vacation leave to its fullest. It is the City's belief that employees should use their annual vacation leave to have periods of rest and spend time with their family and friends. A 'use it or lose it' policy needs to gradually become part of the culture regarding leave time with some limited flexibility.

Other Benefits:

There has been much concern over the percentage increase costs being placed on employers for participants of the New Hampshire Retirement System (NHRS). NHRS is a multi-employer contributory defined benefit plan qualified as a tax-exempt entity under section 401(a) and 501(a) of the Internal Revenue Code. The System provides retirement, disability, and death benefits to its eligible members and their beneficiaries. NHRS also administers a separate postretirement medical benefit, which provides a subsidy for postretirement health insurance premiums for eligible pension plan members.

As a defined benefit plan, NHRS provides retirement benefits which are based on a formula that measures service and salary; the benefits are not based on how much the individual pays into the plan or how well his or her investments perform. The more service members have with NHRS and the more income they earn throughout their career, the greater the amount that their pension benefits will be. With a defined benefit plan, individuals do not assume the risk.

Although New Hampshire Retirement benefits are not an item open to negotiation it is the opinion of the Committee that it is a staffing cost that needs to be considered nonetheless as being part of an employee's total salary and benefit package.

Recommendation:

- Recognize the impact of the City's obligation toward New Hampshire Retirement benefits and how it contributes to the total benefits package. The City needs to continue to advocate for greater participation on the New Hampshire Retirement System Board.



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LABOR POLICY COMMITTEE - REPORT

Policy and Business Operations:

Currently the City of Dover does not have an official “Exit Interview” program to determine why individuals are leaving the City’s employ. Informally, management may hear why people are leaving, but there is no formal mechanism in place to document the reasons. Knowing why people are leaving can be a useful tool as organizational turnover can be very costly.

The Labor Policy Committee also expressed the desire to encourage pursuing opportunities where City and School services may be consolidated and information shared. This suggestion is a desire to explore areas where there can be a commonality between the two organizations that will benefit the City of Dover and its taxpayers.

Recommendation:

- Develop and implement a formal Exit Interview Program to determine why employees are leaving the City’s employ. The information from a formal exit interview program can be a wonderful tool for the City to gauge its competitiveness in all aspects of its business. If the City is losing its employees to other organizations that have better wages, benefits, working conditions, etc. this process will bring that out and allow the City to determine how to best address improvements that may need to be made. Additionally, it may validate that we are very competitive if the majority of the employees are leaving for other reasons, such as relocation.
- Continue to explore and suggest options to foster commonality between City and School operations. Areas should be explored that will benefit the City, its taxpayers, and streamline processes and operations.

Summary

During this process, the Labor Policy Committee has addressed a number of areas in which it believes there is room for improvement that will benefit the City, but still be equitable to the City’s employees. The committee also discussed many additional ideas and changes that ultimately did not become a part of the final policy recommendations. As a part of the Labor Policy Committee’s meeting schedule, an opportunity was offered for representatives of the City’s seven Employee Unions to address the committee and share their respective viewpoints. Common threads from those comments heard included that it was important for City Councils to understand the history of these contracts and the changes agreed to over the years, that City employees are an important part of the “infrastructure” of the City, even though the City Council wants to negotiate similar contracts with all of the unions at the same time – not all unions have the same needs, there is concern over the impact of higher health insurance costs to the employees and a desire to reestablish a Healthcare Committee as employees and the City both have a vested interest.



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The Labor Policy Committee encourages that a consensus be established by the City Council in order to provide specific direction which can be communicated to the City Manager. Such consensus will also provide longer term direction in making improvements to labor policy and human relations issues.

It is recommended the final, endorsed report be presented to all new / incoming City Council members in order to provide insight regarding the direction of the City as it relates to labor relations and policy issues as well as how the direction was determined. It is further recommended this information and review process be reviewed and updated through the use of a sub-committee in 2015 or earlier if deemed appropriate.

Committee members will be pleased to address any questions or offer any additional information that may be necessary.

City of Dover, NH
FY2014 Labor Negotiations Background Information

Previous Negotiating Objectives/Accomplishments:

- Overarching labor policy and negotiating objectives studied and established by prior City Councils with stated purpose: “to promote fair and equitable compensation and benefit programs consistent with general employment market trends to its employees that will also benefit the City.”
- Completed a comprehensive wage survey and implemented negotiated fixed step wage schedules based upon an analysis of market competitiveness and internal equity (AFSCME, DPEA, DPAAII, IAFF, DPFOA, DMEA).
- Included contractual provisions to preserve and utilize the Fair Labor Standards Act overtime exemptions for certain position classifications (DPFOA, DPAAII, DPEA).
- Included contractual provisions to introduce and make greater use of flex time for certain labor, administrative and clerical positions (AFSCME, DMEA, DPEA).
- Instituted insurance premium cost containment strategies through implementation of a Cafeteria Style benefits program and percentage increase based employee premium co-payments (DPAAII, DPA, IAFF, DPFOA, DMEA, AFSCME, DPEA).
- Continue the standardization of certain contract provisions between all unions to improve efficiency of contract administration/application (DPAAII, DPA, IAFF, DPFOA, DMEA, AFSCME, DPEA).
- Support established compensation philosophy by maintaining step/merit based on longevity and maintaining internal equity and market competitiveness (not the highest/not the lowest). Continue to utilize lag the market structure changes - 0% COLA increase.
- Amended contractual language and reduced the growing liability related to retiree health care costs and leave accruals (DPAAII, DPA, IAFF, DPFOA, DMEA, AFSCME, DPEA).
- Provide retirement incentive to reduce payroll costs.
- Address other work rule issues specific to individual unions/departments
- Suspended cost of living increases and negotiated voluntary across the board wage freezes and pay reductions.

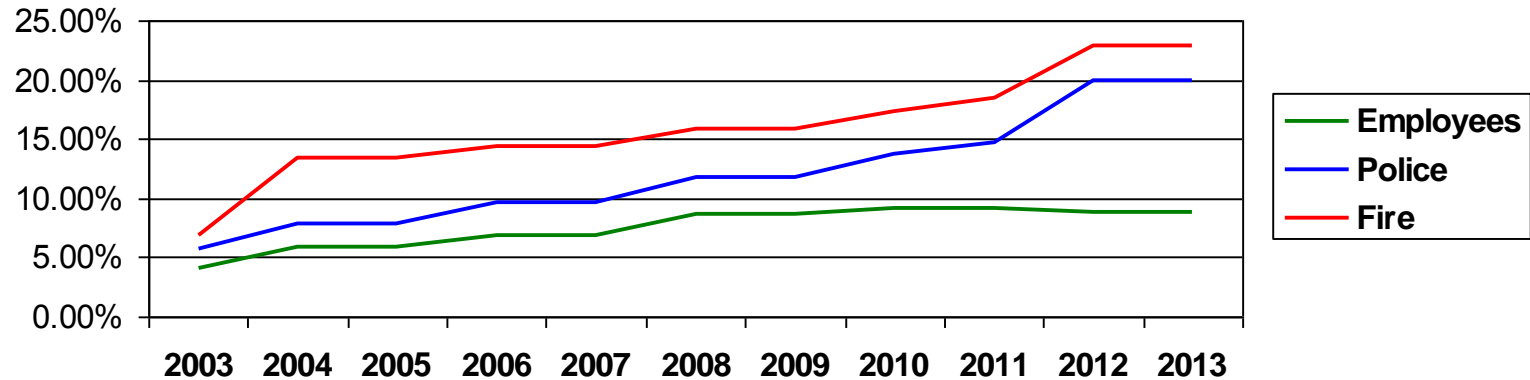
General Economic Data

Percent Change in Labor Market Information 2003-2013

Index	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
US Consumer Price Index-U		2.7%	3.4%	3.2%	2.8%	3.8%	-0.4%	1.6%	3.2%	2.1%	1.5%
Boston/Portsmouth MSA	3.8%	2.7%	3.3%	3.1%	1.9%	3.5%	-0.7%	1.6%	2.7%	1.6%	1.4%
Employer Cost Index											
Civilian Workers	3.9%	3.7%	3.1%	3.3%	3.3%	2.6%	1.4%	2.0%	2.0%	1.9%	2.0%
State and Local Gov't	3.5%	3.6%	4.1%	4.1%	4.1%	3.0%	2.3%	1.8%	1.3%	1.9%	1.9%
Total Personal Income	2.7%	6.2%	4.4%	5.8%		3.1%	-4.0%	3.7%	4.5%	2.8%	
New Hampshire											
Per Capita Income	0.1%	7.3%	3.3%	5.8%	4.6%	2.8%	-4.0%	3.7%	4.4%	2.6%	
New Hampshire											
Average Weekly Wage - All Sectors	3.2%	5.0%	4.7%	4.8%	3.0%	2.2%	-0.4%	2.6%	3.0%	2.4%	
New Hampshire											
Average Weekly Wage - Dover	3.0%	5.0%	3.7%	4.8%	3.8%	2.2%	-3.8%	1.6%	3.8%	3.2%	2.5%
All Sectors											

Trend In Retirement Rates

Retirement Rates
City Retirement Rates



CITY	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Employees	4.14%	5.90%	5.90%	6.81%	6.81%	8.74%	8.74%	9.16%	9.16%	8.80%	8.80%
Police	5.66%	7.87%	7.80%	9.68%	9.68%	11.84%	11.84%	13.66%	14.63%	19.95%	19.95%
Fire	6.94%	13.44%	13.44%	14.36%	14.36%	15.92%	15.92%	17.28%	18.52%	22.89%	22.89%
EMPLOYEE											
Employees	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	7.00%	7.00%
Police	9.30%	9.30%	9.30%	9.30%	9.30%	9.30%	9.30%	9.30%	9.30%	11.55%	11.55%
Fire	9.30%	9.30%	9.30%	9.30%	9.30%	9.30%	9.30%	9.30%	9.30%	11.80%	11.80%



NHRS Employer and Member Contribution Rates since 1970

FY*	Employer Rates**					Member Rates***	
	Non-State Employees	State Employees	Teachers	Police	Fire	Group I	Group II
1970-71	2.85%	2.85%	3.10%	8.30%	8.30%	Variable	Variable
1971-72	2.61%	2.61%	3.55%	8.49%	8.86%	Variable	Variable
1972-73	2.96%	2.96%	3.88%	8.80%	9.05%	Variable	Variable
1973-74	2.77%	2.77%	4.30%	8.82%	8.31%	Variable	Variable
1974-75	1.90%	1.90%	2.61%	7.31%	6.76%	Variable	Variable
1975-76	1.59%	1.59%	1.79%	9.69%	9.52%	Variable	Variable
1976-77	2.43%	2.43%	3.89%	10.89%	18.44%	Variable	Variable
1977-78	3.03%	3.03%	2.88%	11.98%	19.05%	4.60%/9.20%	9.30%
1978-79	3.01%	3.01%	2.88%	11.98%	18.61%	4.60%/9.20%	9.30%
1979	3.15%	3.15%	2.88%	11.21%	14.26%	4.60%/9.20%	9.30%
1980	3.00%	3.00%	2.96%	11.77%	13.14%	4.60%/9.20%	9.30%
1981	2.74%	2.74%	2.96%	11.71%	12.86%	4.60%/9.20%	9.30%
1982	2.55%	2.55%	1.80%	21.69%	17.29%	4.60%/9.20%	9.30%
1983	2.56%	2.56%	2.20%	21.40%	17.83%	4.60%/9.20%	9.30%
1984	2.39%	2.39%	0.88%	21.51%	23.12%	4.60%/9.20%	9.30%
1985	2.07%	2.07%	0.92%	21.71%	22.80%	4.60%/9.20%	9.30%
1986	1.27%	1.27%	0.88%	13.00%	15.54%	4.60%/9.20%	9.30%
1987	1.01%	1.01%	0.88%	11.60%	14.70%	4.60%/9.20%	9.30%
1988	2.74%	2.74%	0.65%	7.07%	13.99%	4.60%/9.20%	9.30%
1989	2.47%	2.47%	0.79%	8.20%	13.98%	5.00%	9.30%
1990	2.30%	2.30%	1.37%	9.31%	12.23%	5.00%	9.30%
1991	2.02%	2.02%	1.37%	10.22%	12.65%	5.00%	9.30%
1992	2.33%	2.33%	2.09%	7.97%	7.95%	5.00%	9.30%
1993	2.65%	2.65%	2.79%	5.07%	10.20%	5.00%	9.30%
1994	2.65%	2.65%	2.79%	5.07%	10.20%	5.00%	9.30%
1995	2.65%	2.65%	2.79%	5.07%	10.20%	5.00%	9.30%
1996	3.14%	3.14%	3.35%	3.81%	7.49%	5.00%	9.30%
1997	3.14%	3.14%	3.35%	3.81%	7.49%	5.00%	9.30%
1998	3.86%	3.86%	4.05%	5.22%	8.30%	5.00%	9.30%
1999	3.86%	3.86%	4.05%	5.22%	8.30%	5.00%	9.30%
2000	3.94%	3.94%	4.11%	7.13%	8.30%	5.00%	9.30%
2001	3.94%	3.94%	4.11%	7.13%	8.30%	5.00%	9.30%
2002	4.14%	4.14%	3.97%	8.20%	10.17%	5.00%	9.30%
2003	4.14%	4.14%	3.97%	8.20%	10.17%	5.00%	9.30%
2004	5.90%	5.90%	4.06%	12.11%	20.68%	5.00%	9.30%
2005	5.90%	5.90%	4.06%	12.11%	20.68%	5.00%	9.30%
2006	6.81%	6.81%	5.70%	14.90%	22.09%	5.00%	9.30%
2007	6.81%	6.81%	5.70%	14.90%	22.09%	5.00%	9.30%
2008	8.74%	8.74%	8.93%	18.21%	24.49%	5.00%	9.30%
2009	8.74%	8.74%	8.93%	18.21%	24.49%	5.00%	9.30%
2010	9.16%	11.05%	10.70%	19.51%	24.69%	5.00%****	9.30%
2011	9.16%	11.05%	10.70%	19.51%	24.69%	5.00%****	9.30%
2012	11.09%/8.80%^	12.31%/10.08%^	13.95%/11.30%^	25.57%/19.95%^	30.90%/22.89%^	7.00%~	11.55%/11.80%~
2013	8.80%	10.08%	11.30%	19.95%	22.89%	7.00%	11.55%/11.80%

* Fiscal Year: Rate changes took effect on Jan. 1 until 1979, when the effective date was changed to July 1 to coincide with the fiscal year.
 ** Employer Rates: The rates listed above are the total employer contribution rates. In 2008, legislation was passed to include both a pension and a Medical Subsidy portion as part of the total employer contribution rate, which may result in a difference in the employer rates for state and non-state employees. Visit the NHRS website at <http://www.nhrs.org/Employers/Rates.aspx> to view a breakdown of the pension and Medical Subsidy percentages. Note: Group II employers do not pay the Social Security tax, currently 6.2% on earnings up to \$110,100.
 *** Member Rates: Group I includes Employee and Teacher members; Group II includes Police and Fire members. Member rates are set by the New Hampshire Legislature. Prior to 1977, employee contribution rates were assessed on a sliding scale based on age, and, for Group I only, gender. Prior to 1989, Group I members contributed 4.60% up to the Social Security taxable wage limit and 9.20% on any excess.
 **** The member contribution rate for state employees whose employment began on or after July 1, 2009, is 7.0%.
 ^ Employer rates were recertified effective Aug. 1, 2011, to reflect 2011 legislative changes.
 ~ Effective July 1, 2011, the member contribution rates increase to 7.0% for all Group I members, 11.55% for Group II Police members, and 11.80% for Group II Fire members.

Sources: NHRS Comprehensive Annual Financial Reports; NHRS Reports to the New Hampshire Legislature; NH RSA 100-A.

CITY OF DOVER

Taxes and Retirement Summary

3/24/2014

FICA and Medicare Taxes

Cost Based on Percent of Wage

FICA and Medicare	Employer Cost	Employee Cost	CY2013 Maximum Wages Taxed
FICA	6.20%	6.20%	113,700
Medicare	1.45%	1.45%	All

Notes:

FICA applies to all employees except Sworn Police Officers and Fire Fighters.

Medicare applies to all employees except Public Safety employees hire before April 1, 1986.

NH Retirement Retirement System

Cost based on Percent of Wage

Fiscal Year	Employer Cost		
	Municipal	Police	Fire
2011 and 2012	8.80%	19.95%	22.89%
2013 and 2014	10.77%	25.30%	27.74%

Fiscal Year	State Cost		
	Municipal	Police	Fire
2011 and 2012	0.00%	0.00%	0.00%
2013 and 2014	0.00%	0.00%	0.00%

Fiscal Year	Employee Cost		
	Municipal	Police	Fire
All Years listed above	7.00%	11.55%	11.80%

Normal Retirement Requirements

The NHRS is a defined benefit plan. Pensions are calculated on a formula based on salary and years of service, not on the amounts contributed to the plan. Municipal (Group I) employees and Police and Fire (Group II) employees retirement age and years of service requirements vary based on date of hire and when the participant is vested in the plan. Please see attached NHRS Plan Detail information sheets for each employee group.

Normal Retirement Benefits

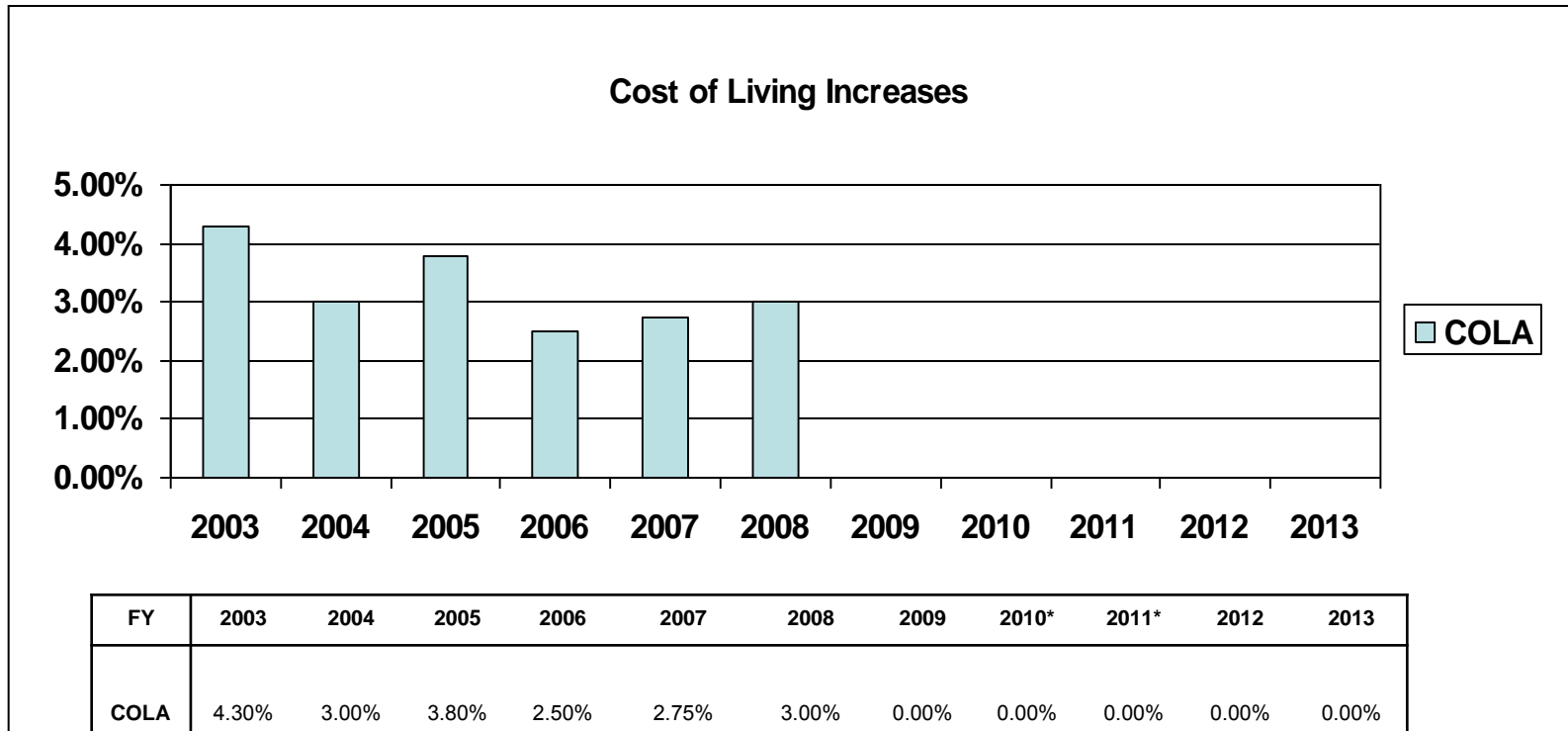
Municipal - Group I and Police & Firefighters - Group II:

Retirement Benefits vary based on each employee group, dates of hire, and when the participant is vested in the plan. Please see attached NHRS Plan Detail information sheets for each employee group.

Retirement Health Care

By statute, all retirees, at their own cost, may belong to the group health plan of the municipality from which they retired. Retirees that meet certain years of service and age requirements receive a subsidy from NHRS toward the cost of health insurance.

Salary Increases



*Voluntary employee wage freezes and wage reductions

City History of COLAs and Step/Merit

In all instances when referencing whether step/merit allowed, it is with the understanding that it applies only to those that were eligible to receive a step or merit increase. If employee at top step (maxed) they would not be eligible to receive a step/merit.

UNION and NON-UNION EMPLOYEES

Fiscal Year	Start Date	End Date	Union/Non-Union	COLA %	Step/Merit?	Lump Sum Bonus
06	7/1/05	6/30/06	All	2.50%	Y	None
07	7/1/06	6/30/07	All	2.75%	Y	None
08	7/1/07	6/30/08	All	3.00%	Y	None
09	7/1/08	6/30/09	All	0.00%	Y	None
10	7/1/09	6/30/10	All	0.00%	N	None
11	7/1/10	6/30/11	DMEA, IAFF, & DPFOA	0.00%	N (no layoff)	None
			AFSCME, DPEA, DPA, DPAAII, & Non-Union	0.00%	Y	
12	7/1/11	6/30/12	All	0.00%	Y	None
13	7/1/12	6/30/13	All	0.00%	Y 36% at Max	\$1,250 if not eligible for step \$1,000 if eligible for step (Intended for foregoing step in FY10)
14	7/1/13	6/30/14	All	0.00%	Y 34% at Max	\$1,250 if not eligible for step \$1,000 if eligible for step (Intended for foregoing step in FY10)

DEPARTMENT HEADS

Department Heads do not receive COLA increases; they receive annual merit increases on their anniversary date, based on performance and can range anywhere from 0% to 5%. In FY2010, no department heads received a merit increase. In addition, eight Department Heads & the City Manager voluntarily reduced their salaries in FY2010.

NEW ENGLAND INFORMATION OFFICE
Boston, Mass.

For release: Thursday, March 13, 2014

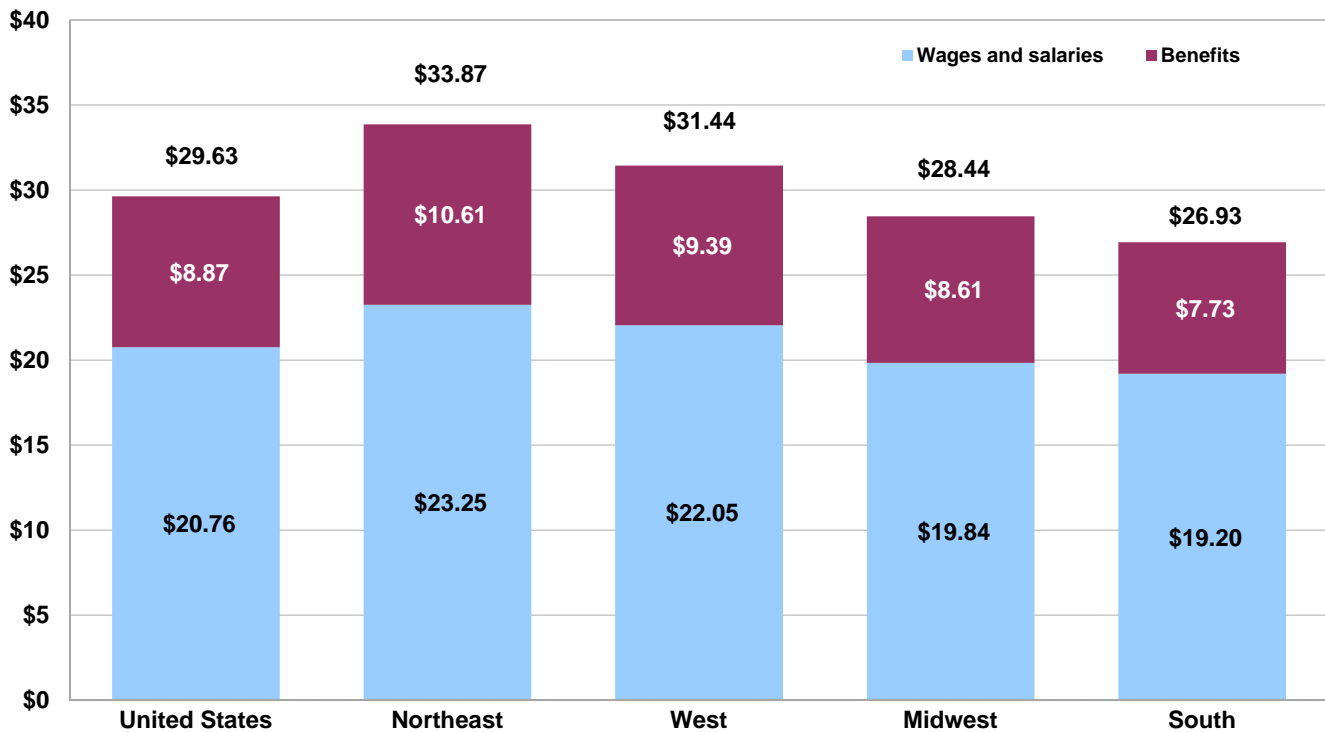
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**EMPLOYER COSTS FOR EMPLOYEE COMPENSATION FOR THE REGIONS –
DECEMBER 2013**

Employer costs for employee compensation in private industry among the four regions of the country ranged from \$26.93 per hour in the South to \$33.87 in the Northeast during December 2013, the U.S. Bureau of Labor Statistics reported today. Regional Commissioner Deborah A. Brown noted that hourly employer costs for employee compensation in the other two regions were \$28.44 in the Midwest and \$31.44 in the West. (See chart 1.) In addition to regional estimates, employer costs for nine smaller geographic divisions are also available. Within divisions, total compensation costs ranged from \$24.27 per hour in the East South Central division to \$34.40 in the New England division. (See table 1.) Employer Costs for Employee Compensation (ECEC) are based on the National Compensation Survey, which measures employer costs for wages, salaries, and employee benefits. (Geographic definitions of the regions and divisions follow in the Technical Note.)

Chart 1. Employer costs per hour worked for employee compensation in private industry by region, December 2013



Note: The sum of individual items may not equal totals due to rounding.
Source: U.S. Bureau of Labor Statistics.

In the Northeast, hourly total compensation costs were comprised of the following: wages and salaries (\$23.25) made up 68.7 percent, while total benefits (\$10.61) accounted for the remaining 31.3 percent. Insurance costs, which include life, health, and short- and long-term disability, averaged \$2.96 per hour worked and 8.7 percent of all compensation costs. Legally required benefits, which include Social Security and Medicare, workers' compensation, and unemployment insurance, averaged \$2.78 per hour and represented 8.2 percent of total compensation costs. Paid leave benefits, which includes vacation, holiday, sick, and personal leave, was \$2.51 per hour worked and accounted for 7.4 percent of total compensation costs.

Hourly wages and salaries averaged \$22.05 in the West and accounted for 70.1 percent of all compensation costs. Total benefits averaged \$9.39, or 29.9 percent of total compensation costs. Legally required benefits averaged \$2.66 per hour worked and accounted for 8.5 percent of total compensation costs in the West. Insurance benefits averaged \$2.45 per hour and represented 7.8 percent of all employer costs, while paid leave was \$2.13, or 6.8 percent of total compensation costs.

The Midwest Region recorded an hourly wage and salary average of \$19.84 in December 2013, which represented 69.7 percent of all compensation costs. Total benefits averaged \$8.61 and accounted for the remaining 30.3 percent of total compensation costs. The three highest categories for employer benefit costs included: insurance benefits (\$2.55 per hour worked), legally required benefits (\$2.33), and paid leave (\$1.95). These categories represented 9.0 percent, 8.2 percent, and 6.8 percent, respectively, of total employer compensation costs in the Midwest.

In the South, wages and salaries averaged \$19.20 per hour and comprised 71.3 percent of total employer compensation, while total benefits, at \$7.73 per hour, accounted for the remaining 28.7 percent. Legally required benefits represented the largest benefit category, averaging \$2.14 per hour worked, or 8.0 percent of total compensation costs. Insurance benefits, at \$2.08 per hour, or 7.7 percent of total compensation costs, represented the second largest benefit category in the South. Paid leave, the third largest benefit category, averaged \$1.81 per hour and represented 6.7 percent of all costs.

Overall, compensation costs among private industry employers in the United States averaged \$29.63 per hour worked in December 2013. Wages and salaries, at \$20.76 per hour, accounted for 70.1 percent of these costs, while benefits, at \$8.87, made up the remaining 29.9 percent.

Introduction of 2010 Standard Occupational Classification (SOC)

Beginning with this release, Employer Costs for Employee Compensation estimates are based on 2010 Standard Occupational Classification (SOC). No substantive changes occurred in occupational coverage for about 90 percent of the detailed occupations in the 2010 SOC. However, the detailed occupation Registered Nurses did undergo classification changes. For information see www.bls.gov/soc.

Technical note

Employer Costs for Employee Compensation (ECEC) measures the average cost to employers for wages and salaries and benefits per employee hour worked.

Employer Costs for Employee Compensation data in this release cover private industry. Excluded from private industry are the self-employed and farm and private household workers. The cost levels for this quarter were collected from a probability sample of approximately 44,200 occupations selected from a sample of about 9,100 establishments in private industry. The private industry sample is rotated over approximately 5 years, which makes the sample more representative of the economy and reduces respondent burden. Data are collected for the pay period including the 12th day of the survey months of March, June, September, and December.

Employer Costs for Employee Compensation data on total compensation, wages and salaries, and benefits in private industry are produced annually in the March reference period for 15 combined and metropolitan statistical areas (CSA and MSA). Further information about metropolitan area ECEC estimates is available at www.bls.gov/opub/mlr/cwc/bls-introduces-new-employer-costs-for-employee-compensation-data-for-private-industry-workers-in-15-metropolitan-areas.pdf.

For detailed information on Employer Costs for Employee Compensation, see Chapter 8, National Compensation Measures, of the *BLS Handbook of Methods* at www.bls.gov/opub/hom/pdf/homch8.pdf.

Current and historical BLS data are also posted on our Web site at www.bls.gov/ect.

Information from the Employer Costs for Employee Compensation program is available to sensory impaired individuals upon request. Voice phone: (202) 691-5200; Federal Relay Service: 1-800-877-8339.

Regional definitions

Northeast region

- New England division: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont
- Middle Atlantic division: New Jersey, New York, Pennsylvania

Midwest region

- East North Central division: Illinois, Indiana, Michigan, Ohio, Wisconsin
- West North Central division: Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, South Dakota

South region

- South Atlantic division: Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, West Virginia
- East South Central division: Alabama, Kentucky, Mississippi, Tennessee
- West South Central division: Arkansas, Louisiana, Oklahoma, Texas

West region

- Mountain division: Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, Wyoming
- Pacific division: Alaska, California, Hawaii, Oregon, Washington

Table 1. Employer costs per hour worked for employee compensation and costs as a percent of total compensation: Private industry workers, by census region and division, December 2013

Compensation component	Census region and division [1]									
	Northeast		Northeast divisions				South		South divisions	
	Cost	Percent	New England		Middle Atlantic		Cost	Percent	South Atlantic	
			Cost	Percent	Cost	Percent			Cost	Percent
Total compensation.....	\$33.87	100.0	\$34.40	100.0	\$33.67	100.0	\$26.93	100.0	\$27.75	100.0
Wages and salaries.....	23.25	68.7	24.05	69.9	22.95	68.2	19.20	71.3	19.81	71.4
Total benefits.....	10.61	31.3	10.35	30.1	10.71	31.8	7.73	28.7	7.94	28.6
Paid leave.....	2.51	7.4	2.39	7.0	2.55	7.6	1.81	6.7	1.94	7.0
Vacation.....	1.26	3.7	1.22	3.5	1.28	3.8	0.94	3.5	1.01	3.6
Holiday.....	0.74	2.2	0.74	2.1	0.75	2.2	0.56	2.1	0.59	2.1
Sick.....	0.34	1.0	0.29	0.9	0.35	1.0	0.22	0.8	0.23	0.8
Personal.....	0.17	0.5	0.14	0.4	0.18	0.5	0.10	0.4	0.11	0.4
Supplemental pay.....	1.06	3.1	1.10	3.2	1.05	3.1	0.78	2.9	0.71	2.6
Overtime and premium [2].....	0.24	0.7	0.24	0.7	0.25	0.7	0.28	1.0	0.24	0.9
Shift differentials.....	0.08	0.2	0.10	0.3	0.07	0.2	0.06	0.2	0.06	0.2
Nonproduction bonuses.....	0.74	2.2	0.76	2.2	0.73	2.2	0.45	1.7	0.41	1.5
Insurance.....	2.96	8.7	2.73	7.9	3.04	9.0	2.08	7.7	2.13	7.7
Life.....	0.05	0.1	0.04	0.1	0.05	0.2	0.04	0.1	0.04	0.1
Health.....	2.77	8.2	2.57	7.5	2.84	8.4	1.95	7.2	2.00	7.2
Short-term disability.....	0.09	0.3	0.07	0.2	0.10	0.3	0.05	0.2	0.05	0.2
Long-term disability.....	0.05	0.2	0.05	0.2	0.06	0.2	0.04	0.2	0.04	0.2
Retirement and savings.....	1.31	3.9	1.36	3.9	1.29	3.8	0.92	3.4	0.96	3.5
Defined benefit.....	0.58	1.7	0.60	1.7	0.57	1.7	0.36	1.3	0.37	1.3
Defined contribution.....	0.73	2.2	0.76	2.2	0.72	2.1	0.56	2.1	0.59	2.1
Legally required benefits.....	2.78	8.2	2.77	8.1	2.78	8.3	2.14	8.0	2.20	7.9
Social Security and Medicare.....	1.94	5.7	2.00	5.8	1.91	5.7	1.62	6.0	1.66	6.0
Social Security [3].....	1.55	4.6	1.60	4.7	1.53	4.5	1.30	4.8	1.34	4.8
Medicare.....	0.39	1.1	0.40	1.2	0.39	1.1	0.32	1.2	0.33	1.2
Federal unemployment insurance....	0.04	0.1	0.03	0.1	0.04	0.1	0.03	0.1	0.04	0.1
State unemployment insurance.....	0.33	1.0	0.33	1.0	0.32	1.0	0.16	0.6	0.17	0.6
Workers' compensation.....	0.48	1.4	0.41	1.2	0.51	1.5	0.33	1.2	0.33	1.2

Note: See footnotes at end of table.

Table 1. Employer costs per hour worked for employee compensation and costs as a percent of total compensation: Private industry workers, by census region and division, December 2013 - Continued

Compensation component	Census region and division[1]									
	South divisions				Midwest		Midwest divisions			
	East South Central		West South Central		Cost	Percent	East North Central		West North Central	
	Cost	Percent	Cost	Percent			Cost	Percent	Cost	Percent
Total compensation.....	\$24.27	100.0	\$26.80	100.0	\$28.44	100.0	\$28.74	100.0	\$27.83	100.0
Wages and salaries.....	17.24	71.1	19.08	71.2	19.84	69.7	19.92	69.3	19.67	70.7
Total benefits.....	7.02	28.9	7.71	28.8	8.61	30.3	8.82	30.7	8.15	29.3
Paid leave.....	1.58	6.5	1.71	6.4	1.95	6.8	1.95	6.8	1.95	7.0
Vacation.....	0.81	3.4	0.88	3.3	1.05	3.7	1.05	3.7	1.06	3.8
Holiday.....	0.51	2.1	0.55	2.0	0.59	2.1	0.60	2.1	0.59	2.1
Sick.....	0.17	0.7	0.21	0.8	0.21	0.7	0.20	0.7	0.22	0.8
Personal.....	0.08	0.3	0.09	0.3	0.09	0.3	0.10	0.3	0.08	0.3
Supplemental pay.....	0.68	2.8	0.94	3.5	0.74	2.6	0.81	2.8	0.60	2.2
Overtime and premium [2].....	0.31	1.3	0.32	1.2	0.24	0.9	0.27	0.9	0.20	0.7
Shift differentials.....	0.05	0.2	0.05	0.2	0.07	0.2	0.07	0.3	0.05	0.2
Nonproduction bonuses.....	0.32	1.3	0.57	2.1	0.43	1.5	0.47	1.6	0.36	1.3
Insurance.....	2.02	8.3	2.00	7.5	2.55	9.0	2.64	9.2	2.38	8.5
Life.....	0.04	0.2	0.05	0.2	0.04	0.1	0.04	0.1	0.04	0.1
Health.....	1.88	7.8	1.88	7.0	2.41	8.5	2.49	8.7	2.24	8.1
Short-term disability.....	0.05	0.2	0.04	0.1	0.06	0.2	0.06	0.2	0.05	0.2
Long-term disability.....	0.04	0.2	0.04	0.1	0.05	0.2	0.05	0.2	0.04	0.2
Retirement and savings.....	0.74	3.0	0.93	3.5	1.03	3.6	1.06	3.7	0.98	3.5
Defined benefit.....	0.31	1.3	0.37	1.4	0.44	1.6	0.50	1.7	0.33	1.2
Defined contribution.....	0.43	1.8	0.56	2.1	0.59	2.1	0.56	2.0	0.65	2.3
Legally required benefits.....	2.00	8.3	2.12	7.9	2.33	8.2	2.37	8.2	2.25	8.1
Social Security and Medicare.....	1.48	6.1	1.61	6.0	1.67	5.9	1.68	5.8	1.65	5.9
Social Security [3].....	1.19	4.9	1.30	4.8	1.34	4.7	1.35	4.7	1.32	4.8
Medicare.....	0.28	1.2	0.32	1.2	0.33	1.1	0.33	1.1	0.32	1.2
Federal unemployment insurance...	0.03	0.1	0.03	0.1	0.04	0.1	0.04	0.1	0.03	0.1
State unemployment insurance.....	0.14	0.6	0.16	0.6	0.23	0.8	0.24	0.8	0.21	0.8
Workers' compensation.....	0.36	1.5	0.33	1.2	0.39	1.4	0.41	1.4	0.36	1.3

Note: See footnotes at end of table.

Table 1. Employer costs per hour worked for employee compensation and costs as a percent of total compensation: Private industry workers, by census region and division, December 2013 - Continued

Compensation component	Census region and division[1]					
	West		West divisions			
	Cost	Percent	Mountain		Pacific	
			Cost	Percent	Cost	Percent
Total compensation.....	\$31.44	100.0	\$28.73	100.0	\$32.71	100.0
Wages and salaries.....	22.05	70.1	20.38	70.9	22.83	69.8
Total benefits.....	9.39	29.9	8.36	29.1	9.88	30.2
Paid leave.....	2.13	6.8	1.93	6.7	2.23	6.8
Vacation.....	1.11	3.5	1.05	3.7	1.14	3.5
Holiday.....	0.65	2.1	0.53	1.8	0.70	2.1
Sick.....	0.28	0.9	0.24	0.8	0.31	0.9
Personal.....	0.09	0.3	0.11	0.4	0.08	0.3
Supplemental pay.....	0.87	2.8	0.93	3.2	0.84	2.6
Overtime and premium [2].....	0.21	0.7	0.21	0.7	0.22	0.7
Shift differentials.....	0.05	0.1	0.03	0.1	0.05	0.2
Nonproduction bonuses.....	0.61	1.9	0.69	2.4	0.57	1.8
Insurance.....	2.45	7.8	2.11	7.3	2.61	8.0
Life.....	0.04	0.1	0.03	0.1	0.04	0.1
Health.....	2.34	7.4	1.99	6.9	2.50	7.6
Short-term disability.....	0.03	0.1	0.03	0.1	0.04	0.1
Long-term disability.....	0.04	0.1	0.05	0.2	0.04	0.1
Retirement and savings.....	1.28	4.1	1.11	3.9	1.35	4.1
Defined benefit.....	0.59	1.9	0.36	1.3	0.69	2.1
Defined contribution.....	0.69	2.2	0.75	2.6	0.66	2.0
Legally required benefits.....	2.66	8.5	2.28	7.9	2.84	8.7
Social Security and Medicare.....	1.82	5.8	1.68	5.8	1.88	5.8
Social Security [3].....	1.45	4.6	1.34	4.7	1.51	4.6
Medicare.....	0.36	1.2	0.34	1.2	0.37	1.1
Federal unemployment insurance....	0.04	0.1	0.03	0.1	0.04	0.1
State unemployment insurance.....	0.25	0.8	0.19	0.7	0.27	0.8
Workers' compensation.....	0.56	1.8	0.38	1.3	0.64	2.0

[1] The States that comprise the census divisions are: New England: Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island and Vermont; Middle Atlantic: New Jersey, New York, and Pennsylvania; South Atlantic: Delaware, District of Columbia, Florida, Georgia, Maryland, North Carolina, South Carolina, Virginia, and West Virginia; East South Central: Alabama, Kentucky, Mississippi, and Tennessee; West South Central: Arkansas, Louisiana, Oklahoma, and Texas; East North Central: Illinois, Indiana, Michigan, Ohio, and Wisconsin; West North Central: Iowa, Kansas, Minnesota, Missouri, Nebraska, North Dakota, and South Dakota; Mountain: Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, and Wyoming; and Pacific: Alaska, California, Hawaii, Oregon, and Washington.

[2] Includes premium pay for work in addition to the regular work schedule (such as overtime, weekends, and holidays).

[3] Comprises the Old-Age, Survivors, and Disability Insurance (OASDI) program.

Note: The sum of individual items may not equal totals due to rounding.

Employer costs per hour worked for employee compensation and costs as a percent of total compensation: Local government - Dover, NH - December 2013

Revised 04/08/2014

BLS COMPARISON DATA

Compensation Component	City of Dover Workers FY2013 Average		New England Private Industry December 2013		State and Local Gov't Workers December 2013		Civilian Workers December 2013	
	Cost	Percent	Cost	Percent	Cost	Percent	Cost	Percent
Total Compensation	\$ 43.69	100%	\$ 34.40	100.0%	\$ 42.89	100.0%	\$ 31.57	100.0%
Wages and Salaries	\$ 23.51	54%	\$ 24.05	69.9%	\$ 27.65	64.5%	\$ 21.77	69.0%
Total Benefits	\$ 20.18	46%	\$ 10.35	30.1%	\$ 15.24	35.5%	\$ 9.80	31.0%
Paid Leave	\$ 4.09	17%	\$ 2.39	8.6%	\$ 3.14	11.4%	\$ 2.21	8.0%
Vacation	\$ 2.25	10%	\$ 1.22	4.4%	\$ 1.17	4.2%	\$ 1.08	3.9%
Holiday	\$ 1.04	4%	\$ 0.74	2.7%	\$ 0.93	3.4%	\$ 0.67	2.4%
Sick	\$ 0.51	2.2%	\$ 0.29	1.0%	\$ 0.82	3.0%	\$ 0.33	1.2%
Personal	\$ 0.29	1%	\$ 0.14	0.5%	\$ 0.23	0.8%	\$ 0.13	0.5%
Supplemental Pay	\$ 5.13		\$ 1.10	4.0%	\$ 0.34	1.2%	\$ 0.77	2.8%
Overtime and Premium ¹	\$ 2.31	10%	\$ 0.24	0.9%	\$ 0.18	0.7%	\$ 0.24	0.9%
Shift Differentials	\$ 0.03		\$ 0.10	0.4%	\$ 0.04	0.1%	\$ 0.06	0.2%
Nonproduction Bonuses	\$ 2.79	14%	\$ 0.76	2.7%	\$ 0.12	0.4%	\$ 0.47	1.7%
Insurance	\$ 5.41	23%	\$ 2.73	9.9%	\$ 5.14	18.6%	\$ 2.84	10.3%
Life	\$ 0.06	0.26%	\$ 0.04	0.1%	\$ 0.09	0.3%	\$ 0.05	0.2%
Health	\$ 5.13	22%	\$ 2.57	9.3%	\$ 4.98	18.0%	\$ 2.70	9.8%
Dental	\$ 0.21	1%	no data	no data	no data	no data	no data	no data
Short-term Disability	\$ 0.01	0.04%	\$ 0.07	0.3%	\$ 0.03	0.1%	\$ 0.05	0.2%
Long-term Disability	no data	no data	\$ 0.05	0.2%	\$ 0.04	0.1%	\$ 0.05	0.2%
Retirement and Savings	\$ 3.61	15%	\$ 1.36	4.9%	\$ 4.03	14.6%	\$ 1.53	5.5%
Defined Benefit	\$ 3.57	15%	\$ 0.60	2.2%	\$ 3.67	13.3%	\$ 0.94	3.4%
Defined Contribution	\$ 0.04	--	\$ 0.76	2.7%	\$ 0.36	1.3%	\$ 0.59	2.1%
Legally Required Benefits	\$ 1.94	8%	\$ 2.77	10.0%	\$ 2.58	9.3%	\$ 2.45	8.9%
Social Security and Medicare	\$ 1.38	6%	\$ 2.00	7.2%	\$ 1.94	7.0%	\$ 1.77	6.4%
Social Security	\$ 0.98	4%	\$ 1.60	5.8%	\$ 1.50	5.4%	\$ 1.41	5.1%
Medicare	\$ 0.40	2%	\$ 0.40	1.4%	\$ 0.44	1.6%	\$ 0.36	1.3%
Federal Unemployment Insurance		--	\$ 0.03	0.1%	(5)	-18.1%	\$ 0.03	0.1%
State Unemployment Insurance		--	\$ 0.33	1.2%	\$ 0.10	0.4%	\$ 0.21	0.8%
Workers' Compensation	\$ 0.56	2%	\$ 0.41	1.5%	\$ 0.53	1.9%	\$ 0.44	1.6%

(1) Includes premium pay for work in addition to regular work schedule (such as OT, weekends, and holidays).

(5) Cost per hour worked is \$0.01 or less.

(6) Less than .05 percent.

**U.S. Department of Labor
Bureau of Labor Statistics**

Boston Regional Office
JFK Federal Buldg, Room E-310
Boston, MA 02203
Info: 617 565-2327 Fax: 617 565-4182

9150

CONSUMER PRICE INDEX FOR ALL URBAN CONSUMERS (CPI-U), NOT SEASONALLY ADJUSTED

Boston-Brockton-Nashua, MA-NH-ME-CT													
All Items 1982-84=100													
Year	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Avg.
2002	192.9		194.7		194.8		195.7		199.1		200.4		196.5
2003	199.8		202.8		202.3		203.0		206.8		206.5		203.9
2004	208.4		208.7		208.7		208.9		209.8		211.7		209.5
2005	211.3		214.2		214.6		217.2		220.1		218.6		216.4
2006	220.5		221.3		222.9		225.1		224.5		223.1		223.1
2007	224.432		226.427		226.247		226.929		227.850		230.689		227.409
2008	231.980		233.084		235.344		241.258		238.519		232.354		235.370
2009	230.806		232.155		231.891		233.018		236.596		236.589		233.778
2010	237.266		237.986		238.083		236.132		236.474		238.103		237.446
2011	239.814		242.787		244.574		244.256		245.310		245.030		243.881
2012	245.891		247.166		246.582		246.326		249.488		249.929		247.733
2013	249.957		250.835		250.036		251.067		251.918		252.230		251.139
2014	253.123												

PERCENT CHANGE FROM TWELVE MONTHS AGO, NOT SEASONALLY ADJUSTED

2003	3.6		4.2		3.9		3.7		3.9		3.0		3.8
2004	4.3		2.9		3.2		2.9		1.5		2.5		2.7
2005	1.4		2.6		2.8		4.0		4.9		3.3		3.3
2006	4.4		3.3		3.9		3.6		2.0		2.1		3.1
2007	1.8		2.3		1.5		0.8		1.5		3.4		1.9
2008	3.4		2.9		4.0		6.3		4.7		0.7		3.5
2009	-0.5		-0.4		-1.5		-3.4		-0.8		1.8		-0.7
2010	2.8		2.5		2.7		1.3		-0.1		0.6		1.6
2011	1.1		2.0		2.7		3.4		3.7		2.9		2.7
2012	2.5		1.8		0.8		0.8		1.7		2.0		1.6
2013	1.7		1.5		1.4		1.9		1.0		0.9		1.4
2014	1.3												

PERCENT CHANGE FROM TWO MONTHS AGO, NOT SEASONALLY ADJUSTED

2003	-0.3		1.5		-0.2		0.3		1.9		-0.1		
2004	0.9		0.1		0.0		0.1		0.4		0.9		
2005	-0.2		1.4		0.2		1.2		1.3		-0.7		
2006	0.9		0.4		0.7		1.0		-0.3		-0.6		
2007	0.6		0.9		-0.1		0.3		0.4		1.2		
2008	0.6		0.5		1.0		2.5		-1.1		-2.6		
2009	-0.7		0.6		-0.1		0.5		1.5		0.0		
2010	0.3		0.3		0.0		-0.8		0.1		0.7		
2011	0.7		1.2		0.7		-0.1		0.4		-0.1		
2012	0.4		0.5		-0.2		-0.1		1.3		0.2		
2013	0.0		0.4		-0.3		0.4		0.3		0.1		
2014	0.4												

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9150

CONSUMER PRICE INDEX FOR ALL URBAN WAGE EARNERS AND CLERICAL WORKERS (CPI-W), NOT SEASONALLY ADJUSTED

Boston-Brockton-Nashua, MA-NH-ME-CT		All Items 1982-84=100											
Year	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Avg.
2002	191.8		193.2		193.3		194.1		197.7		199.2		195.2
2003	199.3		202.3		201.8		202.2		206.2		205.6		203.2
2004	206.8		207.4		207.9		207.9		208.8		211.0		208.4
2005	210.3		213.1		214.0		216.0		220.2		217.7		215.6
2006	219.5		220.5		222.9		223.9		224.3		223.4		222.6
2007	224.256		225.918		225.395		226.465		227.429		230.440		226.943
2008	231.291		232.656		235.419		240.511		238.133		231.854		234.924
2009	230.095		231.884		231.420		232.535		235.744		236.859		233.418
2010	237.999		238.388		238.863		236.657		236.844		238.891		238.045
2011	240.540		244.324		246.825		245.949		246.424		246.349		245.337
2012	247.006		248.800		248.130		247.627		250.910		251.041		249.086
2013	251.024		252.352		251.570		252.458		253.304		253.405		252.483
2014	254.168												

PERCENT CHANGE FROM TWELVE MONTHS AGO, NOT SEASONALLY ADJUSTED

2003	3.9		4.7		4.4		4.2		4.3		3.2		4.1
2004	3.8		2.5		3.0		2.8		1.3		2.6		2.6
2005	1.7		2.7		2.9		3.9		5.5		3.2		3.5
2006	4.4		3.5		4.2		3.7		1.9		2.6		3.2
2007	2.2		2.5		1.1		1.1		1.4		3.2		2.0
2008	3.1		3.0		4.4		6.2		4.7		0.6		3.5
2009	-0.5		-0.3		-1.7		-3.3		-1.0		2.2		-0.6
2010	3.4		2.8		3.2		1.8		0.5		0.9		2.0
2011	1.1		2.5		3.3		3.9		4.0		3.1		3.1
2012	2.7		1.8		0.5		0.7		1.8		1.9		1.5
2013	1.6		1.4		1.4		2.0		1.0		0.9		1.4
2014	1.3												

PERCENT CHANGE FROM TWO MONTHS AGO, NOT SEASONALLY ADJUSTED

2003	0.1		1.5		-0.2		0.2		2.0		-0.3		
2004	0.6		0.3		0.2		0.0		0.4		1.1		
2005	-0.3		1.3		0.4		0.9		1.9		-1.1		
2006	0.8		0.5		1.1		0.4		0.2		-0.4		
2007	0.4		0.7		-0.2		0.5		0.4		1.3		
2008	0.4		0.6		1.2		2.2		-1.0		-2.6		
2009	-0.8		0.8		-0.2		0.5		1.4		0.5		
2010	0.5		0.2		0.2		-0.9		0.1		0.9		
2011	0.7		1.6		1.0		-0.4		0.2		0.0		
2012	0.3		0.7		-0.3		-0.2		1.3		0.1		
2013	0.0		0.5		-0.3		0.4		0.3		0.0		
2014	0.3												

City of Dover, NH
Actual Wages Paid
Calander Years 1987 - 2013

Year	Total City		Total School		Total Combined	
	Actual Wages	% Change	Actual Wages	% Change	Actual Wages	% Change
1987	5,453,784		7,931,469		13,385,253	
1988	6,016,209	10.3%	9,107,135	14.8%	15,123,344	13.0%
1989	6,727,720	11.8%	10,433,654	14.6%	17,161,374	13.5%
1990	7,527,954	11.9%	11,671,380	11.9%	19,199,334	11.9%
1991	8,034,859	6.7%	12,252,143	5.0%	20,287,002	5.7%
1992	7,880,754	-1.9%	12,490,797	1.9%	20,371,551	0.4%
1993	7,880,327	0.0%	12,467,115	-0.2%	20,347,442	-0.1%
1994	8,106,877	2.9%	12,843,194	3.0%	20,950,071	3.0%
1995	8,265,498	2.0%	13,411,601	4.4%	21,677,099	3.5%
1996	8,324,366	0.7%	13,854,604	3.3%	22,178,970	2.3%
1997	8,492,148	2.0%	14,213,449	2.6%	22,705,597	2.4%
1998	9,914,761	16.8%	15,051,482	5.9%	24,966,243	10.0%
1999	10,298,589	3.9%	15,548,038	3.3%	25,846,627	3.5%
2000	11,346,957	10.2%	16,853,845	8.4%	28,200,802	9.1%
2001	12,201,686	7.5%	18,607,505	10.4%	30,809,191	9.2%
2002	13,292,451	8.9%	20,735,215	11.4%	34,027,666	10.4%
2003	14,049,013	5.7%	22,346,044	7.8%	36,395,057	7.0%
2004	15,091,825	7.4%	23,307,256	4.3%	38,399,081	5.5%
2005	15,178,965	0.6%	23,643,190	1.4%	38,822,155	1.1%
2006	15,838,257	4.3%	24,334,031	2.9%	40,172,288	3.5%
2007	16,001,244	1.0%	25,137,023	3.3%	41,138,267	2.4%
2008	16,246,925	1.5%	25,504,039	1.5%	41,750,964	1.5%
2009	17,288,718	6.4%	25,008,189	-1.9%	42,296,907	1.3%
2010	16,945,787	-2.0%	25,697,383	2.8%	42,643,170	0.8%
2011	16,901,658	-0.3%	25,466,459	-0.9%	42,368,117	-0.6%
2012	16,896,441	0.0%	25,008,510	-1.8%	41,904,951	-1.1%
2013	17,559,818	3.9%	24,686,139	-1.3%	42,245,957	0.8%
10 Year Annual % Increase		1.5%		0.6%		1.0%
5 Year Annual % Increase		0.3%		-0.3%		0.0%
10 Year Change		25.0%		10.5%		16.1%
5 Year Change		8.1%		-3.2%		1.2%

Source: Employers Quarterly Federal Tax Return Worksheet

City of Dover

Health and Dental Insurance Budgetary Cost Summary

Health

Fiscal Year	Active Employees					Employer Cost	Retirees		Total Insured	
	Number	Premiums*	Withholdings	Buyout Savings	Total Savings		Number	City Cost	Number	City Cost
2014	228	6,266,956	790,195	1,416,830	2,207,025	4,059,931	111	1,720,985	339	5,780,916
2013	227	5,863,938	789,084	1,153,393	1,942,477	3,921,461	106	1,601,543	333	5,523,004
2012	223	5,300,065	738,190	965,472	1,703,662	3,596,403	100	1,264,708	323	4,861,111
2011	229	5,068,224	737,221	808,239	1,545,460	3,522,764	90	937,739	319	4,460,503
2010	232	4,424,003	621,299	675,014	1,296,313	3,127,690	80	804,294	312	3,931,984
2009	237	4,338,110	630,874	581,990	1,212,864	3,125,246	74	692,543	311	3,817,789
2008	240	4,267,909	714,561	417,039	1,131,600	3,136,309	70	706,923	310	3,843,232
2007	249	4,513,373	590,226	392,170	982,396	3,530,977	61	576,339	310	4,107,316
2006	245	3,790,004	400,868	291,197	692,065	3,097,938	47	393,790	292	3,491,728
2005	254	3,626,720	279,006	335,023	614,029	3,012,691	46	333,005	300	3,345,696
2004	250	3,302,889	256,661	284,205	540,866	2,762,023	29	312,691	279	3,074,714
2003	248	2,560,173	203,136	190,780	393,916	2,166,257	30	245,666	278	2,411,923
2002	246	2,302,446	101,643	140,906	242,549	2,059,897	29	201,439	275	2,261,336
Totals		49,357,853	6,062,769	6,235,428	12,298,197	37,059,656		8,070,679		45,130,335

Fiscal Year	Percent of Premiums	Withholdings	Buyout Savings	Total Savings	Employer Cost	% Total Cost
2014	12.6%	22.6%	35.2%	64.8%	29.8%	
2013	13.5%	19.7%	33.1%	66.9%	29.0%	
2012	13.9%	18.2%	32.1%	67.9%	26.0%	
2011	14.5%	15.9%	30.5%	69.5%	21.0%	
2010	14.0%	15.3%	29.3%	70.7%	20.5%	
2009	14.5%	13.4%	28.0%	72.0%	18.1%	
2008	16.7%	9.8%	26.5%	73.5%	18.4%	
2007	13.1%	8.7%	21.8%	78.2%	14.0%	
2006	10.6%	7.7%	18.3%	81.7%	11.3%	
2005	7.7%	9.2%	16.9%	83.1%	10.0%	
2004	7.8%	8.6%	16.4%	83.6%	10.2%	
2003	7.9%	7.5%	15.4%	84.6%	10.2%	
2002	4.4%	6.1%	10.5%	89.5%	8.9%	
Total %	12.3%	12.6%	24.9%	75.1%	17.9%	

Dental

Fiscal Year	Active Employees					Employer Cost	Retirees		Total Insured	
	Number	Premiums*	Withholdings	Buyout Savings	Total Savings		Number	City Cost	Number	City Cost
2014	235	270,254	89,611	16,409	106,020	164,234	10	13,297	245	177,531
2013	235	264,113	87,056	14,578	101,634	162,479	10	14,487	245	176,966
2012	238	295,830	91,957	16,593	108,550	187,280	10	13,795	248	201,075
2011	235	274,919	92,320	14,555	106,875	168,044	9	12,064	244	180,108
2010	238	276,360	91,041	13,379	104,420	171,940	8	10,722	246	182,662
2009	242	269,965	88,429	12,900	101,329	168,636	8	10,340	250	178,976
2008	243	260,029	87,126	9,884	97,010	163,019	8	10,019	251	173,038
2007	252	270,713	96,569	8,595	105,164	165,549	4	3,812	256	169,361
2006	254	260,586	93,274	9,502	102,776	157,811	0	-	254	157,811
2005	254	237,145	84,643	9,963	94,606	142,539	0	-	254	142,539
2004	251	231,897	86,474	7,192	93,666	138,231	0	-	251	138,231
2003	248	211,396	72,910	6,836	79,746	131,650	0	-	248	131,650
2002	233	203,203	74,238	380	74,618	128,585	0	-	233	128,585
Totals		3,056,156	1,046,037	124,357	1,170,393	1,885,763		60,752		1,784,036

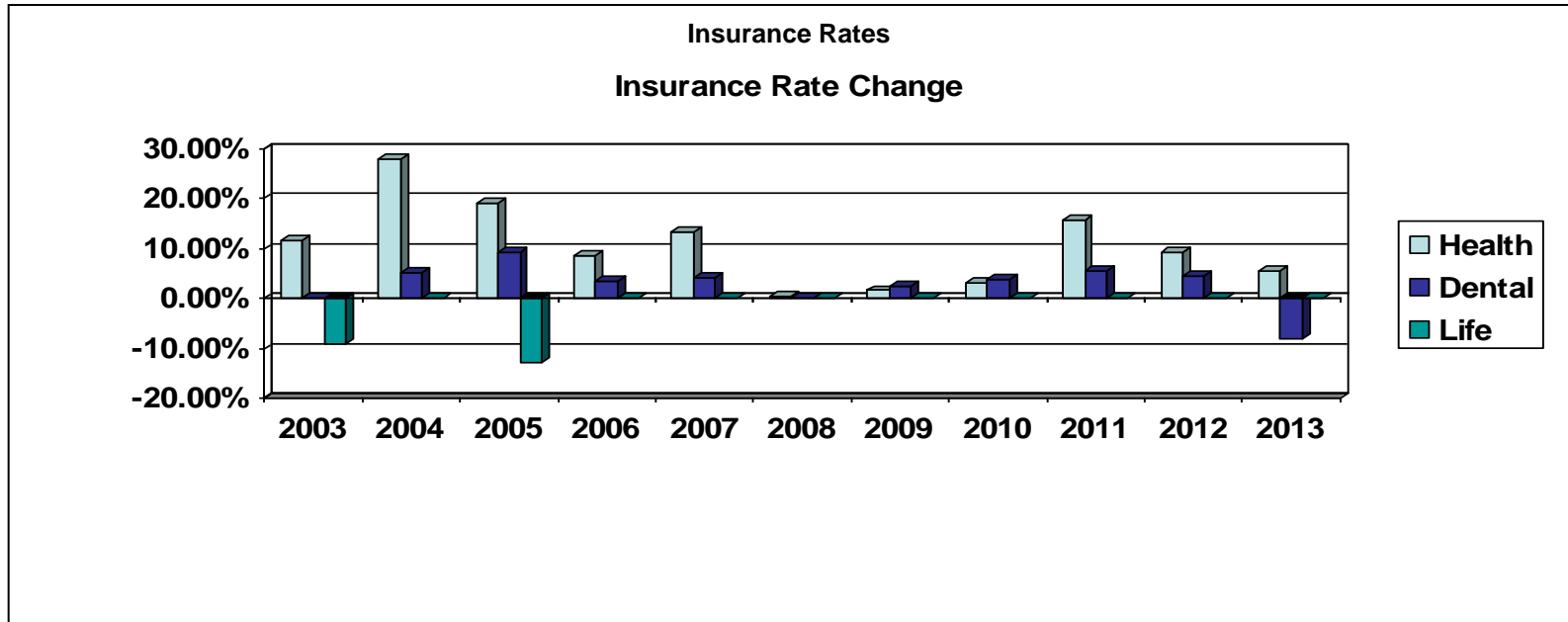
Fiscal Year	Percent of Premiums	Withholdings	Buyout Savings	Total Savings	Employer Cost	% Total Cost
2014	33.2%	6.1%	39.2%	60.8%	7.5%	
2013	33.0%	5.5%	38.5%	61.5%	8.2%	
2012	31.1%	5.6%	36.7%	63.3%	6.9%	
2011	33.6%	5.3%	38.9%	61.1%	6.7%	
2010	32.9%	4.8%	37.8%	62.2%	5.9%	
2009	32.8%	4.8%	37.5%	62.5%	5.8%	
2008	33.5%	3.8%	37.3%	62.7%	5.8%	
2007	35.7%	3.2%	38.8%	61.2%	2.3%	
2006	35.8%	3.6%	39.4%	60.6%	0.0%	
2005	35.7%	4.2%	39.9%	60.1%	0.0%	
2004	37.3%	3.1%	40.4%	59.6%	0.0%	
2003	34.5%	3.2%	37.7%	62.3%	0.0%	
2002	36.5%	0.2%	36.7%	63.3%	0.0%	
Total %	34.2%	4.1%	38.3%	61.7%	33.2%	

Health and Dental

Fiscal Year	Active Employees					Employer Cost	Retirees		Total Insured	
	Number	Premiums*	Withholdings	Buyout Savings	Total Savings		Number	City Cost	Number	City Cost
2014		6,537,210	879,806	1,433,239	2,313,045	4,224,165		1,734,282		5,958,447
2013		6,128,051	876,140	1,167,971	2,044,111	4,083,940		1,616,030		5,699,970
2012		5,595,895	830,147	982,065	1,812,212	3,783,683		1,278,503		5,062,186
2011		5,343,143	829,541	822,794	1,652,335	3,690,808		949,803		4,640,611
2010		4,700,363	712,340	688,393	1,400,733	3,299,630		815,016		4,114,646
2009		4,608,075	719,303	594,890	1,314,193	3,293,882		702,883		3,996,765
2008		4,527,938	801,687	426,923	1,228,610	3,299,328		716,942		4,016,270
2007		4,784,086	686,795	400,765	1,087,560	3,696,526		580,150		4,276,676
2006		4,050,590	494,142	300,699	794,841	3,255,749		393,790		3,649,539
2005		3,863,865	363,648	344,986	708,634	3,155,230		333,005		3,488,235
2004		3,534,786	343,135	291,397	634,532	2,900,254		312,691		3,212,945
2003		2,771,569	276,046	197,616	473,662	2,297,907		245,666		2,543,573
2002		2,505,649	175,881	141,286	317,167	2,188,482		201,439		2,389,921
Totals		52,414,009	7,108,805	6,359,785	13,468,590	38,945,419		8,145,918		47,091,337

Fiscal Year	Percent of Premiums	Withholdings	Buyout Savings	Total Savings	Employer Cost	% Total Cost
2014	13.5%	21.9%	35.4%	64.6%	29.1%	
2013	14.3%	19.1%	33.4%	66.6%	28.4%	
2012	14.8%	17.5%	32.4%	67.6%	25.3%	
2011	15.5%	15.4%	30.9%	69.1%	20.5%	
2010	15.2%	14.6%	29.8%	70.2%	19.8%	
2009	15.6%	12.9%	28.5%	71.5%	17.6%	
2008	17.7%	9.4%	27.1%	72.9%	17.9%	
2007	14.4%	8.4%	22.7%	77.3%	13.6%	
2006	12.2%	7.4%	19.6%	80.4%	10.8%	
2005	9.4%	8.9%	18.3%	81.7%	9.5%	
2004	9.7%	8.2%	18.0%	82.0%	9.7%	
2003	10.0%	7.1%	17.1%	82.9%	9.7%	
2002	7.0%	5.6%	12.7%	87.3%	8.4%	
Total %	13.6%	12.1%	25.7%	74.3%	17.3%	

Trend In Insurance Rates



FY	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	5 Yr. Avg	10 Yr. Avg
Health	11.70%	27.80%	19.00%	8.50%	13.40%	0.30%	1.60%	3.00%	15.8%	9.10%	5.40%	6.98%	10.51%
Dental	0.00%	5.20%	9.30%	3.60%	4.20%	0.00%	2.60%	3.70%	5.50%	4.50%	-8.10%	1.64%	2.77%
Life	-9.00%	0.00%	-13.00%	0.00%	0.00%	0.00%	0.0%	0.00%	0.00%	0.00%	0.00%	0.00%	-2.00%

**City of Dover, NH
Flexible Benefits Program
FY2014 Actual Annual Premium Rates**

80% 12 Months
20%

Plan Type	Total Cost (savings) Coverage Level			City of Dover Cost (savings) Coverage Level			Employee Cost (savings) Coverage Level			Employee Deduction (savings) Coverage Level			City of Dover Cost Coverage Level		
	Single	Two-Person	Family	Single	Two-Person	Family	Single	Two-Person	Family	Single	Two-Person	Family	Single	Two-Person	Family
Health Insurance:															
BCBS - JW	\$14,212.68	\$28,425.36	\$38,374.20	\$11,370.14	\$22,740.29	\$30,699.36	\$2,842.54	\$5,685.07	\$7,674.84	\$59.22	\$118.44	\$159.89	\$947.51	\$1,895.02	\$2,558.28
BCBS - Comp 100	\$13,475.88	\$26,951.88	\$36,384.96	\$10,780.70	\$21,561.50	\$29,107.97	\$2,695.18	\$5,390.38	\$7,276.99	\$56.15	\$112.30	\$151.60	\$898.39	\$1,796.79	\$2,425.66
BlueChoice	\$11,286.00	\$22,572.00	\$30,472.20	\$9,028.80	\$18,057.60	\$24,377.76	\$2,257.20	\$4,514.40	\$6,094.44	\$47.03	\$94.05	\$126.97	\$752.40	\$1,504.80	\$2,031.48
Matthew Thornton	\$10,202.64	\$20,405.28	\$27,547.20	\$8,162.11	\$16,324.22	\$22,037.76	\$2,040.53	\$4,081.06	\$5,509.44	\$42.51	\$85.02	\$114.78	\$680.18	\$1,360.35	\$1,836.48
luminos 2500	\$7,556.88	\$15,113.76	\$20,403.60	\$6,045.50	\$12,091.01	\$16,322.88	\$1,511.38	\$3,022.75	\$4,080.72	\$31.49	\$62.97	\$85.02	\$503.79	\$1,007.58	\$1,360.24
Medicomp III (65 and over)	\$7,251.36	\$14,502.72		\$5,801.09	\$11,602.18	-									
Buyout 50% of City Cost				(\$5,685.07)	(\$11,370.14)	(\$15,349.68)	(\$5,685.07)	(\$11,370.14)	(\$15,349.68)				(\$109.33)	(\$218.66)	(\$295.19)
Dental Insurance:															
Delta Dental - Base	\$376.68	\$737.28	\$1,486.44	\$376.68	\$737.28	\$737.28	\$0.00	\$0.00	\$749.16	\$0.00	\$0.00	\$15.61	\$31.39	\$61.44	\$61.44
Delta Dental - Mid	\$544.92	\$1,047.84	\$1,837.80	\$376.68	\$737.28	\$737.28	\$168.24	\$310.56	\$1,100.52	\$3.51	\$6.47	\$22.93	\$31.39	\$61.44	\$61.44
Delta Dental - High	\$544.92	\$1,054.56	\$1,918.68	\$376.68	\$737.28	\$737.28	\$168.24	\$317.28	\$1,181.40	\$3.51	\$6.61	\$24.61	\$31.39	\$61.44	\$61.44
Buyout	(\$376.68)	(\$737.28)	(\$737.28)	(\$188.34)	(\$368.64)	(\$368.64)	(\$188.34)	(\$368.64)	(\$368.64)						

Life and AD&D Insurance:

1x Life w/ 2x AD&D

\$.18 per \$1,000 of salary

\$.18 per \$1,000 of salary

Other Available Benefits:

Employee Assistance Program

Health Insurance: Monthly rates

current

BCBS - JW	\$1,184.39	\$2,368.78	\$3,197.85
BCBS - Comp 100	\$1,122.99	\$2,245.99	\$3,032.08
BlueChoice	\$940.50	\$1,881.00	\$2,539.35
Matthew Thornton	\$850.22	\$1,700.44	\$2,295.60
luminos 2500	\$629.74	\$1,259.48	\$1,700.30
luminos 5000	\$511.52	\$1,023.04	\$1,381.10
luminos 2500	\$629.74	\$1,259.48	\$1,700.30
luminos 5000	\$511.52	\$1,023.04	\$1,381.10
Medicomp III (65 and over)	\$604.28	\$1,208.56	-
Medicomp III NRX(65 and c	\$229.63		
Subsidy no medicomp	\$347.74	\$695.48	
Subsidy with medicomp	\$219.30	\$438.60	

\$604.28 \$1,208.56 -
\$229.63

Dental Insurance: Monthly rates

Delta Dental - Base 4	\$31.39	\$61.44	\$123.87
Delta Dental - Mid 3	\$45.41	\$87.32	\$153.15
Delta Dental - High 1	\$45.41	\$87.88	\$159.89

**City of Dover, NH
Flexible Benefits Program
FY2015 Actual Annual Premium Rates**

80% 12 Months
20%

Plan Type	Total Cost (savings)			City of Dover Cost (savings)			Employee Cost (savings)			Employee Deduction (savings)			City of Dover Cost		
	Coverage Level			Coverage Level			Coverage Level			Coverage Level			Coverage Level		
	Single	Two-Person	Family	Single	Two-Person	Family	Single	Two-Person	Family	Single	Two-Person	Family	Single	Two-Person	Family
Health Insurance:															
BCBS - JW	\$13,948.80	\$27,897.60	\$37,661.64	\$11,159.04	\$22,318.08	\$30,129.31	\$2,789.76	\$5,579.52	\$7,532.33	\$58.12	\$116.24	\$156.92	\$929.92	\$1,859.84	\$2,510.78
BCBS - Comp 100	\$13,225.68	\$26,451.48	\$35,709.48	\$10,580.54	\$21,161.18	\$28,567.58	\$2,645.14	\$5,290.30	\$7,141.90	\$55.11	\$110.21	\$148.79	\$881.71	\$1,763.43	\$2,380.63
BlueChoice	\$11,076.48	\$22,152.96	\$29,906.40	\$8,861.18	\$17,722.37	\$23,925.12	\$2,215.30	\$4,430.59	\$5,981.28	\$46.15	\$92.30	\$124.61	\$738.43	\$1,476.86	\$1,993.76
Matthew Thornton	\$10,013.28	\$20,026.44	\$27,035.76	\$8,010.62	\$16,021.15	\$21,628.61	\$2,002.66	\$4,005.29	\$5,407.15	\$41.72	\$83.44	\$112.65	\$667.55	\$1,335.10	\$1,802.38
New! luminos 2500	\$7,331.64	\$14,663.28	\$19,795.44	\$5,865.31	\$11,730.62	\$15,836.35	\$1,466.33	\$2,932.66	\$3,959.09	\$30.55	\$61.10	\$82.48	\$488.78	\$977.55	\$1,319.70
Medicomp III (65 and over)	\$7,024.20	\$14,048.40		\$5,619.36	\$11,238.72	-									
Buyout 50% of City Cost				(\$5,579.52)	(\$11,159.04)	(\$15,064.66)	(\$5,579.52)	(\$11,159.04)	(\$15,064.66)				(\$107.30)	(\$214.60)	(\$289.70)
Dental Insurance:															
Delta Dental - Base	\$376.68	\$737.28	\$1,486.44	\$376.68	\$737.28	\$737.28	\$0.00	\$0.00	\$749.16	\$0.00	\$0.00	\$15.61	\$31.39	\$61.44	\$61.44
Delta Dental - Mid	\$544.92	\$1,047.84	\$1,837.80	\$376.68	\$737.28	\$737.28	\$168.24	\$310.56	\$1,100.52	\$3.51	\$6.47	\$22.93	\$31.39	\$61.44	\$61.44
Delta Dental - High	\$544.92	\$1,054.56	\$1,918.68	\$376.68	\$737.28	\$737.28	\$168.24	\$317.28	\$1,181.40	\$3.51	\$6.61	\$24.61	\$31.39	\$61.44	\$61.44
Buyout	(\$376.68)	(\$737.28)	(\$737.28)	(\$188.34)	(\$368.64)	(\$368.64)	(\$188.34)	(\$368.64)	(\$368.64)						

Life and AD&D Insurance:

1x Life w/ 2x AD&D \$.18 per \$1,000 of salary \$.18 per \$1,000 of salary

Other Available Benefits:

Employee Assistance Program

Health Insurance: Monthly rates

BCBS - JW	\$1,162.40	\$2,324.80	\$3,138.47
BCBS - Comp 100	\$1,102.14	\$2,204.29	\$2,975.79
BlueChoice	\$923.04	\$1,846.08	\$2,492.20
Matthew Thornton	\$834.44	\$1,668.87	\$2,252.98
luminos 2500	\$610.97	\$1,221.94	\$1,649.62
Medicomp III (65 and over)	\$585.35	\$1,170.70	-
Medicomp III NRX(65 and c	\$222.40		
Subsidy no medicomp	\$375.56	\$751.12	
Subsidy with medicomp	\$236.84	\$473.68	

current

Dental Insurance: Monthly rates

Delta Dental - Base 4	\$31.39	\$61.44	\$123.87
Delta Dental - Mid 3	\$45.41	\$87.32	\$153.15
Delta Dental - High 1	\$45.41	\$87.88	\$159.89

Planning for the 40% Excise Tax on High Cost Health Plans in 2018

Existing Cafeteria Medical Plan Options (with indemnity plans, \$5 POS/HMO office and \$1/3/15 Rx Drug co-pay)

If the 2018 premium is greater than below employer will pay a 40% excise tax* for each affected employee

Coverage Type	Police, Fire and Retired Employees*	All Other Employees (not police, fire or retired)
1-Person Coverage	\$11,850	\$10,200
2-P or Family Coverage	\$30,950	\$27,500

Current Total Liability for Excise Tax on High Cost Health Plans in 2018

Existing indemnity plans, \$5 POS/HMO office and \$1/3/15 Rx Drug co-pay

\$598,671.38

Current JW Indemnity Plan				
	Current Annual Premium 2014	Projected Annual Premium 2018**	2018 Annual Excise Tax Owed***	
			For Each Covered Police, Fire and Retired Employee*	For Each Covered Other Employee
1-Person	\$14,212.68	\$18,352.52	\$2,601.01	\$3,261.01
2-Person	\$28,425.36	\$36,705.03	\$2,302.01	\$3,682.01
Family	\$38,374.20	\$49,551.75	\$7,440.70	\$8,820.70

Current JW Indemnity Plan 2018 Excise Tax Liability				\$198,396.76
Current Number of Fire, Police and Retired Employees Subscribed	Current Number of All Other Employees Subscribed	Total Tax Covered Police, Fire and Retired Employee*	Total Tax Covered Other Employee	
8	4	\$20,808.05	\$13,044.02	
13	4	\$29,926.16	\$14,728.05	
9	6	\$66,966.28	\$52,924.19	

Current Comp100 Indemnity Plan				
	Current Annual Premium 2014	Projected Annual Premium 2018**	2018 Annual Excise Tax Owed***	
			For Each Covered Police, Fire and Retired Employee*	For Each Covered Other Employee
1-Person	\$13,475.88	\$17,401.10	\$2,220.44	\$2,880.44
2-Person	\$26,951.88	\$34,802.36	\$1,540.94	\$2,920.94
Family	\$36,384.96	\$46,983.08	\$6,413.23	\$7,793.23

Current Comp100 Indemnity Plan 2018 Excise Tax Liability				\$9,334.18
Current Number of Fire, Police and Retired Employees Subscribed	Current Number of All Other Employees Subscribed	Total Tax Covered Police, Fire and Retired Employee*	Total Tax Covered Other Employee	
0	0	\$0.00	\$0.00	
0	1	\$0.00	\$2,920.94	
1	0	\$6,413.23	\$0.00	

Current BlueChoice Point of Service (POS) Plan				
	Current Annual Premium 2014	Projected Annual Premium 2018**	2018 Annual Excise Tax Owed***	
			For Each Covered Police, Fire and Retired Employee*	For Each Covered Other Employee
1-Person	\$11,286.00	\$14,573.36	\$1,089.34	\$1,749.34
2-Person	\$22,572.00	\$29,146.72	\$0.00	\$658.69
Family	\$30,472.20	\$39,348.07	\$3,359.23	\$4,739.23

Current BlueChoice POS Plan 2018 Excise Tax Liability				\$360,805.88
Current Number of Fire, Police and Retired Employees Subscribed	Current Number of All Other Employees Subscribed	Total Tax Covered Police, Fire and Retired Employee*	Total Tax Covered Other Employee	
21	10	\$22,876.22	\$17,493.44	
30	15	\$0.00	\$9,880.31	
60	23	\$201,553.68	\$109,002.24	

Current Mathew Thornton Health Maintenance Organization (HMO) Plan				
	Current Annual Premium 2014	Projected Annual Premium 2018**	2018 Annual Excise Tax Owed***	
			For Each Covered Police, Fire and Retired Employee*	For Each Covered Other Employee
1-Person	\$10,202.64	\$13,174.44	\$529.78	\$1,189.78
2-Person	\$20,405.28	\$26,348.88	\$0.00	\$0.00
Family	\$27,547.20	\$35,571.08	\$1,848.43	\$3,228.43

Current Mathew Thornton HMO Plan 2018 Excise Tax				\$30,134.56
Current Number of Fire, Police and Retired Employees Subscribed	Current Number of All Other Employees Subscribed	Total Tax Covered Police, Fire and Retired Employee*	Total Tax Covered Other Employee	
5	1	\$2,648.88	\$1,189.78	
1	6	\$0.00	\$0.00	
2	7	\$3,696.87	\$22,599.03	

Current Lumenos High Deductible Plan				
	Current Annual Premium 2014	Projected Annual Premium 2018**	2018 Annual Excise Tax Owed***	
			For Each Covered Police, Fire and Retired Employee*	For Each Covered Other Employee
1-Person	\$7,556.88	\$9,758.03	\$0.00	\$0.00
2-Person	\$15,113.76	\$19,516.06	\$0.00	\$0.00
Family	\$20,403.60	\$26,346.71	\$0.00	\$0.00

Current Lumenos High Ded. Plan 2018 Excise Tax Liability				\$0.00
Current Number of Fire, Police and Retired Employees Subscribed	Current Number of All Other Employees Subscribed	Total Tax Covered Police, Fire and Retired Employee*	Total Tax Covered Other Employee	
0	0	\$0.00	\$0.00	
0	0	\$0.00	\$0.00	
0	0	\$0.00	\$0.00	

Current MediComp Gap Plan				
	Current Annual Premium 2014	Projected Annual Premium 2018**	2018 Annual Excise Tax Owed***	
			For Each Covered Police, Fire and Retired Employee*	For Each Covered Other Employee
1-Person	\$7,503.72	\$9,689.39	\$0.00	\$0.00
2-Person	\$15,007.44	\$19,378.77	\$0.00	\$0.00
Family	\$0.00	\$0.00	\$0.00	\$0.00

Current MediComp Gap Plan 2018 Excise Tax Liability				\$0.00
Current Number of Fire, Police and Retired Employees Subscribed	Current Number of All Other Employees Subscribed	Total Tax Covered Police, Fire and Retired Employee*	Total Tax Covered Other Employee	
92	0	\$0.00	\$0.00	
0	0	\$0.00	\$0.00	
0	0	\$0.00	\$0.00	

* Police and firefighters, as well as retirees over 55, have higher 2018 annual thresholds than other employees

**These calculations assume a 6.8% ANNUAL PERCENTAGE INCREASE for health benefits:

*** 40% excise tax calculated only on the amount exceeding the threshold. (e.g., dollar difference x .40)

City of Dover

Compensated Absences Liability

Compensated Absences Liability by Fiscal Year End

Fiscal Year	City	School	Total
2004	1,619,242	1,844,398	3,463,640
2005	1,445,172	1,802,500	3,247,672
2006	1,480,302	1,735,894	3,216,196
2007	1,284,426	1,680,033	2,964,459
2008	1,359,320	1,926,102	3,285,422
2009	1,361,722	1,776,374	3,138,096
2010	1,429,155	1,760,580	3,189,734
2011	1,296,207	1,870,605	3,166,812
2012	1,456,541	1,886,400	3,342,941
2013	1,258,209	2,274,016	3,532,225

Breakdown of City Compensated Absences Liability by Leave Type

Fiscal Year	Annual Leave	Grandfathered Annual Leave	Total Annual Leave	Grandfathered Sick Leave	Total Liability
2004	860,488	69,809	930,296	688,946	1,619,242
2005	893,297	12,553	905,849	539,322	1,445,172
2006	955,622	29,830	985,452	494,850	1,480,302
2007	856,323	26,154	882,477	401,949	1,284,426
2008	937,956	23,928	961,884	397,436	1,359,320
2009	941,315	20,978	962,293	399,429	1,361,722
2010	1,015,252	16,492	1,031,744	397,411	1,429,155
2011	1,003,591	-	1,003,591	292,616	1,296,207
2012	1,176,758	-	1,176,758	279,783	1,456,541
2013	1,042,805	-	1,042,805	215,404	1,258,209

Fiscal Year 2013 City Compensated Absences Liability by Employee Group

Description	Annual Leave	Sick Leave	Total Liability
Assoc. of Federal State County & Municipal Employees	90,908	16,146	107,054
Dover Fire Officers Association	113,830	8,332	122,162
Dover Municipal Employee Association	211,445	45,291	256,736
Dover Professional Employees Association	129,500	57,517	187,017
Dover Police Administrators Association	111,458	1,488	112,946
Merit Plan	44,355	42	44,397
City Manager and Department Heads	72,996	76,378	149,374
Dover Police Association	148,623	4,953	153,576
International Association of Firefighters	119,690	5,257	124,947
Total Leave Liability	1,042,805	215,404	1,258,209

Fiscal Year - City Compensated Absences Liability by Fund

Fund	2009	2010	2011	2012	2013
General Fund	1,176,902	1,226,711	1,090,541	1,250,715	1,071,372
Parking Fund	14,170	6,670	10,271	11,819	12,814
Total Governmental Funds	1,191,072	1,233,381	1,100,812	1,262,535	1,084,186
Other Funds:					
Water Fund	53,144	56,420	56,729	65,202	70,986
Sewer Fund	80,229	96,476	94,702	76,594	59,840
DBIDA Fund	5,539	6,369	5,210	7,451	6,989
DoverNet Fund	11,018	12,717	16,700	19,200	17,729
Fleet Maintenance Fund	20,720	23,792	22,054	25,560	18,480
Total Other Funds	170,650	195,774	195,395	194,006	174,023
Total Leave Liability	1,361,722	1,429,155	1,296,207	1,456,541	1,258,209

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City of Dover, NH

Compensation Program Overview

*With FY2012 Market Analysis and
Survey Data*

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City of Dover, NH Compensation Program Overview

Program Philosophy

The City of Dover's compensation program is a basic management tool which serves to attract, retain and motivate employees in achieving the objectives of the City. The compensation program is based upon a compensation philosophy outlined in the policy originally adopted by the City Council on April 24, 1996 and is further defined in a report with recommendations prepared by a City Council personnel sub-committee on February 15, 1997. These documents establish and explain the principles that guide the design, implementation and administration of the City's overall program.

"To ensure fair and equitable treatment of all employees and to encourage the further creation of a team concept within and among all City departments so that the work of the City continues to be completed in a professional and fiscally responsible manner"

In accordance with the City's compensation philosophy, the City attempts to maintain pay levels for its employees which are based upon median pay rates reported for similar jobs identified in both the public and private sector markets. The City's objective is "to not be the highest and to not be the lowest" in terms of pay rates. Structural adjustments resulting from changes in regional cost of living changes are applied understanding that they will lag the market. Individual pay adjustments are typically based upon continued satisfactory performance, increased experience in the position held and longevity within the organization.

Program Activities

The City's compensation program ensures that employees are properly rewarded for work performed, that both internal and external equity are maintained, and that control is maintained over compensation costs. As intended, the program helps to attract top talent, retain core employees, and encourage longevity while effectively using financial resources allocated within the City budget. The administration of the City's compensation program involves the following activities:

1. Job Analysis. Each job in the organization is thoroughly analyzed and described. Job descriptions are developed to include a job summary; a list of the job's "essential" functions and related duties; and the necessary skills, experience, and educational requirements (see attached).
2. Job Evaluation. Job evaluation determines what jobs are worth on an absolute basis and relative to other jobs in the organization and is the means

for establishing the City's Classification Plan (see attached). Both qualitative and quantitative methods are used for purposes of checking results of one to the other. The qualitative method consists of a ranking evaluation where positions are paired and ranked in order from highest to lowest value. The quantitative method consists of a point factor comparison where each position has "points" assigned based on the job's complexity, impact, budget, supervisory duties, and so on. Job ranks are based on the total number of points. Jobs that are of greater value to the City have a higher classification grade; jobs of lesser value fill the lower grades.

3. Job Pricing. Job pricing involves determining market based rate ranges; that is, minimum, midpoint, and maximum dollar values for each labor grade. By studying wage and salary surveys, the City relates comparable wages in the public and private sector labor market to the jobs within the organization. A recommended scale of wages is calculated that will allow the organization to compete in the labor market (external equity) while ensuring that jobs of high value to the organization are paid more than those of relatively lower value (internal equity). Ultimately a comparison of market based pay levels is made against the existing Dover pay levels for each labor grade (see attached).
4. Pay Plan. The City's Pay Plan is developed based upon the job pricing activity above and in accordance with the overall compensation philosophy. The pay plan provides a uniform and equitable wage rate schedule consisting of minimum and maximum rates of pay for each class of position and the intermediate steps or increments necessary to allow for advancement based upon satisfactory performance and growth in experience within the organization (see attached). The Pay Plan is incorporated into collective bargaining agreements through the process of negotiations with each of the City's labor unions. Adjustments to the structure to conform with the job pricing results and regional cost of living changes are issues addressed through labor negotiations with a majority of the City's workforce.
5. Pay Administration. Administration of the compensation program involves establishing and monitoring procedures for payment of wages in accordance with the established Classification and Pay Plans and state and federal regulations. Administration entails recruitment and hiring of new employees, documenting current employee performance results, maintaining records of personnel actions including corresponding pay adjustments and processing of wage payments for work performed by employees.



ATTACHMENTS

Classification Plan

FY 2012 Pay Plan

FY2012 Market Pricing Data

FY2012 Market Analysis

FY 2012 Market Model

FY2012 Pay Plan to Market Model Comparison

CPI-U Table Boston-Brockton-Nashua, MA-NH-ME-CT

Employment Cost Index

Employer Costs for Employee Compensation

FY2006 to Present City of Dover Wage Schedule Adjustments

FY2012 Dover Classification Plan

Dover Classification Plan	Pay Plan Grade	Union
ACCOUNT CLERK I	11	DMEA
ACCOUNT CLERK II	13	DMEA
ACCOUNTANT I	18	DMEA
ACCOUNTANT II	28	DMEA
ADMINISTRATIVE ASSISTANT	19	non-union
ADMINISTRATIVE CLERK/CEMETERY COORDINATOR	15	DMEA
ANIMAL CONTROL OFFICER	10	DPA
AQUATIC FACILITY MANAGER	22	DPEA
ARENA FACILITY MANAGER	23	DPEA
ARENA PROGRAM & MARKETING SUPERVISOR	21	DPEA
ASSISTANT CITY CLERK	13	DMEA
ASSISTANT CITY ENGINEER	24	DPEA
ASSISTANT CITY MANAGER	34	non-union
ASSISTANT CITY PLANNER	24	DMEA
ASSISTANT LIBRARY DIRECTOR	26	DMEA
ASSISTANT RECREATION DIRECTOR	23	DPEA
ASSISTANT TAX ASSESSOR	23	DMEA
BOOKKEEPER	14	DMEA
BUILDING OFFICIAL	28	DMEA
CDBG PROGRAM COORDINATOR	27	DMEA
CITY CLERK/TAX COLLECTOR	26	non-union
CITY ENGINEER	29	DPEA
CITY TREASURER	24	non-union
CLERK TYPIST I	9	DMEA
CLERK TYPIST II	11	DMEA
CONSTRUCTION MANAGER	26	non-union
CROSSING GUARD	8	non-union
CUSTODIAN	9	DMEA
DEPUTY CITY CLERK	15	DMEA
DEPUTY COMMUNITY SERVICES DIRECTOR	30	non-union
DEPUTY TAX COLLECTOR	15	DMEA
DIRECTOR OF BUSINESS ASSISTANCE	23	non-union
DIRECTOR OF COMMUNITY SERVICES	33	non-union
DIRECTOR OF FINANCE	32	non-union
DIRECTOR OF HUMAN RESOURCES	29	non-union
DIRECTOR OF INFORMATION TECHNOLOGY	33	non-union
DIRECTOR OF MAIN STREET PROGRAM	23	non-union
DIRECTOR OF PLANNING & CDBG	31	non-union
DIRECTOR OF PUBLIC LIBRARY	29	non-union
DIRECTOR OF PUBLIC WELFARE	26	non-union
DIRECTOR OF RECREATION	26	non-union
ELECTRICAL INSPECTOR	22	DMEA
ENGINEERING TECHNICIAN	20	DPEA
ENVIRONMENTAL PROJECTS MANAGER	27	DPEA
EXECUTIVE SECRETARY	18	non-union
FACILITIES, GROUNDS & CEMETERY SUPERVISOR	23	DPEA
FIRE & RESCUE CHIEF	33	non-union
FIRE ASSISTANT CHIEF	29	DPFOA
FIRE CAPTAIN	25	DPFOA
FIRE DEPUTY CHIEF	27	DPFOA
FIRE LIEUTENANT	23	DPFOA
FIRE MECHANIC	11	non-union
FIRE/HEALTH INSPECTOR	22	DMEA
FIRE/LIFE SAFETY INSPECTOR	22	DMEA
FIREFIGHTER ON CALL	17	non-union
FIREFIGHTER/EMT	17	IAFF
FIREFIGHTER/EMT-I	18	IAFF
FIREFIGHTER/PARAMEDIC	20	IAFF
FLEET SUPERVISOR	25	DPEA
GENERAL LEGAL COUNSEL	33	non-union
GROUNDSKEEPER I	14	AFSCME
GROUNDSKEEPER II	16	AFSCME
HEAVY EQUIPMENT MECHANIC I	15	AFSCME
HEAVY EQUIPMENT MECHANIC II	16	AFSCME
HEAVY EQUIPMENT OPERATOR I	16	AFSCME
HEAVY EQUIPMENT OPERATOR II	17	AFSCME
INFORMATION TECHNOLOGY ADMINISTRATOR	22	non-union
INVENTORY COORDINATOR	17	AFSCME
LABORER I	12	AFSCME
LABORER II	13	AFSCME
LIBRARIAN I	17	DMEA
LIBRARIAN II	22	DMEA

FY2012 Dover Classification Plan

Dover Classification Plan	Pay Plan Grade	Union
LIBRARY ASSISTANT I	11	DMEA
LIBRARY ASSISTANT II	13	DMEA
LIBRARY PAGE	7	DMEA
MAINTENANCE MECHANIC I	14	AFSCME
MAINTENANCE MECHANIC II	15	AFSCME
MAINTENANCE MECHANIC III	22	AFSCME
MAINTENANCE SPECIALIST I	15	AFSCME
MAINTENANCE SPECIALIST II	18	AFSCME
MAINTENANCE SPECIALIST III	22	AFSCME
MANAGEMENT ANALYST	17	non-union
OFFICE MANAGER	15	DMEA
PARKING CONTROL OFFICER	10	DPA
PARKING MANAGER	24	non-union
PAYROLL & BENEFITS ADMINISTRATOR	15	DMEA
PERSONNEL ASSISTANT	15	DPAAII
PLANNER	27	DMEA
PLANT & PUMP STATION SUPERVISOR	23	DPEA
PLUMBING INSPECTOR	22	DMEA
POLICE CAPTAIN	30	DPAAII
POLICE CHIEF	33	non-union
POLICE COMMUNICATIONS SUPERVISOR	21	DPAAII
POLICE DISPATCHER	17	DPA
POLICE LIEUTENANT	27	DPAAII
POLICE OFFICER I	21	DPA
POLICE OFFICER II (Advanced Career Track)	22	DPA
POLICE PREVENTION COORDINATOR	22	non-union
POLICE PREVENTION PROGRAMMER	16	non-union
POLICE PROSECUTOR	27	DPAAII
POLICE RECORDS SUPERVISOR	21	DPAAII
POLICE SERGEANT	24	DPAAII
POLICE VICTIM/WITNESS ADVOCATE	20	non-union
PUBLIC WELFARE TECHNICIAN I	18	DMEA
PUBLIC WELFARE TECHNICIAN II	19	DMEA
PUBLIC WELFARE TECHNICIAN III	20	DMEA
PUBLIC WORKS SUPERVISOR	23	DPEA
PUMP STATION OPERATOR I	16	AFSCME
PUMP STATION OPERATOR II	18	AFSCME
PUMP STATION OPERATOR III	22	DPEA
PURCHASING AGENT	26	DMEA
RECREATION PROGRAM ASSOCIATE I	2	non-union
RECREATION PROGRAM ASSOCIATE II	3	non-union
RECREATION PROGRAM ASSOCIATE III	4	non-union
RECREATION PROGRAM SPECIALIST I	5	non-union
RECREATION PROGRAM SPECIALIST II	7	non-union
RECREATION PROGRAM SPECIALIST III	9	non-union
RECREATION PROGRAM SPECIALIST IV	15	non-union
RECREATION PROGRAM SUPERVISOR	17	DPEA
SEASONAL MAINTENANCE WORKER I	3	non-union
SEASONAL MAINTENANCE WORKER II	5	non-union
SEASONAL MAINTENANCE WORKER III	7	non-union
SECRETARY I	13	DMEA
SECRETARY II	14	DMEA
SOLID WASTE ASSISTANT	18	AFSCME
SOLID WASTE COORDINATOR	23	DPEA
SUPERINTENDENT OF FACILITIES, GROUNDS & CEMETERY	28	DPEA
SUPERINTENDENT OF PUBLIC WORKS & UTILITIES	29	DPEA
TAX ASSESSING DATA TECHNICIAN	15	DMEA
TEEN CENTER COUNSELOR	22	non-union
TELEVISION BROADCAST OPERATOR	15	non-union
TRUCK DRIVER	14	AFSCME
UTILITIES SYSTEM SUPERVISOR	26	DPEA
WORKING FOREMAN	22	DPEA
WWTP CHIEF OPERATOR	23	DPEA
WWTP LAB TECHNICIAN	17	DPEA
WWTP LAB/INDUSTRIAL PRETREATMENT COORDINATOR	22	DPEA
WWTP OPERATOR I	18	AFSCME
WWTP OPERATOR II	22	AFSCME
WWTP SUPERVISOR	26	DPEA

FY12 TABLE A - Pay Plan as of 07/01/2010

(Employees Hired On or Before 12/31/05)

Grade/Step	Hourly Step Rates											
	1	2	3	4	5	6	7	8	9	10	11	12
1	7.42	7.76	8.10	8.47	8.85	9.25	9.67	10.10	10.20	10.30	10.40	10.51
2	7.79	8.14	8.51	8.89	9.30	9.70	10.15	10.61	10.71	10.82	10.93	11.04
3	8.18	8.55	8.93	9.34	9.75	10.20	10.66	11.14	11.25	11.36	11.48	11.59
4	8.59	8.98	9.39	9.81	10.25	10.71	11.19	11.68	11.80	11.92	12.04	12.16
5	9.02	9.42	9.86	10.29	10.76	11.24	11.75	12.27	12.39	12.52	12.64	12.77
6	9.48	9.89	10.34	10.81	11.29	11.80	12.33	12.89	13.02	13.15	13.28	13.42
7	9.94	10.39	10.86	11.34	11.86	12.40	12.96	13.53	13.66	13.80	13.94	14.08
8	10.44	10.91	11.41	11.91	12.45	13.01	13.60	14.21	14.35	14.50	14.64	14.79
9	10.96	11.46	11.98	12.51	13.07	13.67	14.28	14.92	15.07	15.22	15.38	15.53
10	11.51	12.03	12.57	13.13	13.73	14.34	14.99	15.66	15.82	15.98	16.13	16.30
11	12.09	12.64	13.20	13.79	14.42	15.06	15.74	16.45	16.61	16.78	16.95	17.12
12	12.69	13.26	13.86	14.48	15.14	15.81	16.52	17.27	17.45	17.62	17.80	17.97
13	13.32	13.92	14.56	15.20	15.89	16.61	17.35	18.14	18.32	18.50	18.69	18.87
14	14.00	14.62	15.28	15.97	16.69	17.44	18.23	19.04	19.23	19.42	19.62	19.81
15	14.70	15.36	16.04	16.77	17.51	18.31	19.13	19.99	20.19	20.39	20.60	20.80
16	15.43	16.12	16.84	17.60	18.39	19.23	20.09	20.99	21.20	21.42	21.63	21.85
17	16.19	16.93	17.69	18.48	19.32	20.18	21.10	22.05	22.27	22.49	22.72	22.94
18	17.01	17.77	18.57	19.41	20.28	21.20	22.15	23.14	23.37	23.61	23.84	24.08
19	17.86	18.66	19.50	20.39	21.30	22.25	23.26	24.30	24.54	24.79	25.03	25.28
20	18.75	19.60	20.47	21.40	22.37	23.37	24.42	25.52	25.77	26.03	26.29	26.55
21	19.69	20.58	21.50	22.47	23.48	24.54	25.64	26.80	27.07	27.34	27.61	27.89
22	20.68	21.60	22.57	23.59	24.65	25.76	26.93	28.13	28.41	28.70	28.99	29.28
23	21.71	22.68	23.70	24.77	25.88	27.05	28.27	29.54	29.84	30.14	30.44	30.74
24	22.80	23.81	24.89	26.01	27.18	28.40	29.68	31.02	31.33	31.64	31.96	32.28
25	23.93	25.01	26.14	27.31	28.54	29.82	31.17	32.57	32.89	33.22	33.55	33.89
26	25.12	26.27	27.45	28.68	29.96	31.32	32.72	34.19	34.53	34.88	35.23	35.58
27	26.38	27.57	28.82	30.11	31.46	32.88	34.36	35.91	36.26	36.63	36.99	37.36
28	27.70	28.95	30.25	31.61	33.04	34.52	36.08	37.70	38.07	38.45	38.84	39.23
29	29.09	30.39	31.77	33.20	34.69	36.25	37.89	39.59	39.98	40.38	40.79	41.20
30	30.55	31.92	33.35	34.85	36.43	38.07	39.78	41.57	41.99	42.41	42.83	43.26
31	32.07	33.52	35.02	36.60	38.25	39.97	41.77	43.65	44.08	44.52	44.97	45.42
32	33.68	35.19	36.78	38.43	40.16	41.97	43.86	45.83	46.29	46.75	47.22	47.69
33	35.36	36.95	38.62	40.35	42.17	44.07	46.05	48.12	48.60	49.09	49.58	50.08
34	37.13	38.80	40.55	42.37	44.28	46.27	48.35	50.53	51.03	51.54	52.06	52.58
35	38.99	40.74	42.57	44.49	46.49	48.58	50.77	53.05	53.58	54.12	54.66	55.21
36	40.93	42.78	44.70	46.71	48.82	51.01	53.31	55.71	56.26	56.83	57.39	57.97
37	42.98	44.92	46.94	49.05	51.26	53.56	55.97	58.49	59.08	59.67	60.26	60.87
38	45.13	47.16	49.28	51.50	53.82	56.24	58.77	61.42	62.03	62.65	63.28	63.91
39	47.39	49.52	51.75	54.08	56.51	59.05	61.71	64.49	65.13	65.78	66.44	67.11
40	49.76	52.00	54.34	56.78	59.34	62.01	64.80	67.71	68.39	69.07	69.76	70.46

FY12 TABLE B - Pay Plan as of 07/01/2010

(Employees Hired After 12/31/05)

Grade/Step	Hourly Step Rates											
	1	2	3	4	5	6	7	8	9	10	11	12
1	7.42	7.62	7.83	8.04	8.48	8.71	8.95	9.19	9.44	9.96	10.23	10.51
2	7.79	8.00	8.22	8.44	8.90	9.15	9.40	9.65	9.91	10.46	10.74	11.04
3	8.18	8.40	8.63	8.86	9.35	9.61	9.87	10.14	10.41	10.99	11.28	11.59
4	8.59	8.82	9.06	9.30	9.82	10.08	10.36	10.64	10.92	11.53	11.84	12.16
5	9.02	9.26	9.51	9.77	10.31	10.59	10.87	11.17	11.47	12.10	12.43	12.77
6	9.48	9.73	10.00	10.27	10.83	11.12	11.43	11.73	12.05	12.72	13.06	13.42
7	9.94	10.21	10.49	10.77	11.37	11.67	11.99	12.31	12.65	13.34	13.70	14.08
8	10.44	10.72	11.01	11.31	11.94	12.26	12.59	12.94	13.29	14.02	14.40	14.79
9	10.96	11.26	11.56	11.88	12.53	12.87	13.22	13.58	13.95	14.72	15.12	15.53
10	11.51	11.82	12.14	12.47	13.15	13.51	13.88	14.25	14.64	15.45	15.86	16.30
11	12.09	12.42	12.76	13.10	13.82	14.19	14.58	14.97	15.38	16.22	16.66	17.12
12	12.69	13.03	13.39	13.75	14.51	14.90	15.31	15.72	16.15	17.04	17.50	17.97
13	13.32	13.69	14.06	14.44	15.23	15.65	16.07	16.51	16.96	17.89	18.37	18.87
14	14.00	14.38	14.76	15.16	16.00	16.43	16.88	17.33	17.80	18.78	19.29	19.81
15	14.70	15.09	15.50	15.92	16.80	17.25	17.72	18.20	18.69	19.72	20.25	20.80
16	15.43	15.85	16.28	16.72	17.64	18.12	18.61	19.11	19.63	20.71	21.27	21.85
17	16.19	16.63	17.09	17.55	18.52	19.02	19.54	20.07	20.61	21.75	22.34	22.94
18	17.01	17.47	17.94	18.43	19.44	19.97	20.51	21.06	21.64	22.82	23.44	24.08
19	17.86	18.34	18.84	19.35	20.41	20.97	21.53	22.12	22.72	23.96	24.61	25.28
20	18.75	19.26	19.78	20.31	21.43	22.01	22.61	23.22	23.86	25.17	25.85	26.55
21	19.69	20.22	20.77	21.33	22.51	23.12	23.75	24.39	25.05	26.43	27.15	27.89
22	20.68	21.24	21.81	22.40	23.63	24.28	24.93	25.61	26.30	27.75	28.50	29.28
23	21.71	22.30	22.90	23.52	24.81	25.49	26.18	26.89	27.62	29.14	29.93	30.74
24	22.80	23.42	24.05	24.70	26.06	26.76	27.49	28.23	29.00	30.59	31.42	32.28
25	23.93	24.58	25.24	25.93	27.35	28.10	28.86	29.64	30.45	32.12	32.99	33.89
26	25.12	25.80	26.50	27.22	28.72	29.50	30.30	31.12	31.97	33.72	34.64	35.58
27	26.38	27.10	27.83	28.59	30.16	30.98	31.82	32.68	33.57	35.41	36.38	37.36
28	27.70	28.45	29.22	30.02	31.67	32.52	33.41	34.31	35.24	37.18	38.19	39.23
29	29.09	29.87	30.69	31.52	33.25	34.15	35.08	36.03	37.01	39.05	40.11	41.20
30	30.55	31.37	32.23	33.10	34.92	35.87	36.84	37.84	38.86	41.00	42.11	43.26
31	32.07	32.94	33.84	34.75	36.66	37.66	38.68	39.73	40.81	43.05	44.22	45.42
32	33.68	34.59	35.53	36.49	38.50	39.54	40.61	41.72	42.85	45.20	46.43	47.69
33	35.36	36.32	37.30	38.32	40.42	41.52	42.65	43.80	44.99	47.46	48.75	50.08
34	37.13	38.14	39.17	40.23	42.44	43.60	44.78	45.99	47.24	49.84	51.19	52.58
35	38.99	40.04	41.13	42.24	44.57	45.77	47.02	48.29	49.60	52.33	53.75	55.21
36	40.93	42.04	43.18	44.36	46.79	48.06	49.37	50.71	52.08	54.94	56.43	57.97
37	42.98	44.15	45.34	46.57	49.13	50.47	51.84	53.24	54.69	57.69	59.26	60.87
38	45.13	46.35	47.61	48.90	51.59	52.99	54.43	55.90	57.42	60.58	62.22	63.91
39	47.39	48.67	49.99	51.35	54.17	55.64	57.15	58.70	60.29	63.60	65.33	67.11
40	49.76	51.11	52.49	53.92	56.88	58.42	60.01	61.63	63.30	66.78	68.60	70.46

July 2012 NHMA Wage Survey

NHMA Annual Wage Survey

New Hampshire Municipal Association

website: <http://www.nhlgc.org>

phone: 603-224-7447

Not all fields are available for every position reported

Field	Field Description
Municipality	The municipality name
JobTitle	The standard job title for the occupation
Population	The NH Office of State Planning population estimate for the municipality
# FT EE	The number of full-time employees incumbent in the given occupation
FT Min Salary	The minimum full-time wage rate reported for the given occupation
FT Max Salary	The maximum full-time wage rate reported for the given occupation
FT Salary Comment	Descriptive comments related to the reporting of data related to the full-time occupation
# PT EE	The number of part-time employees incumbent in the given occupation
PT Min Salary	The minimum part-time wage rate reported for the given occupation
PT Max Salary	The maximum part-time wage rate reported for the given occupation

7/1/2012

Survey Date

Age Factor July 2012 to July 2012

0.0%

Communities:

Bedford
 Concord
 Derry
 Dover
 Goffstown
 Hampton
 Hudson
 Keene
 Laconia
 Londonderry
 Manchester
 Merrimack
 Nashua
 Portsmouth
 Rochester
 Salem

Dover_NHMA Crosswalk

Dover Classification	NHMA Title	Position Match	NHMA Selected Hourly (aged)	Weighted Rate
ACCOUNT CLERK I				0.00
ACCOUNT CLERK II	Account Clerk	100%	18.45	18.45
ACCOUNTANT I	Accountant	80%	30.13	24.10
ACCOUNTANT II	Accountant	115%	30.13	34.65
ADMINISTRATIVE ASSISTANT	Administrative Assistant	100%	23.73	23.73
ADMINISTRATIVE CLERK/CEMETERY COORDINATOR				0.00
ANIMAL CONTROL OFFICER	Animal Control Officer	100%	18.86	18.86
AQUATIC FACILITY MANAGER				0.00
ARENA FACILITY MANAGER				0.00
ARENA PROGRAM & MARKETING SUPERVISOR				0.00
ASSISTANT CITY CLERK				0.00
ASSISTANT CITY ENGINEER				0.00
ASSISTANT CITY MANAGER				0.00
ASSISTANT CITY PLANNER				0.00
ASSISTANT LIBRARY DIRECTOR				0.00
ASSISTANT RECREATION DIRECTOR				0.00
ASSISTANT TAX ASSESSOR	Assistant Appraiser/Assessor	100%	27.96	27.96
BOOKKEEPER	Bookkeeper	100%	22.78	22.78
BUILDING OFFICIAL				0.00
CDBG PROGRAM COORDINATOR				0.00
CITY CLERK/TAX COLLECTOR	Combined Clerk/Tax Collector	100%		0.00
CITY ENGINEER	City/Town Engineer	100%	36.55	36.55
CITY MANAGER	City/ Town Manager	100%	57.54	57.54
CITY TREASURER				0.00
CLERK TYPIST I				0.00
CLERK TYPIST II	Clerk Typist	100%	16.63	16.63
CONSTRUCTION MANAGER				0.00
CROSSING GUARD				0.00
CUSTODIAN	Building Custodian	100%	16.65	16.65
DEPUTY CITY CLERK	Deputy Town Clerk	100%	22.67	22.67
DEPUTY COMMUNITY SERVICES DIRECTOR				0.00
DEPUTY TAX COLLECTOR	Deputy Tax Collector	100%	22.99	22.99
DIRECTOR OF BUSINESS ASSISTANCE				0.00
DIRECTOR OF COMMUNITY SERVICES	Director of Public Works	100%	46.38	46.38
DIRECTOR OF FINANCE	Finance Director	100%	44.45	44.45
DIRECTOR OF HUMAN RESOURCES	Personnel/HR Director	100%	35.19	35.19
DIRECTOR OF INFORMATION TECHNOLOGY	Information Technology Manager/Director	100%	40.22	40.22
DIRECTOR OF MAIN STREET PROGRAM				0.00
DIRECTOR OF PLANNING & CDBG	Planning Director	100%	39.97	39.97
DIRECTOR OF PUBLIC LIBRARY	Library Director	100%	38.44	38.44
DIRECTOR OF PUBLIC WELFARE	Welfare Officer/Commissioner	100%	33.85	33.85
DIRECTOR OF RECREATION	Parks/ Recreation Director	100%	33.19	33.19
ELECTRICAL INSPECTOR				0.00
ENGINEERING TECHNICIAN				0.00
ENVIRONMENTAL PROJECTS MANAGER				0.00
EXECUTIVE SECRETARY	Executive Secretary/Asst to Board of Selectmen	100%	24.61	24.61
FACILITIES, GROUNDS & CEMETERY SUPERVISOR				0.00
FIRE & RESCUE CHIEF	Fire Chief	100%	45.65	45.65
FIRE ASSISTANT CHIEF	Deputy Fire Chief	100%	37.92	37.92
FIRE CAPTAIN	Fire Captain	100%	31.13	31.13
FIRE DEPUTY CHIEF				0.00
FIRE LIEUTENANT	Fire Lieutenant	100%	26.93	26.93
FIRE MECHANIC				0.00
FIRE/HEALTH INSPECTOR				0.00
FIRE/LIFE SAFETY INSPECTOR				0.00
FIREFIGHTER ON CALL				0.00
FIREFIGHTER/EMTB	Firefighter/EMT-B	100%	19.81	19.81
FIREFIGHTER/EMTI	Firefighter/EMT-I	100%	20.42	20.42
FIREFIGHTER/PARAMEDIC	Firefighter/Paramedic	100%	22.29	22.29
FLEET SUPERVISOR				0.00
GENERAL LEGAL COUNSEL				0.00
GROUNDSKEEPER I				0.00
GROUNDSKEEPER II				0.00
HEAVY EQUIPMENT MECHANIC I				0.00
HEAVY EQUIPMENT MECHANIC II	Heavy Equipment Mechanic	100%	20.42	20.42
HEAVY EQUIPMENT OPERATOR I				0.00
HEAVY EQUIPMENT OPERATOR II	Heavy Equipment Operator	100%	20.89	20.89
INFORMATION TECHNOLOGY ADMINISTRATOR	IT Analyst/Technician	100%	29.06	29.06
INVENTORY COORDINATOR				0.00
LABORER I				0.00
LABORER II	Laborer	100%	16.63	16.63
LIBRARIAN I				0.00

Dover_NHMA Crosswalk

Dover Classification	NHMA Title	Position Match	NHMA Selected Hourly (aged)	Weighted Rate
LIBRARIAN II	Librarian	100%	23.93	23.93
LIBRARY ASSISTANT I	Library Assistant	100%	18.84	18.84
LIBRARY ASSISTANT II				0.00
LIBRARY PAGE	Library Aide	100%	10.37	10.37
MAINTENANCE MECHANIC I				0.00
MAINTENANCE MECHANIC II				0.00
MAINTENANCE MECHANIC III	General Foreman	100%	26.80	26.80
MAINTENANCE SPECIALIST I	Light Equipment Operator	100%	18.90	18.90
MAINTENANCE SPECIALIST II				0.00
MAINTENANCE SPECIALIST III				0.00
MANAGEMENT ANALYST				0.00
OFFICE MANAGER	Office Manager	100%	23.90	23.90
PARKING CONTROL OFFICER				0.00
PARKING MANAGER				0.00
PAYROLL & BENEFITS ADMINISTRATOR				0.00
PERSONNEL ASSISTANT				0.00
PLANNER	Planner	100%	30.33	30.33
PLANT & PUMP STATION SUPERVISOR				0.00
PLUMBING INSPECTOR				0.00
POLICE CAPTAIN	Police Captain	100%	41.98	41.98
POLICE CHIEF	Police Chief	100%	47.46	47.46
POLICE COMMUNICATIONS SUPERVISOR	Police Dispatcher Supervisor	100%	26.27	26.27
POLICE DISPATCHER	Police Dispatcher	100%	20.30	20.30
POLICE LIEUTENANT	Police Lieutenant	100%	35.82	35.82
POLICE OFFICER I	Full-Time Police Officer	100%	25.14	25.14
POLICE OFFICER II (Advanced Career Track)				0.00
POLICE PREVENTION COORDINATOR				0.00
POLICE PREVENTION PROGRAMMER				0.00
POLICE PROSECUTOR				0.00
POLICE RECORDS SUPERVISOR				0.00
POLICE SERGEANT	Police Sergeant	100%	32.03	32.03
POLICE VICTIM/WITNESS ADVOCATE				0.00
PUBLIC WELFARE TECHNICIAN I				0.00
PUBLIC WELFARE TECHNICIAN II				0.00
PUBLIC WELFARE TECHNICIAN III				0.00
PUBLIC WORKS SUPERVISOR	SUPERINTENDENT OF PUBLIC WORKS & UTILITIES	100%	32.21	32.21
PUMP STATION OPERATOR I				0.00
PUMP STATION OPERATOR II				0.00
PUMP STATION OPERATOR III				0.00
PURCHASING AGENT				0.00
RECREATION PROGRAM ASSOCIATE I				0.00
RECREATION PROGRAM ASSOCIATE II				0.00
RECREATION PROGRAM ASSOCIATE III				0.00
RECREATION PROGRAM SPECIALIST I				0.00
RECREATION PROGRAM SPECIALIST II				0.00
RECREATION PROGRAM SPECIALIST III				0.00
RECREATION PROGRAM SPECIALIST IV				0.00
RECREATION PROGRAM SUPERVISOR				0.00
SEASONAL MAINTENANCE WORKER I				0.00
SEASONAL MAINTENANCE WORKER II				0.00
SEASONAL MAINTENANCE WORKER III				0.00
SECRETARY I				0.00
SECRETARY II	Secretary	100%	18.66	18.66
SOLID WASTE ASSISTANT	Landfill/Transfer Station/Recycling Attendant	100%	18.04	18.04
SOLID WASTE COORDINATOR	Landfill/Transfer Station/Recycling Supervisor	100%	26.12	26.12
SUPERINTENDENT OF FACILITIES, GROUNDS & CEMETERY				0.00
SUPERINTENDENT OF PUBLIC WORKS & UTILITIES	SUPERINTENDENT OF PUBLIC WORKS & UTILITIES	100%	32.21	32.21
TAX ASSESSING DATA TECHNICIAN				0.00
TEEN CENTER COUNSELOR				0.00
TELEVISION BROADCAST OPERATOR				0.00
TRUCK DRIVER	Truck Driver	100%	18.94	18.94
UTILITIES SYSTEM SUPERVISOR	Water/Wastewater Superintendent	100%	33.54	33.54
WORKING FOREMAN	General Foreman	100%	26.80	26.80
WWTP CHIEF OPERATOR				0.00
WWTP LAB TECHNICIAN				0.00
WWTP LAB/INDUSTRIAL PRETREATMENT COORDINATOR				0.00
WWTP OPERATOR I	Water/Wastewater Control, Plant Operator	100%	21.64	21.64
WWTP OPERATOR II				0.00

July 2012 ICMA Compensation

ICMA Annual Report on Local Government Executive Salaries and Fringe Benefits

International City/County Management Association

website: <http://icma.org>

phone: 202-289-4262

Not all fields are provided for every position reported

Field	Field Description
State	The State name
Region	The Region designation for the community reporting
Division	The Division designation for the community reporting
Jurisdiction Name	The name of the community reporting
iMISID	The iMISID code for the community reporting
Jurisdiction Type	The type of jurisdiction for the community reporting
Population	The population for the community reporting
Form of Government	The 1-digit ICMA code for the form of government
Chief Appointed	
Administrative Officer	Annual wage reported for position
Assistant Chief	
Administrative Officer	Annual wage reported for position
Clerk	Annual wage reported for position
Chief Financial Officer	Annual wage reported for position
Treasurer	Annual wage reported for position
Dir Public Works	Annual wage reported for position
Dir Welfare/Human Services	Annual wage reported for position
Police Chief	Annual wage reported for position
Fire Chief	Annual wage reported for position
Dir Economic Development	Annual wage reported for position
Dir Human Resources	Annual wage reported for position
Dir Parks & Recreation	Annual wage reported for position
Dir Information Services	Annual wage reported for position
Planning Director	Annual wage reported for position
UID	The UID code for the community surveyed
Population Code	The 1-digit ICMA code for the population of the community reporting

7/1/2012

Survey Date

Age Factor July 2012 to July 2012

0.0%

Communities:

US Cities/Towns with Population between 25,000-49,999

Dover_ICMA Crosswalk

Dover Classification	ICMA Title	Position Match	ICMA Selected Hourly (aged)	Weighted Rate
ACCOUNT CLERK I				0.00
ACCOUNT CLERK II				0.00
ACCOUNTANT I				0.00
ACCOUNTANT II				0.00
ADMINISTRATIVE ASSISTANT				0.00
ADMINISTRATIVE CLERK/CEMETERY COORDINATOR				0.00
ANIMAL CONTROL OFFICER				0.00
AQUATIC FACILITY MANAGER				0.00
ARENA FACILITY MANAGER				0.00
ARENA PROGRAM & MARKETING SUPERVISOR				0.00
ASSISTANT CITY CLERK				0.00
ASSISTANT CITY ENGINEER				0.00
ASSISTANT CITY MANAGER				0.00
ASSISTANT CITY PLANNER				0.00
ASSISTANT LIBRARY DIRECTOR				0.00
ASSISTANT RECREATION DIRECTOR				0.00
ASSISTANT TAX ASSESSOR				0.00
BOOKKEEPER				0.00
BUILDING OFFICIAL				0.00
CDBG PROGRAM COORDINATOR				0.00
CITY CLERK/TAX COLLECTOR				0.00
CITY ENGINEER	Engineer	100%	41.28	41.28
CITY MANAGER	Chief Administrative Officer/City Manager	100%	62.50	62.50
CITY TREASURER				0.00
CLERK TYPIST I				0.00
CLERK TYPIST II				0.00
CONSTRUCTION MANAGER				0.00
CROSSING GUARD				0.00
CUSTODIAN				0.00
DEPUTY CITY CLERK				0.00
DEPUTY COMMUNITY SERVICES DIRECTOR				0.00
DEPUTY TAX COLLECTOR				0.00
DIRECTOR OF BUSINESS ASSISTANCE				0.00
DIRECTOR OF COMMUNITY SERVICES	Public Works Director	100%	37.99	37.99
DIRECTOR OF FINANCE	Chief Financial Officer	100%	41.19	41.19
DIRECTOR OF HUMAN RESOURCES	Human Resources Director	100%	40.80	40.80
DIRECTOR OF INFORMATION TECHNOLOGY	Information Services Director	100%	41.25	41.25
DIRECTOR OF MAIN STREET PROGRAM				0.00
DIRECTOR OF PLANNING & CDBG	Planning Director	100%	35.00	35.00
DIRECTOR OF PUBLIC LIBRARY	Chief Librarian	100%	31.18	31.18
DIRECTOR OF PUBLIC WELFARE	Human Services Director	100%	39.22	39.22
DIRECTOR OF RECREATIO	Parks & Recreation Director	100%	34.81	34.81
ELECTRICAL INSPECTOR				0.00
ENGINEERING TECHNICIAN				0.00
ENVIRONMENTAL PROJECTS MANAGER				0.00
EXECUTIVE SECRETARY				0.00
FACILITIES, GROUNDS & CEMETERY SUPERVISOR				0.00
FIRE & RESCUE CHIEF	Fire Chief	100%	36.25	36.25
FIRE ASSISTANT CHIEF				0.00
FIRE CAPTAIN				0.00
FIRE DEPUTY CHIEF				0.00
FIRE LIEUTENANT				0.00
FIRE MECHANIC				0.00
FIRE/HEALTH INSPECTOR				0.00
FIRE/LIFE SAFETY INSPECTOR				0.00
FIREFIGHTER ON CALL				0.00
FIREFIGHTER/EMTB				0.00
FIREFIGHTER/EMTI				0.00
FIREFIGHTER/PARAMEDIC				0.00
FLEET SUPERVISOR				0.00
GENERAL LEGAL COUNSEL				0.00
GROUNDSKEEPER I				0.00
GROUNDSKEEPER II				0.00
HEAVY EQUIPMENT MECHANIC I				0.00
HEAVY EQUIPMENT MECHANIC II				0.00
HEAVY EQUIPMENT OPERATOR I				0.00
HEAVY EQUIPMENT OPERATOR II				0.00
INFORMATION TECHNOLOGY ADMINISTRATOR				0.00
INVENTORY COORDINATOR				0.00

Dover_ICMA Crosswalk

Dover Classification	ICMA Title	Position Match	ICMA Selected Hourly (aged)	Weighted Rate
LABORER I				0.00
LABORER II				0.00
LIBRARIAN I				0.00
LIBRARIAN II				0.00
LIBRARY ASSISTANT I				0.00
LIBRARY ASSISTANT II				0.00
LIBRARY PAGE				0.00
MAINTENANCE MECHANIC I				0.00
MAINTENANCE MECHANIC II				0.00
MAINTENANCE MECHANIC III				0.00
MAINTENANCE SPECIALIST I				0.00
MAINTENANCE SPECIALIST II				0.00
MAINTENANCE SPECIALIST III				0.00
MANAGEMENT ANALYST				0.00
OFFICE MANAGER				0.00
PARKING CONTROL OFFICER				0.00
PARKING MANAGER				0.00
PAYROLL & BENEFITS ADMINISTRATOR				0.00
PERSONNEL ASSISTANT				0.00
PLANNER				0.00
PLANT & PUMP STATION SUPERVISOR				0.00
PLUMBING INSPECTOR				0.00
POLICE CAPTAIN				0.00
POLICE CHIEF	Police Chief/Chief Law Enforcement Official	100%	38.04	38.04
POLICE COMMUNICATIONS SUPERVISOR				0.00
POLICE DISPATCHER				0.00
POLICE LIEUTENANT				0.00
POLICE OFFICER I				0.00
POLICE OFFICER II (Advanced Career Track)				0.00
POLICE PREVENTION COORDINATOR				0.00
POLICE PREVENTION PROGRAMMER				0.00
POLICE PROSECUTOR				0.00
POLICE RECORDS SUPERVISOR				0.00
POLICE SERGEANT				0.00
POLICE VICTIM/WITNESS ADVOCATE				0.00
PUBLIC WELFARE TECHNICIAN I				0.00
PUBLIC WELFARE TECHNICIAN II				0.00
PUBLIC WELFARE TECHNICIAN III				0.00
PUBLIC WORKS SUPERVISOR				0.00
PUMP STATION OPERATOR I				0.00
PUMP STATION OPERATOR II				0.00
PUMP STATION OPERATOR III				0.00
PURCHASING AGENT				0.00
RECREATION PROGRAM ASSOCIATE I				0.00
RECREATION PROGRAM ASSOCIATE II				0.00
RECREATION PROGRAM ASSOCIATE III				0.00
RECREATION PROGRAM SPECIALIST I				0.00
RECREATION PROGRAM SPECIALIST II				0.00
RECREATION PROGRAM SPECIALIST III				0.00
RECREATION PROGRAM SPECIALIST IV				0.00
RECREATION PROGRAM SUPERVISOR				0.00
SEASONAL MAINTENANCE WORKER I				0.00
SEASONAL MAINTENANCE WORKER II				0.00
SEASONAL MAINTENANCE WORKER III				0.00
SECRETARY I				0.00
SECRETARY II				0.00
SOLID WASTE ASSISTANT				0.00
SOLID WASTE COORDINATOR				0.00
SUPERINTENDENT OF FACILITIES, GROUNDS & CEMETERY				0.00
SUPERINTENDENT OF PUBLIC WORKS & UTILITIES				0.00
TAX ASSESSING DATA TECHNICIAN				0.00
TEEN CENTER COUNSELOR				0.00
TELEVISION BROADCAST OPERATOR				0.00
TRUCK DRIVER				0.00
UTILITIES SYSTEM SUPERVISOR				0.00
WORKING FOREMAN				0.00

May 2012 OES Estimates

Occupational Employment Statistics (OES) Survey

Bureau of Labor Statistics, Department of Labor

website: <http://stat.bls.gov/oes/home.htm>

phone: 202-691-6569

Not all fields are available for every set of estimates files

Field	Field Description
prim_state	The primary State for the MSA (only on MSA file)
area	The MSA code or the State fips code
st	The State abbreviation (only on the State file)
state	The State name (only on the State file)
area_name	The MSA name (only on the MSA files)
naics	The North American Industry Classification System (NAICS) code for the given industry (only on the national industry files)
naics_title	The North American Industry Classification System (NAICS) title for the given industry (only on the national industry files)
occ_code	The 7-digit Standard Occupational Classification (SOC) code for the occupation
occ_title	The Standard Occupational Classification title for the occupation
group	Contains "major" if this is a SOC major group occupation, otherwise this column is blank
tot_emp	The estimated total employment rounded to the nearest 10 (excludes self-employed)
emp_prse ¹	The percent relative standard error for the employment
pct_total ²	The percent of industry employment in the given occupation (only on the national industry files)
pct_rpt	The percent of establishments reporting the given occupation in the given industry (only on the national industry files)
h_mean	The mean hourly wage
a_mean	The mean annual wage
mean_prse ¹	The percent relative standard error for the mean wage
h_pct10	The hourly 10th percentile wage
h_pct25	The hourly 25th percentile wage
h_median	The hourly median wage (or the 50th percentile)
h_pct75	The hourly 75th percentile wage
h_pct90	The hourly 90th percentile wage
a_pct10	The annual 10th percentile wage
a_pct25	The annual 25th percentile wage
a_median	The annual median wage (or the 50th percentile)
a_pct75	The annual 75th percentile wage
a_pct90	The annual 90th percentile wage
annual	Contains "TRUE" if only the annual wages are released. The OES program only releases the annual wage for some occupations that typically work fewer than 2080 hours per year, such as teachers, pilots, and entertainment workers.

OES provides annual data on employment and wages for about 800 occupations and 400 nonfarm industries for the nation, plus occupational data by geographic area.

5/1/2012 Survey Date

Age Factor May 2012 to July 2012

-0.1%

Area/State: US-All States/Areas
 Boston, MA-NH PMSA
 New Hampshire-State
 Portsmouth-Rochester, NH-ME PMSA

Dover_OES Crosswalk

Dover Classification	DOT_Code	DOT Title	SOC_Code	SOC Title	Position Match	Selected Hourly Rate (Aged)				Labor Market Weight				Weighted Rate	
						Ports.	N.H.	Boston	National	Ports.	N.H.	Boston	National		
a	e	f	g	h	i	j	l	m	n	o	p	q	r	s	t
ACCOUNT CLERK I	205367034	License Clerk	43-3021.02	Billing and Posting Clerks and Machine Operators	43-3021	50%	16.71	16.57	18.37	16.06	90%	10%	0%	0%	8.35
ACCOUNT CLERK I	243367018	Town Clerk	43-3021.02	Billing and Posting Clerks and Machine Operators	43-3021	50%	16.71	16.57	18.37	16.06	90%	10%	0%	0%	8.35
ACCOUNT CLERK II	241357010	Collection Clerk	43-3011.00	Bill and Account Collectors	43-3011	35%	16.37	16.43	18.65	15.59	80%	20%	0%	0%	5.73
ACCOUNT CLERK II	219487010	Tax Clerk	43-3021.02	Billing and Posting Clerks and Machine Operators	43-3021	35%	16.71	16.57	18.37	16.06	80%	20%	0%	0%	5.84
ACCOUNT CLERK II	216482010	Accounting Clerk	43-3031.00	Bookkeeping, Accounting, and Auditing Clerks	43-3031	30%	18.35	17.63	20.55	16.89	80%	20%	0%	0%	5.46
ACCOUNTANT I	216482010	Accounting Clerk	43-3031.00	Bookkeeping, Accounting, and Auditing Clerks	43-3031	50%	18.35	17.63	20.55	16.89	80%	20%	0%	0%	9.10
ACCOUNTANT I	160162018	Accountant	13-2011.01	Accountants and Auditors	13-2011	50%	27.91	29.25	34.01	30.52	60%	30%	10%	0%	14.46
ACCOUNTANT II	160162018	Accountant	13-2011.01	Accountants and Auditors	13-2011	100%	27.91	29.25	34.01	30.52	30%	35%	0%	0%	30.52
ADMINISTRATIVE ASSISTANT	119267026	Paralegal	43-6011.00	Executive Secretaries and Administrative Assistants	43-6011	100%	22.85	23.86	27.26	22.82	50%	40%	10%	0%	23.69
ADMINISTRATIVE CLERK/CEMETERY COORDINATOR															
ANIMAL CONTROL OFFICER	379263010	Animal Treatment Investigator	33-9011.00	Animal Control Workers	33-9011	100%		13.02	18.80	15.21		60%	40%	0%	15.33
AQUATIC FACILITY MANAGER	187167054	Manager, Aquatic Facility	11-9199.99	Managers, All Other	11-9199		44.96	46.93	51.40	48.46					
ARENA FACILITY MANAGER	187167230	Manager, Recreation Facility	11-9199.99	Managers, All Other	11-9199		44.96	46.93	51.40	48.46					
ARENA FACILITY MANAGER	187167146	Manager, Skating Rink	11-9199.99	Managers, All Other	11-9199		44.96	46.93	51.40	48.46					
ARENA PROGRAM & MARKETING SUPERVISOR	163117018	Manager, Promotion	11-2021.00	Marketing Managers	11-2021	80%	36.73	52.56	64.32	57.38	50%	20%	5%	5%	27.97
ASSISTANT CITY CLERK	243367018	Town Clerk	43-3021.02	Billing and Posting Clerks and Machine Operators	43-3021	80%	16.71	16.57	18.37	16.06	90%	10%	0%	0%	13.36
ASSISTANT CITY CLERK	205367034	License Clerk	43-4071.00	File Clerks	43-4071	10%	9.24	10.99	14.05	12.58	90%	10%	0%	0%	0.94
ASSISTANT CITY CLERK	205367030	Election Clerk	43-4199.00	Information and Record Clerks, All Other	43-4199	10%	9.32	15.40	19.73	17.89	80%	10%	10%	0%	1.10
ASSISTANT CITY ENGINEER															
ASSISTANT CITY MANAGER	169167082	Manager, Computer Operations	11-3021.00	Computer and Information Systems Managers	11-3021	50%	48.90	55.00	64.17	58.09	30%	30%	20%	20%	27.81
ASSISTANT CITY MANAGER	166167034	Manager, Labor Relations	11-3121.99	Human Resources Managers	11-3121	50%		45.05	56.29	47.89		50%	30%	20%	24.50
ASSISTANT CITY PLANNER															
ASSISTANT LIBRARY DIRECTOR															
ASSISTANT RECREATION DIRECTOR															
ASSISTANT TAX ASSESSOR	188167010	Appraiser	13-2021.01	Appraisers and Assessors of Real Estate	13-2021	50%		27.62	34.44	23.80		50%	30%	20%	14.45
ASSISTANT TAX ASSESSOR	191267010	Appraiser, Real Estate	13-2021.02	Appraisers and Assessors of Real Estate	13-2021	50%		27.62	34.44	23.80		50%	30%	20%	14.45
BOOKKEEPER	210382014	Bookkeeper	43-3031.00	Bookkeeping, Accounting, and Auditing Clerks	43-3031	100%	18.35	17.63	20.55	16.89	70%	20%	10%	0%	18.43
BUILDING OFFICIAL															
CDBG PROGRAM COORDINATOR	199167014	Urban Planner	19-3051.00	Urban and Regional Planners	19-3051	100%		29.69	32.24	31.33		40%	40%	20%	31.04
CITY CLERK/TAX COLLECTOR															
CITY CLERK/TAX COLLECTOR	188167074	Revenue Officer	13-2081.00	Tax Examiners, Collectors, and Revenue Agents	13-2081	100%		23.17	32.42	24.22		35%	65%	0%	29.18
CITY ENGINEER	005061014	Civil Engineer	17-2051.00	Civil Engineers	17-2051	100%	40.34	34.08	38.85	38.10	40%	30%	20%	10%	37.94
CITY MANAGER	188117114	Manager, City	11-1011.00	Chief Executives	11-1011	100%	78.99	80.06	89.91	80.76	50%	50%			79.52
CITY TREASURER															
CLERK TYPIST I	237367018	Information Clerk	43-4171.00	Receptionists and Information Clerks	43-4171	50%	13.14	13.07	14.53	12.48	90%	10%	0%	0%	6.56
CLERK TYPIST I	203582054	Data Entry Clerk	43-9021.00	Data Entry Keyers	43-9021	50%		13.49	15.68	13.46		100%	0%	0%	6.74
CLERK TYPIST II	203362010	Clerk-Typist	43-9022.00	Office and Administrative Support Occupations	43-9022	33%	16.13	15.75	19.11	15.13	90%	10%	0%	0%	5.36
CLERK TYPIST II	243367018	Town Clerk	43-4031.02	Court, Municipal, and License Clerks	43-4031	33%		16.41	22.16	16.73		100%	0%	0%	5.47
CLERK TYPIST II	375362010	Police Clerk	43-9061.00	Office Clerks, General	43-9061	34%	16.75	15.89	16.50	13.20	90%	10%	0%	0%	5.67
CONSTRUCTION MANAGER	182167026	Superintendent, Construction	11-9021.00	Construction Managers	11-9021	100%		39.95	49.40	39.76		70%	20%	10%	41.82
CROSSING GUARD	371567010	Guard, School-Crossing	33-9091.00	Crossing Guards	33-9091	100%		12.48	14.96	11.49		100%	0%	0%	12.48
CUSTODIAN	382664010	Janitor	37-2011.00	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	37-2011	100%	12.37	11.89	14.63	10.72	90%	10%	0%	0%	12.32
DEPUTY TAX COLLECTOR															
DEPUTY CITY CLERK															
DEPUTY COMMUNITY SERVICES DIRECTOR															
DIRECTOR OF BUSINESS ASSISTANCE															
DIRECTOR OF COMMUNITY SERVICES															
DIRECTOR OF FINANCE	161117018	Treasurer	11-3031.01	Financial Managers	11-3031	100%	38.85	41.60	57.77	52.71	30%	30%	20%	20%	46.23
DIRECTOR OF FINANCE	188117090	Director, Revenue	11-1011.01	Chief Executives	11-1011	0%	78.99	80.06	89.91	80.76	50%	50%	0%	0%	0.00
DIRECTOR OF HUMAN RESOURCES	166167034	Manager, Labor Relations	11-3121.99	Human Resources Managers	11-3121	100%		45.05	56.29	47.89		85%	10%	5%	46.32
DIRECTOR OF INFORMATION TECHNOLOGY	169167082	Manager, Computer Operations	11-3021.00	Computer and Information Systems Managers	11-3021	100%	48.90	55.00	64.17	58.09	30%	30%	20%	20%	55.62
DIRECTOR OF MAIN STREET PROGRAM															
DIRECTOR OF PLANNING & CDBG															
DIRECTOR OF PUBLIC LIBRARY															
DIRECTOR OF PUBLIC WELFARE	188117126	Welfare Director													
DIRECTOR OF RECREATIO															
ELECTRICAL INSPECTOR	168167034	Inspector, Electrical	47-4011.00	Construction and Building Inspectors	47-4011	100%	23.96	24.04	30.11	25.67	50%	30%	20%	10%	27.78
ENGINEERING TECHNICIAN	005281010	Drafter, Civil	17-3011.02	Architectural and Civil Drafters	17-3011	50%		23.15	25.96	22.99		90%	10%	0%	11.71
ENGINEERING TECHNICIAN	005281014	Civil Engineering Technician	17-3022.00	Civil Engineering Technicians	17-3022	50%		25.45	22.19	22.85		90%	10%	0%	12.56
ENVIRONMENTAL PROJECTS MANAGER	029081010	Environmental Analyst	19-2041.00	Environmental Scientists and Specialists, Including Health	19-2041	100%	36.85	31.23	30.61	30.53	70%	20%	5%	5%	35.10
EXECUTIVE SECRETARY	119267026	Paralegal	23-2011.00	Paralegals and Legal Assistants	23-2011	50%	20.15	20.58	23.09	22.57	60%	30%	10%	0%	10.29
EXECUTIVE SECRETARY	169167014	Administrative Secretary	43-6011.00	Executive Secretaries and Administrative Assistants	43-6011	50%	22.85	23.86	27.26	22.82	60%	30%	10%	0%	11.80
FACILITIES, GROUNDS & CEMETERY SUPERVISOR															
FIRE & RESCUE CHIEF	373117010	Fire Chief													
FIRE ASSISTANT CHIEF															
FIRE CAPTAIN	373134010	Fire Captain	33-1021.01	First-Line Supervisors/Managers of Fire Fighting and Prevention Workers	33-1021	100%	27.95	30.69	35.31	32.76	50%	40%	10%	0%	29.78
FIRE DEPUTY CHIEF															
FIRE LIEUTENANT															
FIRE MECHANIC															
FIRE/HEALTH INSPECTOR															
FIRE/LIFE SAFETY INSPECTOR															
FIREFIGHTER ON CALL															
FIREFIGHTER/EMT	373364010	Fire Fighter	33-2011.01	Fire Fighters	33-2011	100%	19.82	20.80	26.77	21.73	60%	30%	10%	0%	20.81
FIREFIGHTER/EMT															
FIREFIGHTER/PARAMEDIC															
FLEET SUPERVISOR															
GENERAL LEGAL COUNSEL	110117022	Lawyer, Corporation	23-1011.00	Lawyers	23-1011	100%	36.14	43.62	58.43	54.52	40%	30%	20%	10%	44.68
GROUNDKEEPER I															
HEAVY EQUIPMENT MECHANIC I	620381022	Repairer, Heavy	49-3023.01	Automotive Service Technicians and Mechanics	49-3023	100%	19.23	18.39	20.04	17.58	70%	20%	10%	0%	19.14
HEAVY EQUIPMENT MECHANIC II	625281010	Diesel Mechanic	49-3031.00	Bus and Truck Mechanics and Diesel Engine Specialists	49-3031	50%	20.57	21.31	24.23	20.33	70%	20%	10%	0%	10.54
HEAVY EQUIPMENT MECHANIC II	620261022	Construction-Equipment Mechanic	49-3042.00	Mobile Heavy Equipment Mechanics, Except Engines	49-3042	50%	19.07	20.65	26.10	22.12	70%	20%	10%	0%	10.04
HEAVY EQUIPMENT OPERATOR I															
HEAVY EQUIPMENT OPERATOR II	850683046	Utility-Tractor Operator	47-2073.01	Operating Engineers and Other Construction Equipment Operators	47-2073	100%	21.37	21.03	27.80	20.11	70%	20%	10%	0%	21.94
INFORMATION TECHNOLOGY ADMINISTRATOR	033162018	Technical Support Specialist													

Dover_OES Crosswalk

Dover Classification	DOT Code	DOT Title	SOC Code	SOC Title	Position Match	Selected Hourly Rate (Aged)				Labor Market Weight				Weighted Rate		
						Ports.	N.H.	Boston	National	Ports.	N.H.	Boston	National			
LABORER I	301687018	Yard Worker	37-3011.00	Landscaping and Groundskeeping Workers	37-3011	100%	13.96	13.27	15.86	11.32	100%					13.96
LABORER II	869463580	Construction Craft Laborer	47-2061.00	Construction Laborers	47-2061	50%	14.35	15.52	24.98	14.41	70%	20%	10%	0%	0%	7.82
LABORER II	869664014	Construction Worker I	47-2061.00	Construction Laborers	47-2061	50%	14.35	15.52	24.98	14.41	70%	20%	10%	0%	0%	7.82
LIBRARIAN I																
LIBRARIAN II	100167018	Children's Librarian	25-4021.00	Librarians	25-4021	100%	22.41	23.73	33.35	26.59	60%	20%	10%	10%	24.30	
LIBRARY ASSISTANT I	100367018	Library Technical Assistant	25-4031.00	Library Technicians	25-4031	100%	15.69	15.32	19.32	14.72	80%	10%	10%	0%	15.86	
LIBRARY ASSISTANT II																
LIBRARY PAGE	249687014	Page	43-4121.00	Library Assistants, Clerical	43-4121	100%	11.57	11.43	17.78	11.26	90%	10%	0%	0%	11.55	
MAINTENANCE MECHANIC I	899684014	Highway-Maintenance Worker														
MAINTENANCE MECHANIC II			49-9041.00	Industrial Machinery Mechanics	49-9041	100%	20.61	22.35	26.49	22.54	70%	20%	10%	0%	21.54	
MAINTENANCE MECHANIC III	899131018	Utilities-and-Maintenance Supervisor	47-1011.01	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	47-1011	100%	25.32	26.22	36.88	28.67	40%	30%	20%	10%	28.24	
MAINTENANCE SPECIALIST I	209567010	Meter Reader	49-9041.00	Industrial Machinery Mechanics	49-9041	100%	20.61	22.35	26.49	22.54	70%	20%	10%	0%	21.54	
MAINTENANCE SPECIALIST II	954564010	Water-Meter Installer	49-9099.99	Installation, Maintenance, and Repair Workers, All Other	49-9099	100%	18.39	17.81	19.23	17.58	70%	20%	10%	0%	18.36	
MAINTENANCE SPECIALIST III																
MANAGEMENT ANALYST																
OFFICE MANAGER																
PARKING CONTROL OFFICER	375587010	Parking Enforcement Officer	33-3041.00	Parking Enforcement Workers	33-3041	100%		14.82	20.12	17.14		100%	0%	0%	0%	14.82
PARKING MANAGER																
PAYROLL & BENEFITS ADMINISTRATOR	215382014	Payroll Clerk	43-3051.00	Payroll and Timekeeping Clerks	43-3051	50%	19.63	18.36	22.40	18.10	70%	20%	10%	0%	9.83	
PAYROLL & BENEFITS ADMINISTRATOR	209362026	Personnel Clerk	43-4161.00	Human Resources Assistants, Except Payroll and Timekeeping	43-4161	50%	20.38	17.89	23.22	18.01	70%	20%	10%	0%	10.08	
PERSONNEL ASSISTANT	215382014	Payroll Clerk	43-3051.00	Payroll and Timekeeping Clerks	43-3051	50%	19.63	18.36	22.40	18.10	70%	20%	10%	0%	9.83	
PERSONNEL ASSISTANT	209362026	Personnel Clerk	43-4161.00	Human Resources Assistants, Except Payroll and Timekeeping	43-4161	50%	20.38	17.89	23.22	18.01	70%	20%	10%	0%	10.08	
PLANNER	199167014	Urban Planner	19-3051.00	Urban and Regional Planners	19-3051	100%		29.69	32.24	31.33		40%	40%	20%	31.04	
PLANT & PUMP STATION SUPERVISOR	638131022	Maintenance-Mechanic Supervisor	49-1011.00	First-Line Supervisors/Managers of Mechanics, Installers, and Repairers	49-1011	50%	28.50	29.70	34.24	28.94	50%	40%	10%	0%	14.78	
PLANT & PUMP STATION SUPERVISOR	954132010	Supervisor, Water Treatment Plant	51-1011.00	First-Line Supervisors/Managers of Production and Operating Workers	51-1011	50%	26.97	25.99	30.96	25.95	50%	40%	10%	0%	13.49	
PLUMBING INSPECTOR	168167050	Inspector, Plumbing	47-4011.00	Construction and Building Inspectors	47-4011	100%	23.96	24.04	30.11	25.67	50%	30%	20%	0%	25.21	
POLICE CAPTAIN																
POLICE CHIEF	375117010	Police Chief														
POLICE COMMUNICATIONS SUPERVISOR	939137010	Chief Dispatcher	43-1011.01	First Line Supervisors/Managers of Office and Administrative Support Workers	43-1011	100%	24.75	23.26	28.65	23.70	60%	30%	10%	0%	24.69	
POLICE DISPATCHER	379362010	Dispatcher, Radio	43-5031.00	Police, Fire, and Ambulance Dispatchers	43-5031	100%		18.27	20.74	17.43		50%	50%	0%	19.50	
POLICE LIEUTENANT	375137034	Commanding Officer, Police	33-1012.00	First-Line Supervisors/Managers of Police and Detectives	33-1012	100%	33.12	33.99	39.50	37.59	50%	40%	10%	0%	34.11	
POLICE OFFICER I	375263014	Police Officer I	33-3051.01	Police and Sheriff's Patrol Officers	33-3051	100%	21.40	23.35	29.00	26.54	60%	30%	10%	0%	22.74	
POLICE OFFICER II (Advanced Career Track)																
POLICE PREVENTION COORDINATOR																
POLICE PREVENTION PROGRAMMER																
POLICE PROSECUTOR																
POLICE RECORDS SUPERVISOR	206137010	Supervisor, Files	43-1011.02	First Line Supervisors/Managers of Office and Administrative Support Workers	43-1011	100%	24.75	23.26	28.65	23.70	60%	30%	10%	0%	24.69	
POLICE SERGEANT																
POLICE VICTIM/WITNESS ADVOCATE																
PUBLIC WELFARE TECHNICIAN I	195267010	Eligibility Worker	43-4061.02	Eligibility Interviewers, Government Programs	43-4061	100%	18.80	18.81	22.60	19.47	80%	10%	10%	0%	19.18	
PUBLIC WELFARE TECHNICIAN II																
PUBLIC WELFARE TECHNICIAN III																
PUBLIC WORKS SUPERVISOR																
PUMP STATION OPERATOR I																
PUMP STATION OPERATOR II	630281018	Pump Servicer	49-9041.00	Industrial Machinery Mechanics	49-9041	50%	20.61	22.35	26.49	22.54	70%	20%	10%	0%	10.77	
PUMP STATION OPERATOR II	954382010	Pump-Station Operator, Waterworks	51-8031.00	Water and Liquid Waste Treatment Plant and System Operators	51-8031	50%	21.44	21.40	26.66	20.54	70%	20%	10%	0%	10.98	
PUMP STATION OPERATOR III																
PURCHASING AGENT	162167022	Manager, Procurement Services	11-3061.00	Purchasing Managers	11-3061	50%		48.35	49.11	48.11		70%	20%	10%	24.24	
PURCHASING AGENT	162157038	Purchasing Agent	13-1023.00	Purchasing Agents, Except Wholesale, Retail, and Farm Products	13-1023	50%	27.29	26.63	31.70	28.22	40%	30%	20%	10%	14.03	
RECREATION PROGRAM ASSOCIATE I	341367010	Recreation-Facility Attendant	39-3091.00	Amusement and Recreation Attendants	39-3091	100%	8.36	8.83	10.74	8.99	90%	10%	0%	0%	8.41	
RECREATION PROGRAM ASSOCIATE II																
RECREATION PROGRAM ASSOCIATE III	195227014	Recreation Leader	39-9032.00	Recreation Workers	39-9032	100%	13.17	12.20	10.74	10.68	90%	10%	0%	0%	13.07	
RECREATION PROGRAM SPECIALIST I	153227018	Instructor, Sports														
RECREATION PROGRAM SPECIALIST II			39-9031.00	Fitness Trainers and Aerobics Instructors	39-9031	100%	17.06	16.53	19.77	15.23	90%	10%	0%	0%	17.01	
RECREATION PROGRAM SPECIALIST III																
RECREATION PROGRAM SPECIALIST IV																
RECREATION PROGRAM SUPERVISOR	379667014	Lifeguard	33-9092.00		33-9092											
SEASONAL MAINTENANCE WORKER I																
SEASONAL MAINTENANCE WORKER II																
SEASONAL MAINTENANCE WORKER III	408687014	Laborer, Landscape	37-3011.00	Landscaping and Groundskeeping Workers	37-3011	50%	13.96	13.27	15.86	11.32	90%	10%	0%	0%	6.94	
SEASONAL MAINTENANCE WORKER III	620664010	Construction-Equipment-Mechanic Helper	49-9098.00	Helpers--Installation, Maintenance, and Repair Workers	49-9098	50%	11.87	14.84	11.63		100%	0%	0%	0%	5.93	
SECRETARY I	201362030	Secretary	43-6014.00	Secretaries, Except Legal, Medical, and Executive	43-6014	100%	15.94	15.85	20.30	15.56	80%	10%	10%	0%	16.37	
SECRETARY II																
SOLID WASTE ASSISTANT																
SOLID WASTE COORDINATOR																
SUPERINTENDENT OF FACILITIES, GROUNDS & CEMETERY																
SUPERINTENDENT OF PUBLIC WORKS & UTILITIES	184161014	Superintendent, Water-And-Sewer Systems	11-3071.02	Transportation, Storage and Distribution Managers	11-3071	100%		43.26	42.18	39.30		70%	20%	10%	42.64	
TAX ASSESSING DATA TECHNICIAN																
TEEN CENTER COUNSELOR																
TELEVISION BROADCAST OPERATOR	194262022	Master Control Operator	27-4012.00	Broadcast Technicians	27-4012	20%		23.23	26.74	18.19		75%	20%	5%	4.74	
TELEVISION BROADCAST OPERATOR	143062022	Camera Operator	27-4031.00	Camera Operators, Television, Video, and Motion Picture	27-4031	80%		14.10	18.30	19.36		75%	20%	5%	12.16	
TRUCK DRIVER	902683010	Dump-Truck Driver	53-3032.01	Truck Drivers, Heavy	53-3032	100%	18.82	17.69	22.04	18.35	80%	20%	0%	0%	18.59	
UTILITIES SYSTEM SUPERVISOR	899131018	Utilities-and-Maintenance Supervisor	47-1011.01	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	47-1011	100%	25.32	26.22	36.88	28.67	40%	30%	20%	10%	28.24	
WORKING FOREMAN	899131010	Labor-Crew Supervisor	47-1011.01	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	47-1011	34%	25.32	26.22	36.88	28.67	50%	40%	10%	0%	9.13	
WORKING FOREMAN	899131018	Utilities-and-Maintenance Supervisor	47-1011.01	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	47-1011	33%	25.32	26.22	36.88	28.67	50%	40%	10%	0%	8.94	
WORKING FOREMAN	899134010	Highway-Maintenance Supervisor	47-1011.01	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	47-1011	33%	25.32	26.22	36.88	28.67	50%	40%	10%	0%	8.94	
WWTP CHIEF OPERATOR	955130010	Supervisor, Wastewater-Treatment Plant	51-1011.00	First-Line Supervisors/Managers of Production and Operating Workers	51-1011	100%	26.97	25.99	30.96	25.95	50%	40%	10%	0%	26.98	
WWTP LAB TECHNICIAN	022261010	Chemical Laboratory Technician	19-4031.00	Chemical Technicians	19-4031	50%	16.49	19.48	22.21	20.62	25%	25%	25%	25%	9.85	
WWTP LAB TECHNICIAN	029361018	Laboratory Assistant	19-4091.00	Environmental Science and Protection Technicians, Including Health	19-4091	50%	17.85	18.54	15.81	19.81	25%	25%	25%	25%	9.00	
WWTP LAB/INDUSTRIAL PRETREATMENT COORDINATOR	022137010	Laboratory Supervisor														
WWTP OPERATOR I	630281038	Treatment-Plant Mechanic	49-9041.00	Industrial Machinery Mechanics	49-9041	50%	20.61	22.35	26.49	22.54	60%	30%	10%	0%	10.86	
WWTP OPERATOR I	955362010	Wastewater-Treatment-Plant Operator	51-8031.00	Water and Liquid Waste Treatment Plant and System Operators	51-8031	50%	21.44	21.40	26.66	20.54	60%	30%	10%			

2012 Market Analysis

Dover Classification	Analysis Grade	Union	Dover Mid-Point	NHMA Survey		ICMA Survey		OES Survey		Market Composite		Benchmark Job
				Rate	Match	Rate	Match	Rate	Match	Rate	Index	
CROSSING GUARD	8	non-union	12.43					12.48	100%	12.48	1.00	Yes
CUSTODIAN	9	DMEA	13.05	16.65	100%			12.32	100%	14.49	0.90	Yes
ANIMAL CONTROL OFFICER	10	DPA	13.69	18.86	100%			15.33	100%	17.10	0.80	Yes
CLERK TYPIST II	11	DMEA	14.39	16.63	100%			16.49	100%	16.56	0.87	Yes
LIBRARY ASSISTANT I	11	DMEA	14.39	18.84	100%			15.86	100%	17.35	0.83	Yes
ACCOUNT CLERK II	13	DMEA	15.86	18.45	100%			17.04	100%	17.74	0.89	Yes
LABORER II	13	AFSCME	15.86	16.63	100%			15.64	100%	16.14	0.98	Yes
BOOKKEEPER	14	DMEA	16.65	22.78	100%			18.43	100%	20.60	0.81	Yes
SECRETARY II	14	DMEA	16.65	18.66	100%					18.66	0.89	Yes
TRUCK DRIVER	14	AFSCME	16.65	18.94	100%			18.59	100%	18.94	0.88	Yes
MAINTENANCE MECHANIC II	15	AFSCME	17.48					21.54	100%	21.54	0.81	Yes
PERSONNEL ASSISTANT	15	DPAAIL	17.48					19.91	100%	19.91	0.88	Yes
HEAVY EQUIPMENT MECHANIC II	16	AFSCME	18.36	20.42	100%			20.59	100%	20.50	0.90	Yes
FIREFIGHTER/EMTB	17	IAFF	19.28	19.81	100%			20.81	100%	19.81	0.97	Yes
HEAVY EQUIPMENT OPERATOR II	17	AFSCME	19.28	20.89	100%			21.94	100%	21.42	0.90	Yes
ACCOUNTANT I	18	DMEA	20.24	24.10	100%			23.57	100%	23.83	0.85	Yes
EXECUTIVE SECRETARY	18	non-union	20.24	24.61	100%			22.08	100%	23.35	0.87	Yes
WWTP OPERATOR I	18	AFSCME	20.24	21.64	100%			21.83	100%	21.74	0.93	Yes
ADMINISTRATIVE ASSISTANT	19	non-union	21.25	23.73	100%			23.69	100%	23.71	0.90	Yes
ENGINEERING TECHNICIAN	20	DPEA	22.31					24.28	100%	24.28	0.92	Yes
FIREFIGHTER/PARAMEDIC	20	IAFF	22.31	22.29	100%					22.29	1.00	Yes
POLICE OFFICER I	21	DPA	23.43	25.14	100%			22.74	100%	23.94	0.98	Yes
ELECTRICAL INSPECTOR	22	DMEA	24.60					27.78	100%	27.78	0.89	Yes
MAINTENANCE MECHANIC III	22	AFSCME	24.60	26.80	100%			28.24	100%	27.52	0.89	Yes
WORKING FOREMAN	22	DPEA	24.60	26.80	100%			27.00	100%	26.90	0.91	Yes
ASSISTANT TAX ASSESSOR	23	DMEA	25.83	27.96	100%			28.90	100%	28.43	0.91	Yes
WWTP CHIEF OPERATOR	23	DPEA	25.83					26.98	100%	26.98	0.96	Yes
FIRE CAPTAIN	25	DPFOA	28.48	31.13	100%			29.78	100%	30.46	0.94	Yes
CITY CLERK/TAX COLLECTOR	26	non-union	29.90					29.18	100%	29.18	1.02	Yes
DIRECTOR OF PUBLIC WELFARE	26	non-union	29.90	33.85	100%					33.85	0.88	Yes
DIRECTOR OF RECREATION	26	non-union	29.90	33.19	100%					33.19	0.90	Yes
PURCHASING AGENT	26	DMEA	29.90					38.27	100%	38.27	0.78	Yes
UTILITIES SYSTEM SUPERVISOR	26	DPEA	29.90	33.54	100%			28.24	100%	30.89	0.97	Yes
PLANNER	27	DMEA	31.40	30.33	100%			31.04	100%	30.68	1.02	Yes
POLICE LIEUTENANT	27	DPAAIL	31.40	35.82	100%			34.11	100%	34.96	0.90	Yes
CITY ENGINEER	29	DPEA	34.62	36.55	100%			37.94	100%	37.25	0.93	Yes
DIRECTOR OF PUBLIC LIBRARY	29	non-union	34.62	38.44	100%					38.44	0.90	Yes
SUPERINTENDENT OF PUBLIC WORKS & UTILITIES	29	DPEA	34.62	32.21	100%			42.64	100%	37.43	0.92	Yes
POLICE CAPTAIN	30	DPAAIL	36.35	41.98	100%					41.98	0.87	Yes
DIRECTOR OF PLANNING & CDBG	31	non-union	38.17	39.97	100%	35.00	100%			37.49	1.02	Yes
DIRECTOR OF FINANCE	32	non-union	40.08	44.45	100%			46.23	100%	45.34	0.88	Yes
DIRECTOR OF INFORMATION TECHNOLOGY	33	non-union	42.08	40.22	100%			55.62	100%	47.92	0.88	Yes
FIRE & RESCUE CHIEF	33	non-union	42.08	45.65	100%					45.65	0.92	Yes
CITY MANAGER	40	non-union	59.21	57.54	100%	62.50	100%	79.52	100%	66.52	0.89	Yes
ACCOUNT CLERK I	11	DMEA	14.39					16.70	100%	16.70	0.86	
ACCOUNTANT II	28	DMEA	32.97	34.65	100%			30.52	100%	32.58	1.01	
ADMINISTRATIVE CLERK/CEMETERY COORDINATOR	15	DMEA	17.48									
AQUATIC FACILITY MANAGER	22	DPEA	24.60									
ARENA FACILITY MANAGER	23	DPEA	25.83									
ARENA PROGRAM & MARKETING SUPERVISOR	21	DPEA	23.43					27.97	100%	27.97	0.84	
ASSISTANT CITY CLERK	13	DMEA	15.86					15.40	100%	15.40	1.03	

2012 Market Analysis

Dover Classification	Analysis Grade	Union	Dover Mid-Point	NHMA Survey		ICMA Survey		OES Survey		Market Composite		Benchmark Job
				Rate	Match	Rate	Match	Rate	Match	Rate	Index	
ASSISTANT CITY ENGINEER	24	DPEA	27.13									
ASSISTANT CITY MANAGER	34	non-union	44.19					52.31	100%	52.31	0.84	
ASSISTANT CITY PLANNER	24	DMEA	27.13									
ASSISTANT LIBRARY DIRECTOR	26	DMEA	29.90									
ASSISTANT RECREATION DIRECTOR	23	DPEA	25.83									
BUILDING OFFICIAL	28	DMEA	32.97									
CDBG PROGRAM COORDINATOR	27	DMEA	31.40					31.04	100%	31.04	1.01	
CITY TREASURER	24	non-union	27.13									
CLERK TYPIST I	9	DMEA	13.05					13.31	100%	13.31	0.98	
CONSTRUCTION MANAGER	26	non-union	29.90					41.82	100%	41.82	0.71	
DEPUTY CITY CLERK	15	DMEA	17.48	22.67	100%					22.67	0.77	
DEPUTY COMMUNITY SERVICES DIRECTOR	30	non-union	36.35									
DEPUTY TAX COLLECTOR	15	DMEA	17.48	22.99	100%					22.99	0.76	
DIRECTOR OF BUSINESS ASSISTANCE	23	non-union	25.83									
DIRECTOR OF COMMUNITY SERVICES	33	non-union	42.08	46.38	100%					46.38	0.91	
DIRECTOR OF HUMAN RESOURCES	29	non-union	34.62	35.19	100%			46.32	100%	40.76	0.85	
DIRECTOR OF MAIN STREET PROGRAM	23	non-union	25.83									
ENVIRONMENTAL PROJECTS MANAGER	27	DPEA	31.40					35.10	100%	35.10	0.89	
FACILITIES, GROUNDS & CEMETERY SUPERVISOR	23	DPEA	25.83									
FIRE ASSISTANT CHIEF	29	DPFOA	34.62	37.92	100%					37.92	0.91	
FIRE DEPUTY CHIEF	27	DPFOA	31.40									
FIRE LIEUTENANT	23	DPFOA	25.83	26.93	100%					26.93	0.96	
FIRE MECHANIC	11	non-union	14.39									
FIRE/HEALTH INSPECTOR	22	DMEA	24.60									
FIRE/LIFE SAFETY INSPECTOR	22	DMEA	24.60									
FIREFIGHTER ON CALL	17	non-union	19.28									
FIREFIGHTER/EMTI	18	IAFF	20.24	20.42	100%					20.42	0.99	
FLEET SUPERVISOR	25	DPEA	28.48									
GENERAL LEGAL COUNSEL	33	non-union	42.08					44.68	100%	44.68	0.94	
GROUNDSKEEPER I	14	AFSCME	16.65									
GROUNDSKEEPER II	16	AFSCME	18.36									
HEAVY EQUIPMENT MECHANIC I	15	AFSCME	17.48					19.14	100%	19.14	0.91	
HEAVY EQUIPMENT OPERATOR I	16	AFSCME	18.36									
INFORMATION TECHNOLOGY ADMINISTRATOR	22	non-union	24.60	29.06	100%			28.58	100%	28.82	0.85	
INVENTORY COORDINATOR	17	AFSCME	19.28									
LABORER I	12	AFSCME	15.10					13.96	100%	13.96	1.08	
LIBRARIAN I	17	DMEA	19.28									
LIBRARIAN II	22	DMEA	24.60	23.93	100%			24.30	100%	24.12	1.02	
LIBRARY ASSISTANT II	13	DMEA	15.86									
LIBRARY PAGE	7	DMEA	11.83	10.37	100%			11.55	100%	10.96	1.08	
MAINTENANCE MECHANIC I	14	AFSCME	16.65									
MAINTENANCE SPECIALIST I	15	AFSCME	17.48	18.90	100%			21.54	100%	20.22	0.86	
MAINTENANCE SPECIALIST II	18	AFSCME	20.24									
MAINTENANCE SPECIALIST III	22	AFSCME	24.60									
MANAGEMENT ANALYST	17	non-union	19.28									
OFFICE MANAGER	15	DMEA	17.48	23.90	100%					23.90	0.73	
PARKING CONTROL OFFICER	10	DPA	13.69					14.82	100%	14.82	0.92	
PARKING MANAGER	24	non-union	27.13									
PAYROLL & BENEFITS ADMINISTRATOR	15	DMEA	17.48					19.91	100%	19.91	0.88	
PLANT & PUMP STATION SUPERVISOR	23	DPEA	25.83					28.27				
PLUMBING INSPECTOR	22	DMEA	24.60					25.21	100%	25.21	0.98	
POLICE CHIEF	33	non-union	42.08	47.46	100%	38.04	100%			42.75	0.98	

2012 Market Analysis

Dover Classification	Analysis Grade	Union	Dover Mid-Point	NHMA Survey		ICMA Survey		OES Survey		Market Composite		Benchmark Job
				Rate	Match	Rate	Match	Rate	Match	Rate	Index	
POLICE COMMUNICATIONS SUPERVISOR	21	DPAAll	23.43	26.27	100%			24.69	100%	25.48	0.92	
POLICE DISPATCHER	17	DPA	19.28	20.30	100%			19.50	100%	19.90	0.97	
POLICE OFFICER II (Advanced Career Track)	22	DPA	24.60									
POLICE PREVENTION COORDINATOR	22	non-union	24.60									
POLICE PREVENTION PROGRAMMER	16	non-union	18.36									
POLICE PROSECUTOR	27	DPAAll	31.40									
POLICE RECORDS SUPERVISOR	21	DPAAll	23.43					24.69	100%	24.69	0.95	
POLICE SERGEANT	24	DPAAll	27.13	32.03	100%					32.03	0.85	
POLICE VICTIM/WITNESS ADVOCATE	20	non-union	22.31									
PUBLIC WELFARE TECHNICIAN I	18	DMEA	20.24					19.18	100%	19.18	1.06	
PUBLIC WELFARE TECHNICIAN II	19	DMEA	21.25									
PUBLIC WELFARE TECHNICIAN III	20	DMEA	22.31									
PUBLIC WORKS SUPERVISOR	23	DPEA	25.83	32.21	100%					32.21	0.80	
PUMP STATION OPERATOR I	16	AFSCME	18.36									
PUMP STATION OPERATOR II	18	AFSCME	20.24					21.75	100%	21.75	0.93	
PUMP STATION OPERATOR III	22	DPEA	24.60									
RECREATION PROGRAM ASSOCIATE I	2	non-union	9.27					8.41	100%	8.41	1.10	
RECREATION PROGRAM ASSOCIATE II	3	non-union	9.74									
RECREATION PROGRAM ASSOCIATE III	4	non-union	10.22					13.07	100%	13.07	0.78	
RECREATION PROGRAM SPECIALIST I	5	non-union	10.73									
RECREATION PROGRAM SPECIALIST II	7	non-union	11.83									
RECREATION PROGRAM SPECIALIST III	9	non-union	13.05					17.01				
RECREATION PROGRAM SPECIALIST IV	15	non-union	17.48									
RECREATION PROGRAM SUPERVISOR	17	DPEA	19.28									
SEASONAL MAINTENANCE WORKER I	3	non-union	9.74									
SEASONAL MAINTENANCE WORKER II	5	non-union	10.73									
SEASONAL MAINTENANCE WORKER III	7	non-union	11.83					12.88	100%	12.88	0.92	
SECRETARY I	13	DMEA	15.86					16.37				
SOLID WASTE ASSISTANT	18	AFSCME	20.24	18.04								
SOLID WASTE COORDINATOR	23	DPEA	25.83	26.12	100%					26.12	0.99	
SUPERINTENDENT OF FACILITIES, GROUNDS & CEMETE	28	DPEA	32.97									
TAX ASSESSING DATA TECHNICIAN	15	DMEA	17.48									
TEEN CENTER COUNSELOR	22	DMEA	24.60									
TELEVISION BROADCAST OPERATOR	15	non-union	17.48					16.90	100%	16.90	1.03	
WWTP LAB TECHNICIAN	17	DPEA	19.28					18.85	100%	18.85	1.02	
WWTP LAB/INDUSTRIAL PRETREATMENT COORDINATOR	22	DPEA	24.60									
WWTP OPERATOR II	22	AFSCME	24.60									
WWTP SUPERVISOR	26	DPEA	29.90	33.54	100%					33.54	0.89	

Count of Market Position

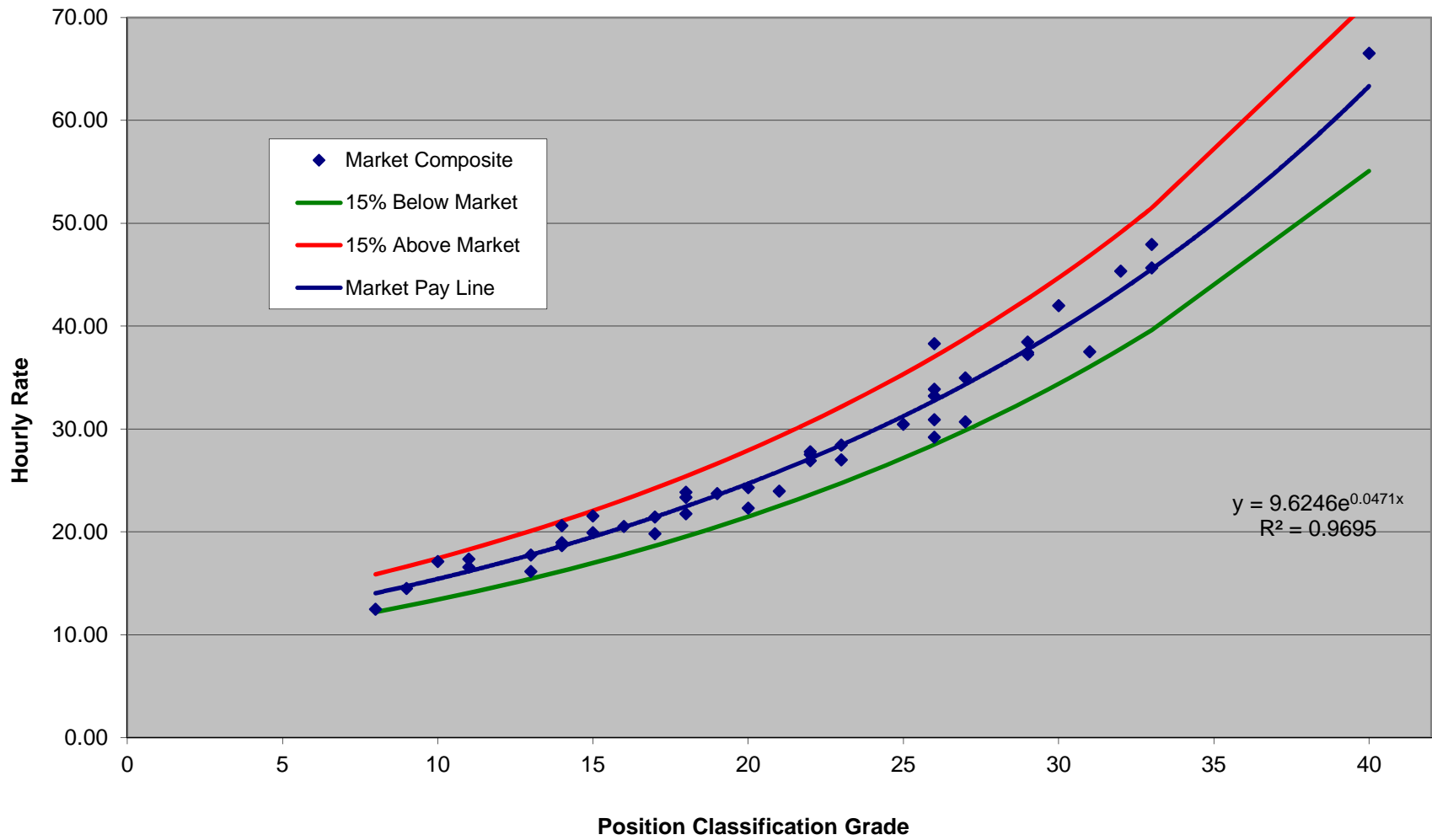
	All Positions		Benchmark Positions	
Green Circle	16	18.6%	6	13.6%
Within Market	70	81.4%	38	86.4%
Red Circle	0	0.0%	0	0.0%
	86		44	

2012 Market Model

Dover Classification	Analysis	Dover	Dover	Market Composite		Benchmark	Predicted	15% Below	15% Above	
	Grade	Grade	Union	Median	Median	Index	Market Rate	Market	Market	
CROSSING GUARD	8	8	non-union	12.43	12.48	1.07	Yes	14.03	12.20	15.86
CUSTODIAN	9	9	DMEA	13.05	14.49	0.96	Yes	14.71	12.79	16.62
ANIMAL CONTROL OFFICER	10	10	DPA	13.69	17.10	0.86	Yes	15.41	13.40	17.42
CLERK TYPIST II	11	11	DMEA	14.39	16.56	0.93	Yes	16.16	14.05	18.27
LIBRARY ASSISTANT I	11	11	DMEA	14.39	17.35	0.89	Yes	16.16	14.05	18.27
ACCOUNT CLERK II	13	13	DMEA	15.86	17.74	0.96	Yes	17.75	15.44	20.07
LABORER II	13	13	AFSCME	15.86	16.14	1.05	Yes	17.75	15.44	20.07
BOOKKEEPER	14	14	DMEA	16.65	20.60	0.87	Yes	18.61	16.18	21.04
SECRETARY II	14	14	DMEA	16.65	18.66	0.96	Yes	18.61	16.18	21.04
TRUCK DRIVER	14	14	AFSCME	16.65	18.94	0.94	Yes	18.61	16.18	21.04
MAINTENANCE MECHANIC II	15	15	AFSCME	17.48	21.54	0.87	Yes	19.51	16.96	22.05
PERSONNEL ASSISTANT	15	15	DPAAll	17.48	19.91	0.94	Yes	19.51	16.96	22.05
HEAVY EQUIPMENT MECHANIC II	16	16	AFSCME	18.36	20.50	0.96	Yes	20.45	17.78	23.12
FIREFIGHTER/EMTB	17	17	IAFF	19.28	19.81	1.04	Yes	21.43	18.64	24.23
HEAVY EQUIPMENT OPERATOR II	17	17	AFSCME	19.28	21.42	0.96	Yes	21.43	18.64	24.23
ACCOUNTANT I	18	18	DMEA	20.24	23.83	0.91	Yes	22.47	19.54	25.40
EXECUTIVE SECRETARY	18	18	non-union	20.24	23.35	0.93	Yes	22.47	19.54	25.40
WWTP OPERATOR I	18	18	AFSCME	20.24	21.74	1.00	Yes	22.47	19.54	25.40
ADMINISTRATIVE ASSISTANT	19	19	non-union	21.25	23.71	0.96	Yes	23.55	20.48	26.62
ENGINEERING TECHNICIAN	20	20	DPEA	22.31	24.28	0.98	Yes	24.69	21.47	27.91
FIREFIGHTER/PARAMEDIC	20	20	IAFF	22.31	22.29	1.07	Yes	24.69	21.47	27.91
POLICE OFFICER I	21	21	DPA	23.43	23.94	1.05	Yes	25.88	22.50	29.25
ELECTRICAL INSPECTOR	22	22	DMEA	24.60	27.78	0.95	Yes	27.13	23.59	30.66
MAINTENANCE MECHANIC III	22	22	AFSCME	24.60	27.52	0.96	Yes	27.13	23.59	30.66
WORKING FOREMAN	22	22	DPEA	24.60	26.90	0.98	Yes	27.13	23.59	30.66
ASSISTANT TAX ASSESSOR	23	23	DMEA	25.83	28.43	0.97	Yes	28.43	24.72	32.14
WWTP CHIEF OPERATOR	23	23	DPEA	25.83	26.98	1.03	Yes	28.43	24.72	32.14
FIRE CAPTAIN	25	25	DPFOA	28.48	30.46	1.00	Yes	31.24	27.17	35.32
CITY CLERK/TAX COLLECTOR	26	26	non-union	29.90	29.18	1.10	Yes	32.75	28.48	37.02
DIRECTOR OF PUBLIC WELFARE	26	26	non-union	29.90	33.85	0.95	Yes	32.75	28.48	37.02
DIRECTOR OF RECREATION	26	26	non-union	29.90	33.19	0.96	Yes	32.75	28.48	37.02
PURCHASING AGENT	26	26	DMEA	29.90	38.27	0.84	Yes	32.75	28.48	37.02
UTILITIES SYSTEM SUPERVISOR	26	26	DPEA	29.90	30.89	1.04	Yes	32.75	28.48	37.02
PLANNER	27	27	DMEA	31.40	30.68	1.10	Yes	34.33	29.85	38.81
POLICE LIEUTENANT	27	27	DPAAll	31.40	34.96	0.96	Yes	34.33	29.85	38.81
CITY ENGINEER	29	29	DPEA	34.62	37.25	1.00	Yes	37.72	32.80	42.64
DIRECTOR OF PUBLIC LIBRARY	29	29	non-union	34.62	38.44	0.96	Yes	37.72	32.80	42.64
SUPERINTENDENT OF PUBLIC WORKS & UTILITIES	29	29	DPEA	34.62	37.43	0.99	Yes	37.72	32.80	42.64
POLICE CAPTAIN	30	30	DPAAll	36.35	41.98	0.93	Yes	39.54	34.38	44.69
DIRECTOR OF PLANNING & CDBG	31	31	non-union	38.17	37.49	1.09	Yes	41.44	36.04	46.85
DIRECTOR OF FINANCE	32	32	non-union	40.08	45.34	0.95	Yes	43.44	37.78	49.11
DIRECTOR OF INFORMATION TECHNOLOGY	33	33	non-union	42.08	47.92	0.94	Yes	45.54	39.60	51.48
FIRE & RESCUE CHIEF	33	33	non-union	42.08	45.65	0.99	Yes	45.54	39.60	51.48
CITY MANAGER	40	40	non-union	59.21	66.52	0.95	Yes	63.32	55.06	71.58

Regression Statistics			
	Coefficients	Multiple R	
Intercept	0.98338138	R Square	0.984609944
X Variable 1	0.02045439	Adjusted R Square	0.969456742
		Standard Error	0.968729521
		Observations	0.027635996
			44

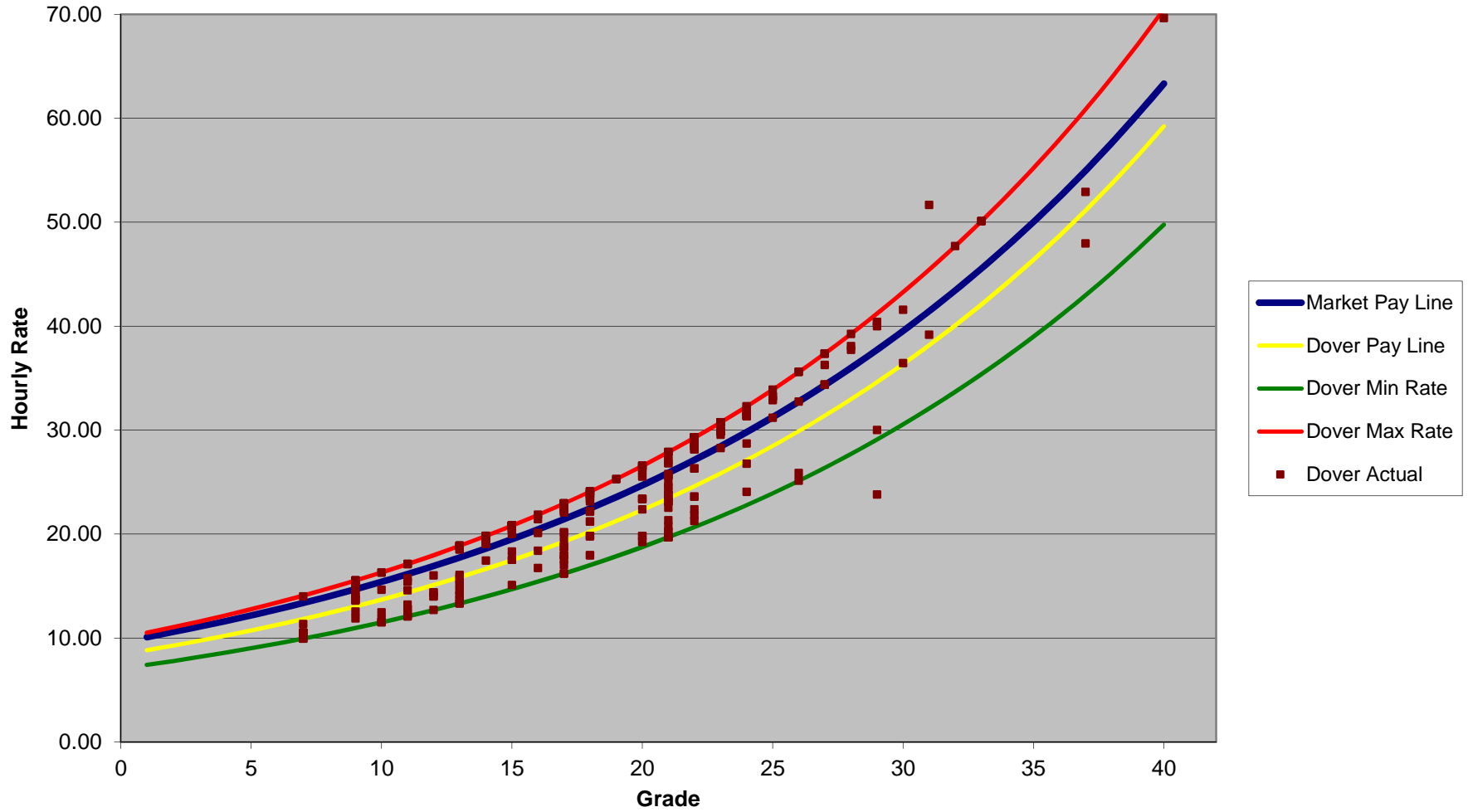
City of Dover
Market Model of Wage and Grade
As of July, 2012



2012 Market Model Structure

Grade	15% Below	Market	15% Above
1	8.77	10.09	11.40
2	9.20	10.58	11.96
3	9.64	11.09	12.53
4	10.10	11.62	13.13
5	10.59	12.18	13.77
6	11.10	12.77	14.43
7	11.63	13.38	15.12
8	12.20	14.03	15.86
9	12.79	14.71	16.63
10	13.40	15.41	17.42
11	14.05	16.16	18.27
12	14.73	16.94	19.15
13	15.43	17.75	20.06
14	16.18	18.61	21.03
15	16.97	19.51	22.06
16	17.78	20.45	23.11
17	18.63	21.43	24.22
18	19.54	22.47	25.40
19	20.48	23.55	26.62
20	21.47	24.69	27.91
21	22.50	25.88	29.25
22	23.59	27.13	30.67
23	24.72	28.43	32.14
24	25.91	29.80	33.68
25	27.17	31.24	35.32
26	28.48	32.75	37.02
27	29.85	34.33	38.81
28	31.29	35.98	40.68
29	32.80	37.72	42.64
30	34.38	39.54	44.69
31	36.03	41.44	46.84
32	37.77	43.44	49.10
33	39.60	45.54	51.48
34	41.50	47.73	53.95
35	43.51	50.04	56.56
36	45.61	52.45	59.29
37	47.81	54.98	62.15
38	50.11	57.63	65.14
39	52.53	60.41	68.29
40	55.06	63.32	71.58

City of Dover
Dover Actual with Market Model
As of July, 2012



2012 Pay Plan														Market Model Pay Line	Pay Plan to Model Differential
Grade/ Step	Min 1	2	3	4	5	6	7	8	9	10	11	Max 12	Pay Plan Midpoint		
1	7.42	7.62	7.83	8.04	8.48	8.71	8.95	9.19	9.44	9.96	10.23	10.51	8.83	10.09	14.3%
2	7.79	8.00	8.22	8.44	8.90	9.15	9.40	9.65	9.91	10.46	10.74	11.04	9.27	10.58	14.1%
3	8.18	8.40	8.63	8.86	9.35	9.61	9.87	10.14	10.41	10.99	11.28	11.59	9.74	11.09	13.9%
4	8.59	8.82	9.06	9.30	9.82	10.08	10.36	10.64	10.92	11.53	11.84	12.16	10.22	11.62	13.7%
5	9.02	9.26	9.51	9.77	10.31	10.59	10.87	11.17	11.47	12.10	12.43	12.77	10.73	12.18	13.5%
6	9.48	9.73	10.00	10.27	10.83	11.12	11.43	11.74	12.05	12.72	13.06	13.42	11.27	12.77	13.3%
7	9.94	10.21	10.49	10.77	11.37	11.67	11.99	12.31	12.65	13.34	13.70	14.08	11.83	13.38	13.1%
8	10.44	10.72	11.01	11.31	11.94	12.26	12.59	12.94	13.29	14.02	14.40	14.79	12.43	14.03	12.9%
9	10.96	11.26	11.56	11.88	12.53	12.87	13.22	13.58	13.95	14.72	15.12	15.53	13.05	14.71	12.7%
10	11.51	11.82	12.14	12.47	13.15	13.51	13.88	14.25	14.64	15.45	15.86	16.30	13.69	15.41	12.5%
11	12.09	12.42	12.76	13.10	13.82	14.19	14.58	14.97	15.38	16.22	16.66	17.12	14.39	16.16	12.3%
12	12.69	13.03	13.39	13.75	14.51	14.90	15.31	15.72	16.15	17.04	17.50	17.97	15.10	16.94	12.2%
13	13.32	13.69	14.06	14.44	15.23	15.65	16.07	16.51	16.96	17.89	18.37	18.87	15.86	17.75	11.9%
14	14.00	14.38	14.76	15.16	16.00	16.43	16.88	17.33	17.80	18.78	19.29	19.81	16.65	18.61	11.8%
15	14.70	15.09	15.50	15.92	16.80	17.25	17.72	18.20	18.69	19.72	20.25	20.80	17.48	19.51	11.6%
16	15.43	15.85	16.28	16.72	17.64	18.12	18.61	19.11	19.63	20.71	21.27	21.85	18.36	20.45	11.4%
17	16.19	16.63	17.09	17.55	18.52	19.02	19.54	20.07	20.61	21.75	22.34	22.94	19.28	21.43	11.2%
18	17.01	17.47	17.94	18.43	19.44	19.97	20.51	21.06	21.64	22.82	23.44	24.08	20.24	22.47	11.0%
19	17.86	18.34	18.84	19.35	20.41	20.97	21.53	22.12	22.72	23.96	24.61	25.28	21.25	23.55	10.8%
20	18.75	19.26	19.78	20.31	21.43	22.01	22.61	23.22	23.85	25.17	25.85	26.55	22.31	24.69	10.7%
21	19.69	20.22	20.77	21.33	22.51	23.12	23.75	24.39	25.05	26.43	27.15	27.89	23.43	25.88	10.4%
22	20.68	21.24	21.81	22.40	23.63	24.28	24.93	25.61	26.30	27.75	28.50	29.28	24.60	27.13	10.3%
23	21.71	22.30	22.90	23.52	24.81	25.49	26.18	26.89	27.62	29.14	29.93	30.74	25.83	28.43	10.0%
24	22.80	23.42	24.05	24.70	26.06	26.76	27.49	28.23	29.00	30.59	31.42	32.28	27.13	29.80	9.9%
25	23.93	24.58	25.24	25.93	27.35	28.10	28.86	29.64	30.45	32.12	32.99	33.89	28.48	31.24	9.7%
26	25.12	25.80	26.50	27.22	28.72	29.50	30.30	31.12	31.97	33.72	34.64	35.58	29.90	32.75	9.5%
27	26.38	27.10	27.83	28.59	30.16	30.98	31.82	32.68	33.57	35.41	36.38	37.36	31.40	34.33	9.3%
28	27.70	28.45	29.22	30.02	31.67	32.52	33.41	34.31	35.24	37.18	38.19	39.23	32.97	35.98	9.1%
29	29.09	29.87	30.69	31.52	33.25	34.15	35.08	36.03	37.01	39.05	40.11	41.20	34.62	37.72	9.0%
30	30.55	31.37	32.23	33.10	34.92	35.87	36.84	37.84	38.86	41.00	42.11	43.26	36.35	39.54	8.8%
31	32.07	32.94	33.84	34.75	36.66	37.66	38.68	39.73	40.81	43.05	44.22	45.42	38.17	41.44	8.6%
32	33.68	34.59	35.53	36.49	38.50	39.54	40.61	41.72	42.85	45.20	46.43	47.69	40.08	43.44	8.4%
33	35.36	36.32	37.30	38.32	40.42	41.52	42.65	43.80	44.99	47.46	48.75	50.08	42.08	45.54	8.2%
34	37.13	38.14	39.17	40.23	42.44	43.60	44.78	45.99	47.24	49.84	51.19	52.58	44.19	47.73	8.0%
35	38.99	40.04	41.13	42.24	44.57	45.77	47.02	48.29	49.60	52.33	53.75	55.21	46.40	50.04	7.9%
36	40.93	42.04	43.18	44.36	46.79	48.06	49.37	50.71	52.08	54.94	56.43	57.97	48.72	52.45	7.7%
37	42.98	44.15	45.34	46.57	49.13	50.47	51.84	53.24	54.69	57.69	59.26	60.87	51.15	54.98	7.5%
38	45.13	46.35	47.61	48.90	51.59	52.99	54.43	55.90	57.42	60.58	62.22	63.91	53.71	57.63	7.3%
39	47.39	48.67	49.99	51.35	54.17	55.64	57.15	58.70	60.29	63.60	65.33	67.11	56.39	60.41	7.1%
40	49.76	51.11	52.49	53.92	56.88	58.42	60.01	61.63	63.30	66.78	68.60	70.46	59.21	63.32	6.9%

Average Differential 10.6%
Median Differential 10.5%

**U.S. Department of Labor
Bureau of Labor Statistics**

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9150

CONSUMER PRICE INDEX FOR ALL URBAN CONSUMERS (CPI-U), NOT SEASONALLY ADJUSTED

Boston-Brockton-Nashua, MA-NH-ME-CT

All Items 1982-84=100

Year	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Avg.
2001	189.0		190.9		190.9		192.1		192.7		192.7		191.5
2002	192.9		194.7		194.8		195.7		199.1		200.4		196.5
2003	199.8		202.8		202.3		203.0		206.8		206.5		203.9
2004	208.4		208.7		208.7		208.9		209.8		211.7		209.5
2005	211.3		214.2		214.6		217.2		220.1		218.6		216.4
2006	220.5		221.3		222.9		225.1		224.5		223.1		223.1
2007	224.432		226.427		226.247		226.929		227.850		230.689		227.409
2008	231.980		233.084		235.344		241.258		238.519		232.354		235.370
2009	230.806		232.155		231.891		233.018		236.596		236.589		233.778
2010	237.266		237.986		238.083		236.132		236.474		238.103		237.446
2011	239.814		242.787		244.574		244.256		245.310		245.030		243.881
2012	245.891		247.166		246.582		246.326		249.488		249.929		247.733
2013	249.957		250.835		250.036		251.067		251.918		252.230		

PERCENT CHANGE FROM TWELVE MONTHS AGO, NOT SEASONALLY ADJUSTED

2002	2.1		2.0		2.0		1.9		3.3		4.0		2.6
2003	3.6		4.2		3.9		3.7		3.9		3.0		3.8
2004	4.3		2.9		3.2		2.9		1.5		2.5		2.7
2005	1.4		2.6		2.8		4.0		4.9		3.3		3.3
2006	4.4		3.3		3.9		3.6		2.0		2.1		3.1
2007	1.8		2.3		1.5		0.8		1.5		3.4		1.9
2008	3.4		2.9		4.0		6.3		4.7		0.7		3.5
2009	-0.5		-0.4		-1.5		-3.4		-0.8		1.8		-0.7
2010	2.8		2.5		2.7		1.3		-0.1		0.6		1.6
2011	1.1		2.0		2.7		3.4		3.7		2.9		2.7
2012	2.5		1.8		0.8		0.8		1.7		2.0		1.6
2013	1.7		1.5		1.4		1.9		1.0		0.9		

PERCENT CHANGE FROM TWO MONTHS AGO, NOT SEASONALLY ADJUSTED

2002	0.1		0.9		0.1		0.5		1.7		0.7		
2003	-0.3		1.5		-0.2		0.3		1.9		-0.1		
2004	0.9		0.1		0.0		0.1		0.4		0.9		
2005	-0.2		1.4		0.2		1.2		1.3		-0.7		
2006	0.9		0.4		0.7		1.0		-0.3		-0.6		
2007	0.6		0.9		-0.1		0.3		0.4		1.2		
2008	0.6		0.5		1.0		2.5		-1.1		-2.6		
2009	-0.7		0.6		-0.1		0.5		1.5		0.0		
2010	0.3		0.3		0.0		-0.8		0.1		0.7		
2011	0.7		1.2		0.7		-0.1		0.4		-0.1		
2012	0.4		0.5		-0.2		-0.1		1.3		0.2		
2013	0.0		0.4		-0.3		0.4		0.3		0.1		

Transmission of material in this release is embargoed until 8:30 a.m. (EST) Tuesday, November 19, 2013

USDL-13-2192

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EMPLOYMENT COST INDEX – SEPTEMBER 2013

Compensation costs for civilian workers increased 0.4 percent, seasonally adjusted, for the 3-month period ending September 2013, following a 0.5 percent increase in June, the U.S. Bureau of Labor Statistics reported today. **Wages and salaries** (which make up about 70 percent of compensation costs) increased 0.3 percent in the September quarter, similar to the 0.4 percent increase for the previous period. **Benefits** (which make up the remaining 30 percent of compensation) increased 0.7 percent, compared to a 0.4 percent increase for the 3-month period ending in June.

Chart 1. Employment Cost Index, 3-month percent change, seasonally adjusted, civilian workers, compensation, Sept. 2011—Sept. 2013

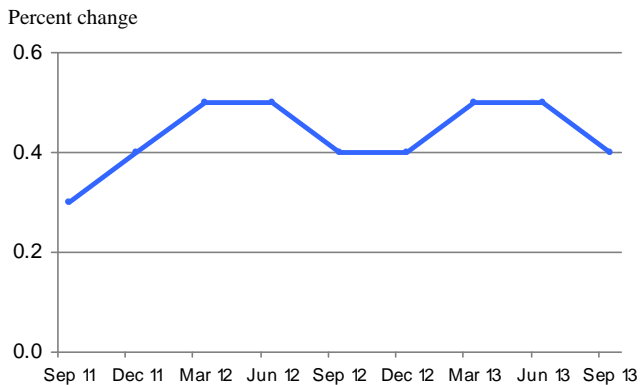
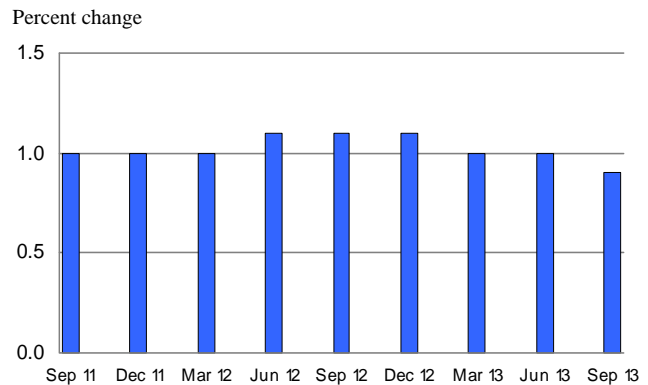


Chart 2. Employment Cost Index, 12-month percent change, not seasonally adjusted, state and local government, wages and salaries, Sept. 2011—Sept. 2013



Civilian Workers

Compensation costs for civilian workers increased 1.9 percent for the 12-month period ending September 2013, unchanged from the 12-month period ending in September 2012. **Wages and salaries** increased 1.6 percent for the current 12-month period. In September 2012, the 12-month increase was 1.7 percent. **Benefit costs** increased 2.2 percent for the 12-month period ending September 2013, compared with the 2.4 percent increase for the 12-month period ending September 2012.

Private Industry Workers

Compensation costs for private industry workers increased 1.9 percent over the 12-month period ending September 2013, the same increase as in September 2012. **Wages and salaries** increased 1.8 percent for the year ending in September 2013, the same increase as the period one year ago. The

increase in the cost of **benefits** was 2.0 percent for the 12-month period ending September 2013, compared with a 2.2 percent increase in the period ending in September 2012. **Health** benefit costs increased 2.7 percent. In September 2012, the increase was 2.3 percent.

Among occupational groups, compensation cost increases for private industry workers for the 12-month period ending September 2013 ranged from 1.4 percent for service occupations to 2.1 percent for management, professional, and related occupations.

Among industry supersectors, compensation cost increases for private industry workers for the current 12-month period ranged from 1.1 percent for leisure and hospitality to 2.2 percent for financial activities industry and other services except public administration industry.

State and Local Government Workers

Compensation costs for state and local government workers increased 1.7 percent for the 12-month period ending September 2013. In September 2012 the increase was 1.8 percent. **Wages and salaries** increased 0.9 percent for the 12-month period ending September 2013, compared with a 1.1 percent increase from a year earlier. Prior values for this series, which began in June 1982, ranged from 1.0 percent to 8.5 percent. **Benefit costs** increased 2.9 percent in September 2013. In September 2012, the increase was 3.2 percent.

The Employment Cost Index for December 2013 is scheduled to be released on Friday, January 31, 2014, at 8:30 a.m. (EST).

Partial Federal Government Shutdown

The release of these data occurs about 2 weeks later than originally scheduled because of the recent partial Federal government shutdown. Data collection for the estimates in this release had not been completed prior to the shutdown. However, they were collected after the shutdown ended. In addition, the processing of estimates and the production of the Employment Cost Index news release were delayed due to the shutdown.

Corrections to ECI Data Series

Some Employment Cost Index estimates from September 2012 through March 2013 were corrected on June 26, 2013. (Seasonally adjusted estimates were subject to corrections back to March 2008.) For further information, see: www.bls.gov/bls/eci_corrections_043013.htm.

Updated Employment Weights

Beginning with the December 2013 news release, the Employment Cost Index will introduce new employment weights based on the 2010 Standard Occupational Classification (SOC) system and the 2012 North American Industry Classification System (NAICS).

Table A. Major series of the Employment Cost Index

(Percent change)

Category	3-month, seasonally adjusted		12-month, not seasonally adjusted				
	June 2013	Sept. 2013	Sept. 2012	Dec. 2012	Mar. 2013	June 2013	Sept. 2013
CIVILIAN WORKERS¹							
Compensation ²	0.5	0.4	1.9	1.9	1.9	1.9	1.9
Wages and salaries	0.4	0.3	1.7	1.7	1.6	1.7	1.6
Benefits	0.4	0.7	2.4	2.4	2.4	2.2	2.2
PRIVATE INDUSTRY							
Compensation ²	0.6	0.4	1.9	1.8	1.9	1.9	1.9
Wages and salaries	0.6	0.3	1.8	1.7	1.7	1.9	1.8
Benefits	0.4	0.6	2.2	2.0	2.0	1.9	2.0
STATE AND LOCAL GOVERNMENT							
Compensation ²	0.3	0.4	1.8	1.9	1.9	1.8	1.7
Wages and salaries	0.2	0.3	1.1	1.1	1.0	1.0	0.9
Benefits	0.6	0.5	3.2	3.4	3.5	3.3	2.9

¹ Includes private industry and state and local government.² Includes wages and salaries and benefits.

For release 10:00 a.m. (EST) Wednesday, December 11, 2013

USDL-13-2349

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EMPLOYER COSTS FOR EMPLOYEE COMPENSATION – SEPTEMBER 2013

Employer costs for employee **compensation** averaged \$31.16 per hour worked in September 2013, the U.S. Bureau of Labor Statistics reported today. **Wages and salaries** averaged \$21.54 per hour worked and accounted for 69.1 percent of these costs, while **benefits** averaged \$9.61 and accounted for the remaining 30.9 percent. Total employer compensation costs for **private industry** workers averaged \$29.23 per hour worked in September 2013.

Employer Costs for Employee Compensation (ECEC), a product of the National Compensation Survey, measures employer costs for wages, salaries, and employee benefits for nonfarm private and state and local government workers.

Chart 1. Employer costs per hour worked for total compensation: selected industry groups, state and local government workers, September 2013

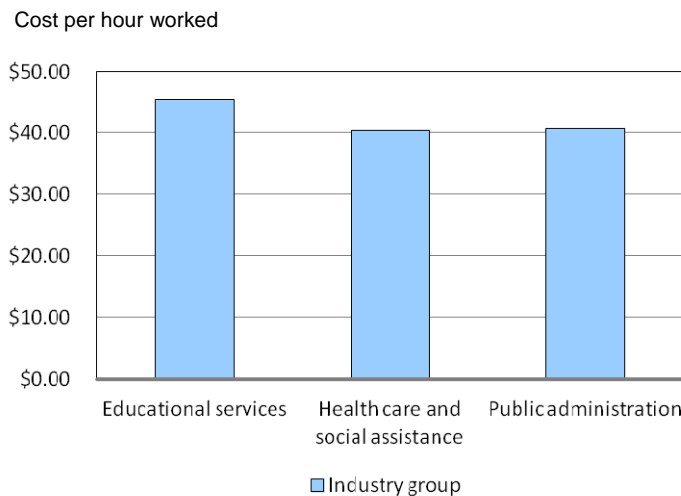
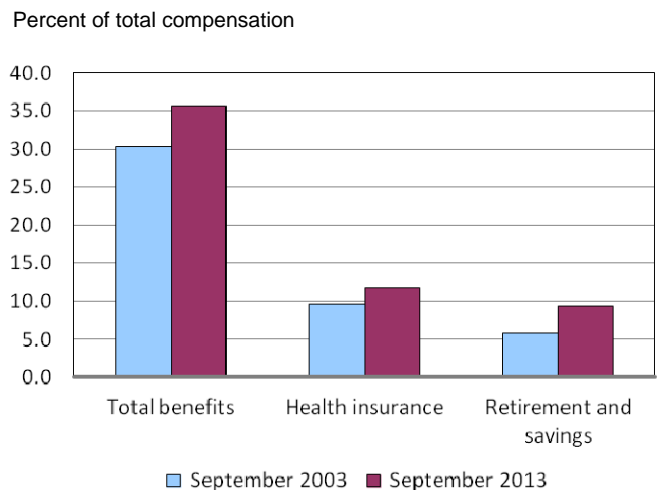


Chart 2. Employer costs as a percent of total compensation: total benefits, health insurance, and retirement and savings, state and local government workers, September 2003 and September 2013



Compensation costs in state and local government

State and local government employers spent an average of \$42.51 per hour worked for employee compensation in September 2013. Wages and salaries averaged \$27.38 per hour and accounted for 64.4 percent of compensation costs, while benefits averaged \$15.13 per hour worked and accounted for the remaining 35.6 percent. Total compensation costs for workers in the education and health services industry averaged \$44.57 per hour worked. Within the education and health services industry, average hourly compensation costs were \$45.30 for educational services workers and \$40.34 for health care and

social assistance workers. Total compensation costs for workers in public administration were \$40.66 per hour worked. (See chart 1 and table 4.)

For state and local government employees, employer costs for **insurance** benefits were \$5.14 per hour, or 12.1 percent of total compensation. The largest component of insurance costs in September 2013 was health insurance, which averaged \$4.98, or 11.7 percent of total compensation. In September 2003, employer costs for health insurance averaged \$3.19 per employee hour worked, or 9.5 percent of total compensation. (See chart 2 and table 3.)

In September 2013, the average cost for **retirement and savings** benefits was \$3.97 per hour worked in state and local government, or 9.3 percent of total compensation. Included in this amount were employer costs for defined benefit plans, which averaged \$3.62 per hour (8.5 percent of total compensation), and defined contribution plans, which averaged 34 cents (0.8 percent). In September 2003, employer costs for retirement and savings averaged \$1.99 per hour worked, or 5.9 percent of total compensation. (See chart 2 and table 3.) Defined benefit plans specify a formula for determining future benefits, while defined contribution plans specify employer contributions but do not guarantee the amount of future benefits.

Two components of benefit costs are paid leave and legally required benefits. **Paid leave** benefit costs include vacation, holiday, sick leave, and personal leave. The average cost for paid leave was \$3.11 per hour worked for state and local government employees. Costs for **legally required benefits**, including Social Security, Medicare, unemployment insurance (both state and federal), and workers' compensation, averaged \$2.56 per hour worked. (See table 3.)

The National Compensation Survey produces data on the percentage of state and local government workers with access to and participation in employee benefit plans, including health and retirement and savings plans. Detailed data on health and retirement plan provisions are available at <http://www.bls.gov/ebs>.

Table A. Relative importance of employer costs for employee compensation, September 2013

Compensation component	Civilian workers	Private industry	State and local government
Wages and salaries	69.1%	70.3%	64.4%
Benefits	30.9	29.7	35.6
Paid leave	7.0	6.9	7.3
Supplemental pay	2.4	2.7	0.8
Insurance	9.0	8.2	12.1
Health benefits	8.5	7.7	11.7
Retirement and savings	4.8	3.7	9.3
Defined benefit	3.0	1.6	8.5
Defined contribution	1.8	2.1	0.8
Legally required	7.8	8.2	6.0

Table 2. Employer costs per hour worked for employee compensation and costs as a percent of total compensation: Civilian workers, by occupational and industry group, September 2013

Series	Total compensation	Wages and salaries	Benefit costs					
			Total	Paid leave	Supplemental pay	Insurance	Retirement and savings	Legally required benefits
Cost per hour worked								
Civilian workers ¹	\$31.16	\$21.54	\$9.61	\$2.17	\$0.73	\$2.79	\$1.49	\$2.43
Occupational group								
Management, professional, and related	51.74	35.88	15.86	4.17	1.18	4.24	2.87	3.40
Management, business, and financial	59.25	40.72	18.53	5.40	1.92	4.32	3.01	3.89
Professional and related	48.63	33.88	14.76	3.66	0.88	4.21	2.81	3.20
Teachers ²	55.52	39.27	16.25	2.72	0.17	5.48	4.72	3.15
Primary, secondary, and special education school teachers	55.47	38.50	16.97	2.46	0.17	6.34	5.07	2.93
Registered nurses	49.31	34.58	14.73	3.90	1.42	3.82	1.99	3.61
Sales and office	23.56	16.54	7.02	1.51	0.48	2.34	0.83	1.86
Sales and related	21.95	16.38	5.57	1.17	0.49	1.54	0.55	1.82
Office and administrative support	24.49	16.63	7.86	1.71	0.47	2.81	0.99	1.88
Service	16.73	11.88	4.85	0.90	0.31	1.39	0.68	1.57
Natural resources, construction, and maintenance	32.86	21.96	10.89	1.88	0.89	3.03	1.96	3.14
Construction, extraction, farming, fishing, and forestry ³	33.25	21.97	11.28	1.50	0.91	3.02	2.42	3.43
Installation, maintenance, and repair	32.50	21.96	10.54	2.22	0.88	3.03	1.54	2.87
Production, transportation, and material moving	25.35	16.80	8.55	1.51	0.87	2.76	0.96	2.45
Production	25.87	17.11	8.76	1.64	1.07	2.84	0.81	2.40
Transportation and material moving	24.88	16.52	8.36	1.39	0.68	2.69	1.10	2.49
Industry group								
Education and health services	35.87	24.90	10.97	2.52	0.44	3.53	2.05	2.43
Educational services	44.22	30.30	13.92	2.65	0.17	4.91	3.61	2.58
Elementary and secondary schools	43.85	29.79	14.06	2.25	0.17	5.35	3.87	2.42
Junior colleges, colleges, and universities	48.46	33.40	15.06	3.84	0.16	4.44	3.62	3.00
Health care and social assistance	30.45	21.39	9.06	2.43	0.62	2.63	1.04	2.34
Hospitals	40.61	27.14	13.47	3.55	1.12	4.15	1.82	2.83
Percent of total compensation								
Civilian workers ¹	100.0	69.1	30.9	7.0	2.4	9.0	4.8	7.8
Occupational group								
Management, professional, and related	100.0	69.3	30.7	8.1	2.3	8.2	5.5	6.6
Management, business, and financial	100.0	68.7	31.3	9.1	3.2	7.3	5.1	6.6
Professional and related	100.0	69.7	30.3	7.5	1.8	8.7	5.8	6.6
Teachers ²	100.0	70.7	29.3	4.9	0.3	9.9	8.5	5.7
Primary, secondary, and special education school teachers	100.0	69.4	30.6	4.4	0.3	11.4	9.1	5.3
Registered nurses	100.0	70.1	29.9	7.9	2.9	7.7	4.0	7.3
Sales and office	100.0	70.2	29.8	6.4	2.0	9.9	3.5	7.9
Sales and related	100.0	74.6	25.4	5.3	2.2	7.0	2.5	8.3
Office and administrative support	100.0	67.9	32.1	7.0	1.9	11.5	4.0	7.7
Service	100.0	71.0	29.0	5.4	1.8	8.3	4.1	9.4
Natural resources, construction, and maintenance	100.0	66.9	33.1	5.7	2.7	9.2	6.0	9.5
Construction, extraction, farming, fishing, and forestry ³	100.0	66.1	33.9	4.5	2.7	9.1	7.3	10.3
Installation, maintenance, and repair	100.0	67.6	32.4	6.8	2.7	9.3	4.7	8.8
Production, transportation, and material moving	100.0	66.3	33.7	6.0	3.4	10.9	3.8	9.7
Production	100.0	66.1	33.9	6.4	4.1	11.0	3.1	9.3
Transportation and material moving	100.0	66.4	33.6	5.6	2.7	10.8	4.4	10.0
Industry group								
Education and health services	100.0	69.4	30.6	7.0	1.2	9.8	5.7	6.8
Educational services	100.0	68.5	31.5	6.0	0.4	11.1	8.2	5.8
Elementary and secondary schools	100.0	67.9	32.1	5.1	0.4	12.2	8.8	5.5
Junior colleges, colleges, and universities	100.0	68.9	31.1	7.9	0.3	9.2	7.5	6.2
Health care and social assistance	100.0	70.3	29.7	8.0	2.0	8.6	3.4	7.7
Hospitals	100.0	66.8	33.2	8.7	2.8	10.2	4.5	7.0

¹ Includes workers in the private nonfarm economy excluding households and the public sector excluding the Federal government.

² Includes postsecondary teachers; primary, secondary, and special education teachers; and other teachers and instructors.

³ Farming, fishing, and forestry occupations were combined with

construction and extraction occupational group as of December 2006.

70 Note: The sum of individual items may not equal totals due to rounding.

Table 4. Employer costs per hour worked for employee compensation and costs as a percent of total compensation: State and local government workers, by occupational and industry group, September 2013

Series	Total compensation	Wages and salaries	Benefit costs					
			Total	Paid leave	Supplemental pay	Insurance	Retirement and savings	Legally required benefits
Cost per hour worked								
State and local government workers	\$42.51	\$27.38	\$15.13	\$3.11	\$0.35	\$5.14	\$3.97	\$2.56
Occupational group								
Management, professional, and related	51.76	34.71	17.05	3.46	0.26	5.68	4.70	2.95
Professional and related	50.82	34.32	16.50	3.12	0.25	5.64	4.67	2.83
Teachers ¹	58.23	40.68	17.55	2.79	0.15	6.10	5.41	3.11
Primary, secondary, and special education school teachers	58.46	40.39	18.07	2.53	0.17	6.78	5.62	2.96
Sales and office	29.29	17.55	11.74	2.54	0.20	4.61	2.53	1.86
Office and administrative support	29.49	17.62	11.88	2.57	0.20	4.68	2.56	1.86
Service	31.76	18.62	13.14	2.77	0.58	4.25	3.44	2.11
Industry group								
Education and health services	44.57	29.81	14.76	2.78	0.22	5.31	3.94	2.51
Educational services	45.30	30.52	14.79	2.62	0.16	5.40	4.11	2.49
Elementary and secondary schools	44.74	30.17	14.57	2.29	0.17	5.58	4.13	2.40
Junior colleges, colleges, and universities	47.60	32.07	15.52	3.77	0.13	4.67	4.14	2.80
Health care and social assistance	40.34	25.74	14.60	3.72	0.59	4.78	2.90	2.62
Hospitals	45.21	29.14	16.07	4.28	0.74	5.15	3.14	2.76
Public administration	40.66	24.28	16.38	3.80	0.57	5.03	4.28	2.69
Percent of total compensation								
State and local government workers	100.0	64.4	35.6	7.3	0.8	12.1	9.3	6.0
Occupational group								
Management, professional, and related	100.0	67.1	32.9	6.7	0.5	11.0	9.1	5.7
Professional and related	100.0	67.5	32.5	6.1	0.5	11.1	9.2	5.6
Teachers ¹	100.0	69.9	30.1	4.8	0.3	10.5	9.3	5.3
Primary, secondary, and special education school teachers	100.0	69.1	30.9	4.3	0.3	11.6	9.6	5.1
Sales and office	100.0	59.9	40.1	8.7	0.7	15.7	8.6	6.4
Office and administrative support	100.0	59.7	40.3	8.7	0.7	15.9	8.7	6.3
Service	100.0	58.6	41.4	8.7	1.8	13.4	10.8	6.6
Industry group								
Education and health services	100.0	66.9	33.1	6.2	0.5	11.9	8.8	5.6
Educational services	100.0	67.4	32.6	5.8	0.4	11.9	9.1	5.5
Elementary and secondary schools	100.0	67.4	32.6	5.1	0.4	12.5	9.2	5.4
Junior colleges, colleges, and universities	100.0	67.4	32.6	7.9	0.3	9.8	8.7	5.9
Health care and social assistance	100.0	63.8	36.2	9.2	1.5	11.8	7.2	6.5
Hospitals	100.0	64.5	35.5	9.5	1.6	11.4	6.9	6.1
Public administration	100.0	59.7	40.3	9.4	1.4	12.4	10.5	6.6

¹ Includes postsecondary teachers; primary, secondary, and special education teachers; and other teachers and instructors.

Note: The sum of individual items may not equal totals due to rounding.

Table 9. Employer costs per hour worked for employee compensation and costs as a percent of total compensation: Private industry workers, goods-producing and service-providing industries, by occupational group, September 2013

Series	Total compensation	Wages and salaries	Benefit costs					
			Total	Paid leave	Supplemental pay	Insurance	Retirement and savings	Legally required benefits
Cost per hour worked								
All workers in private industry	\$29.23	\$20.55	\$8.68	\$2.01	\$0.80	\$2.39	\$1.07	\$2.40
Management, professional, and related	51.73	36.32	15.42	4.43	1.53	3.70	2.18	3.57
Management, business, and financial	59.63	41.35	18.28	5.40	2.19	4.06	2.70	3.93
Professional and related	47.57	33.66	13.91	3.92	1.19	3.52	1.91	3.38
Sales and office	23.06	16.45	6.60	1.42	0.51	2.14	0.68	1.86
Sales and related	21.91	16.38	5.53	1.16	0.50	1.52	0.53	1.82
Office and administrative support	23.80	16.49	7.30	1.59	0.51	2.55	0.77	1.88
Service	14.27	10.78	3.49	0.59	0.26	0.93	0.23	1.49
Natural resources, construction, and maintenance	32.47	21.98	10.50	1.74	0.92	2.84	1.79	3.20
Construction, extraction, farming, fishing, and forestry ¹	32.97	22.09	10.89	1.31	0.95	2.84	2.25	3.54
Installation, maintenance, and repair	32.04	21.88	10.16	2.11	0.90	2.84	1.40	2.90
Production, transportation, and material moving	25.08	16.72	8.36	1.48	0.88	2.67	0.88	2.45
Production	25.66	17.02	8.65	1.61	1.07	2.80	0.77	2.39
Transportation and material moving	24.51	16.42	8.09	1.35	0.70	2.54	0.99	2.51
All workers, goods-producing industries²	34.57	23.14	11.42	2.26	1.31	3.27	1.54	3.03
Management, professional, and related	61.74	42.05	19.69	5.39	2.49	4.55	3.05	4.22
Sales and office	27.71	19.37	8.34	1.81	0.69	2.79	0.75	2.30
Natural resources, construction, and maintenance	33.46	22.37	11.09	1.44	1.06	2.97	2.10	3.51
Production, transportation, and material moving	26.79	17.47	9.32	1.67	1.18	3.11	0.85	2.51
All workers, service-providing industries³	28.13	20.02	8.11	1.96	0.69	2.21	0.98	2.27
Management, professional, and related	50.38	35.54	14.84	4.30	1.40	3.59	2.07	3.48
Sales and office	22.70	16.23	6.47	1.39	0.49	2.09	0.67	1.82
Service	14.20	10.74	3.46	0.58	0.26	0.92	0.22	1.48
Natural resources, construction, and maintenance	31.34	21.52	9.82	2.08	0.77	2.68	1.44	2.84
Production, transportation, and material moving	23.62	16.08	7.54	1.31	0.62	2.29	0.91	2.40
Percent of total compensation								
All workers in private industry	100.0	70.3	29.7	6.9	2.7	8.2	3.7	8.2
Management, professional, and related	100.0	70.2	29.8	8.6	3.0	7.2	4.2	6.9
Management, business, and financial	100.0	69.4	30.6	9.1	3.7	6.8	4.5	6.6
Professional and related	100.0	70.8	29.2	8.2	2.5	7.4	4.0	7.1
Sales and office	100.0	71.4	28.6	6.2	2.2	9.3	2.9	8.1
Sales and related	100.0	74.8	25.2	5.3	2.3	6.9	2.4	8.3
Office and administrative support	100.0	69.3	30.7	6.7	2.1	10.7	3.3	7.9
Service	100.0	75.5	24.5	4.1	1.8	6.5	1.6	10.4
Natural resources, construction, and maintenance	100.0	67.7	32.3	5.4	2.8	8.7	5.5	9.9
Construction, extraction, farming, fishing, and forestry ¹	100.0	67.0	33.0	4.0	2.9	8.6	6.8	10.7
Installation, maintenance, and repair	100.0	68.3	31.7	6.6	2.8	8.9	4.4	9.1
Production, transportation, and material moving	100.0	66.7	33.3	5.9	3.5	10.6	3.5	9.8
Production	100.0	66.3	33.7	6.3	4.2	10.9	3.0	9.3
Transportation and material moving	100.0	67.0	33.0	5.5	2.8	10.4	4.0	10.2
All workers, goods-producing industries²	100.0	67.0	33.0	6.5	3.8	9.5	4.5	8.8
Management, professional, and related	100.0	68.1	31.9	8.7	4.0	7.4	4.9	6.8
Sales and office	100.0	69.9	30.1	6.5	2.5	10.1	2.7	8.3
Natural resources, construction, and maintenance	100.0	66.9	33.1	4.3	3.2	8.9	6.3	10.5
Production, transportation, and material moving	100.0	65.2	34.8	6.2	4.4	11.6	3.2	9.4
All workers, service-providing industries³	100.0	71.2	28.8	7.0	2.5	7.9	3.5	8.1
Management, professional, and related	100.0	70.5	29.5	8.5	2.8	7.1	4.1	6.9
Sales and office	100.0	71.5	28.5	6.1	2.2	9.2	3.0	8.0
Service	100.0	75.6	24.4	4.1	1.8	6.4	1.6	10.4
Natural resources, construction, and maintenance	100.0	68.7	31.3	6.6	2.5	8.6	4.6	9.1
Production, transportation, and material moving	100.0	68.1	31.9	5.6	2.6	9.7	3.8	10.2

¹ Farming, fishing, and forestry occupations were combined with construction and extraction occupational group as of December 2006.

² Includes mining, construction, and manufacturing. The agriculture, forestry, farming, and hunting sector is excluded.

³ Includes utilities; wholesale trade; retail trade; transportation and warehousing; information; finance and insurance; real estate and rental and leasing; professional and technical services; management of companies

and enterprises; administrative and waste services; educational services; health care and social assistance; arts, entertainment and recreation; accommodation and food services; and other services, except public administration.

Note: The sum of individual items may not equal totals due to rounding.

City History of COLAs and Step/Merit

In all instances when referencing whether step/merit allowed, it is with the understanding that it applies only to those that were eligible to receive a step or merit increase. If employee at top step (maxed) they would not be eligible to receive a step/merit.

UNION and NON-UNION EMPLOYEES

Fiscal Year	Start Date	End Date	Union/Non-Union	COLA %	Step/Merit?	Lump Sum Bonus
06	7/1/05	6/30/06	All	2.50%	Y	None
07	7/1/06	6/30/07	All	2.75%	Y	None
08	7/1/07	6/30/08	All	3.00%	Y	None
09	7/1/08	6/30/09	All	0.00%	Y	None
10	7/1/09	6/30/10	All	0.00%	N	None
11	7/1/10	6/30/11	DMEA, IAFF, & DPFOA	0.00%	N (no layoff)	None
			AFSCME, DPEA, DPA, DPAAII, & Non-Union	0.00%	Y	
12	7/1/11	6/30/12	All	0.00%	Y	None
13	7/1/12	6/30/13	All	0.00%	Y	\$1,250 if <u>not</u> eligible for step \$1,000 if eligible for step (Intended for foregoing step in FY10)
14	7/1/13	6/30/14	All	0.00%	Y	\$1,250 if <u>not</u> eligible for step \$1,000 if eligible for step (Intended for foregoing step in FY10)

DEPARTMENT HEADS

Department Heads do not receive COLA increases; they receive annual merit increases on their anniversary date, based on performance and can range anywhere from 0% to 5%. In FY2010, no department heads received a merit increase. In addition, eight Department Heads & the City Manager voluntarily reduced their salaries in FY2010.

HEALTH PERCENTAGE PAID BY MUNICIPALITY (EMPLOYER)

July 1, 2012

Community	Type of Plan	Single Coverage	2-Person Coverage	Family Coverage	Buyout		
Concord							
All Departments	Cafeteria Plan Harvard Pilgrim	81%	81%	80%	20%	of Eligible Plan	
Derry							
Administrative Officials	BlueChoice	83%	83%	83%	\$	2,500.00 /Year	
Clerical / Fiscal	BlueChoice	83%	83%	83%	\$	5,310.00 /Year	
Labor, Trade, & Public Works	Northern NE Benefit Trust	100%	100%	100%	\$	3,250.00 /Year	
Library	BlueChoice	84%	84%	84%	\$	2,500.00 /Year	
Inspection, Technical, & Prof.	BlueChoice	83%	83%	83%	\$	2,500.00 /Year	
Police	BlueChoice	80%	80%	80%	\$	2,500.00 /Year	
Fire & Rescue	BlueChoice	84%	84%	84%	\$	2,500.00 /Year	
		86%	86%	86%	\$	2,500.00 /Year	
Manchester							
All Departments	Self-Insured Claims handled by Anthem	87.5%	87.5%	87.5%	\$	1,500.00 /Year	
Merrimack							
Administrative	HealthTrust HMO BLUE, BLUECHOICE, COMP100	90%	90%	90%		25% OF TOWN'S SAVINGS	
Finance & Clerical/Fiscal	HMO BLUE, BLUECHOICE, COMP100	90%	90%	90%		25% OF TOWN'S SAVINGS	
Labor, Trade & PW	HMO BLUE, BLUECHOICE, COMP100	90%	90%	90%		25% OF TOWN'S SAVINGS	
Library	HMO BLUE, BLUECHOICE, COMP100	90%	90%	90%		25% OF TOWN'S SAVINGS	
Inspection, Tech & Prof	HMO BLUE, BLUECHOICE, COMP100	90%	90%	90%		25% OF TOWN'S SAVINGS	
Police	HMO BLUE, BLUECHOICE, COMP100	90%	90%	90%		25% OF TOWN'S SAVINGS	
Fire & Rescue	HMO BLUE, BLUECHOICE, COMP100	90%	90%	90%		25% OF TOWN'S SAVINGS	
Nashua- not updated							
All Departments, except Labor	HMO Blue Harvard Pilgrim	90%	90%	90%	NONE		
	BlueChoice	80%	80%	80%	NONE		
	BCBS-JW	Monetary Value of BlueChoice =====				NONE	
Labor, Trade, & Public Works	HMO Blue Harvard Pilgrim	95%	95%	95%	NONE		
	BlueChoice	85%	85%	85%	NONE		
	North NE Ben Trust	100%	100%	100%	NONE		
Rochester							
Labor, Trade & PW	Matthew Thornton	80%	80%	80%	N/A		
ALL OTHER DEPARTMENTS	Matthew Thornton	80%	80%	80%		1,000 SINGLE; 1,600 2-PERSON; 2,400 FAMILY	
Salem							
Administrative	CIGNA	97.5%-87.5%	97.5%-87.5%	97.5%-87.5%	3,500	/Year	
Finance & Clerical/Fiscal	CIGNA	98%-88%	98%-88%	98%-88%	3,500	/Year	

HEALTH PERCENTAGE PAID BY MUNICIPALITY (EMPLOYER)

July 1, 2012

Community	Type of Plan	Single Coverage	2-Person Coverage	Family Coverage	Buyout	
Labor, Trade & PW	CIGNA	100%-80%	100%-80%	100%-80%	2,000	/Year
Library	CIGNA	98%-88%	98%-88%	98%-88%	3,500	/Year
Inspection, Tech & Prof	CIGNA	98%-88%	98%-88%	98%-88%	VARIES	/Year
Police	CIGNA	98%-79%	98%-79%	98%-79%	3,500	/Year
Fire & Rescue	CIGNA	98%-88%	98%-88%	98%-88%	3,500	/Year
Bedford						
Administrative	MATTHEW THORNTON, BLUECHOICE	90%	90%	90%	1,500	/Year
Finance & Clerical/Fiscal	MATTHEW THORNTON, BLUECHOICE	90%	90%	90%	1,500	/Year
Labor, Trade & PW	NORTHERN NE BENEFIT TRUST(1)	100%	100%	100%	N/A	/Year
Library	MATTHEW THORNTON, BLUECHOICE	90%	90%	90%	1,500	/Year
Inspection, Tech & Prof	MATTHEW THORNTON, BLUECHOICE	90%	90%	90%	1,500	/Year
Police	MATTHEW THORNTON, BLUECHOICE, BCBS-COMP 100	90%	90%	90%	25-35% OF SAVINGS BASED ON PARTICIPATION	
Fire & Rescue	MATTHEW THORNTON, BLUECHOICE	90%	90%	90%	1,500	/Year
Goffstown						
All Departments	Cafeteria Plan	100%	90%	90%	55%-85% OF SINGLE PLAN(2)	
Hampton						
All Departments	Matthew Thornton	90%	90%	90%	\$500-\$1,000	/Year depending on Covg level
	BlueChoice	90%	90%	90%	\$500-\$1,000	/Year depending on Covg level
	BCBS-JY	75%	75%	75%	\$500-\$1,000	/Year depending on Covg level
Hudson						
All Departments	Matthew Thornton, BCBS-JY, CIGNA	100%	75%	67%	50%	Eligible Plan
Keene						
Administrative	HARVARD PILGRIM	83%	83%	83%	1,500	/Year
Finance & Clerical/Fiscal	HARVARD PILGRIM	83% - 84%	83% - 84%	83% - 84%	1,500	/Year
Labor, Trade & PW	HARVARD PILGRIM	83% - 84%	83% - 84%	83% - 84%	1,500	/Year
Library	HARVARD PILGRIM	83%	83%	83%	1,500	/Year
Inspection, Tech & Prof	HARVARD PILGRIM	83% - 84%	83% - 84%	83% - 84%	1,500	/Year
Police	HARVARD PILGRIM	83%	83%	83%	1,250 OFFICERS; 2,000 SUPERVISORS	/Year (Officers / Supervisors)
Fire & Rescue	HARVARD PILGRIM	83%	83%	83%	1,500	/Year
Laconia						
Fire & Rescue	HARVARD PILGRIM - HMO	96.4%	96.4%	96.4%	NOT OFFERED	
	HARVARD PILGRIM - POS	90%	90%	90%	NOT OFFERED	
ALL OTHER DEPARTMENTS	HARVARD PILGRIM - HMO LOW PLAN	94%	94%	94%	3,200	
	HARVARD PILGRIM - HMO HIGH PLAN	88%	88%	88%	3,200	

HEALTH PERCENTAGE PAID BY MUNICIPALITY (EMPLOYER)

July 1, 2012

Community	Type of Plan	Single Coverage	2-Person Coverage	Family Coverage	Buyout	
Londonderry						
	Matthew Thornton, BlueChoice, BCBS-Comp100, BCBS-JW					
Administrative Officials		Varies	Varies	Varies	\$2,500-\$4,244	/Year depending on Covg level
Clerical/Fiscal		Varies	Varies	Varies	\$2,500	/Year depending on Covg level
Labor, Trade, and Public Works		Varies	Varies	Varies	\$2,500	/Year depending on Covg level
Library		Varies	Varies	Varies	\$2,500	/Year depending on Covg level
Inspection, Tech, & Professional		Varies	Varies	Varies	\$2,500	Town's Cost of BlueChoice
Police		Varies	Varies	Varies	\$2,500	/Year depending on Covg level
Fire and Rescue		Varies	Varies	Varies	\$2,500-\$3,300	/Year depending on Covg level
Portsmouth						
	Matthew Thornton, BlueChoice, BCBS-Comp100					
Administrative Officials	MATTHEW THORNTON	84.5%	84.5%	84.5%	1,000	/Year
	BLUECHOICE, BCBS-COMP 100	80%	80%	80%	1,000	
Clerical/Fiscal	MATTHEW THORNTON	84.5%	84.5%	84.5%	50% OF SINGLE PLAN	City's Cost
	BLUECHOICE, BCBS-COMP 100	80%	80%	80%	50% OF SINGLE PLAN	
Labor, Trade, and Public Works	MATTHEW THORNTON	84.5%	84.5%	84.5%	50% OF SINGLE PLAN	City's Cost
	BLUECHOICE, BCBS-COMP 100	80%	80%	80%	50% OF SINGLE PLAN	
Library	MATTHEW THORNTON	84.5%	84.5%	84.5%	50% OF SINGLE PLAN	City's Cost
	BLUECHOICE, BCBS-COMP 100	80%	80%	80%	50% OF SINGLE PLAN	
Inspection, Tech, & Professional	MATTHEW THORNTON	84.5%	84.5%	84.5%	1,000	/Year
	BLUECHOICE, BCBS-COMP 100	80%	80%	80%	1,000	/Year
Police	MATTHEW THORNTON, BLUECHOICE, BCBS-COMP 100	81%(1)	81%(1)	81%(1)	444	/Year
	MATTHEW THORNTON	85.5%	85.5%	85.5%	100% OF SINGLE PLAN	City's Cost
Fire and Rescue	MATTHEW THORNTON	85.5%	85.5%	85.5%	100% OF SINGLE PLAN	
	BLUECHOICE, BCBS-COMP 100	82%	82%	82%	100% OF SINGLE PLAN	