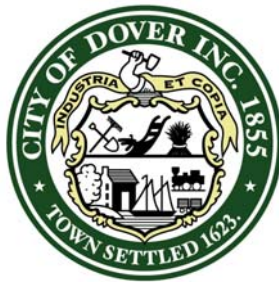


**City of Dover**  
**Collective Bargaining**  
**Background & Comparative Information**



**City of Dover, New Hampshire**

**January 23, 2008**



**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 Gauouette City Clerk

DOCUMENT HISTORY:

Table with 2 columns: Date, Description. Rows: First Reading Date: January 24, 2007; Approved Date: January 24, 2007; Public Hearing Date: NONE; Effective Date: n/a

DOCUMENT ACTIONS:

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

VOTING RECORD table with columns: Date of Vote, YAY, NAY. Lists votes for Mayor Scott Myers, Deputy Mayor Jason Thomas Hindle, At Large, Councilor Robert Keays, Ward 1, Councilor Douglas DeDe, Ward 2, Councilor David Scott, Ward 3, Councilor Dean Trefethen, Ward 4, Councilor Catherine Cheney, Ward 5, Councilor Harvey Turner, Ward 6, Councilor Dennis Ciotti, At Large. Total Votes: 8 YAY, 1 NAY. 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 key 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



**CITY OF DOVER**

## **LABOR POLICY COMMITTEE - REPORT**

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.



**CITY OF DOVER**

## **LABOR POLICY COMMITTEE - REPORT**

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.





**CITY OF DOVER**

## **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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## **LABOR POLICY COMMITTEE - REPORT**

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



**CITY OF DOVER**

## **LABOR POLICY COMMITTEE - REPORT**

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.



**CITY OF DOVER**

## **LABOR POLICY COMMITTEE - REPORT**

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) 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.



**CITY OF DOVER**

## **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.



**CITY OF DOVER**

## **LABOR POLICY COMMITTEE - REPORT**

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**  
**FY2008 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).
- Eliminated the lump-sum bonus payments for employees reaching their maximum wage rate and coordinated a standardized longevity bonus program with the fixed step pay system (DPAAII, DPA, IAFF, DPFOA, DMEA, AFSCME, DMSEA).
- Included contractual provisions to preserve and utilize the Fair Labor Standards Act overtime exemptions for certain position classifications (DPFOA, DPAAII, DMSEA).
- Included contractual provisions to introduce and make greater use of flex time for certain labor, administrative and clerical positions (AFSCME, DMEA, DMSEA).
- 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, DMSEA).
- Institute further benefit cost control measures to including increasing the rate of employee premium cost sharing (DPAAII, DPA, IAFF, DPFOA, DMEA, AFSCME).
- Continued indexing of salary grade adjustments to the regional economy as indicated by CPI-Boston with min/max caps to avoid excessive fluctuations (DPAAII, DPA, IAFF, DPFOA, DMEA, AFSCME, DMSEA).
- Continued the standardization of certain contract provisions between all unions to improve efficiency of contract administration/application (DPAAII, DPA, IAFF, DPFOA, DMEA, AFSCME, DMSEA).
- Amended contractual language and reduced the growing liability related to retiree health care costs and leave accruals (DPAAII, DPA, IAFF, DPFOA, DMEA, AFSCME, DMSEA).

**Suggested Areas To Be Addressed in Upcoming FY-2008 Negotiations:**

- 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.
- Consider retirement incentives or other provisions to reduce payroll costs.
- Maintain standardization of contract language/terms and consistent leave schedules and contract termination dates with all bargaining units.
- Address other work rule issues specific to individual unions/departments



*City of Dover, NH*  
*Status of Collective Bargaining*

January 23, 2008

UNION

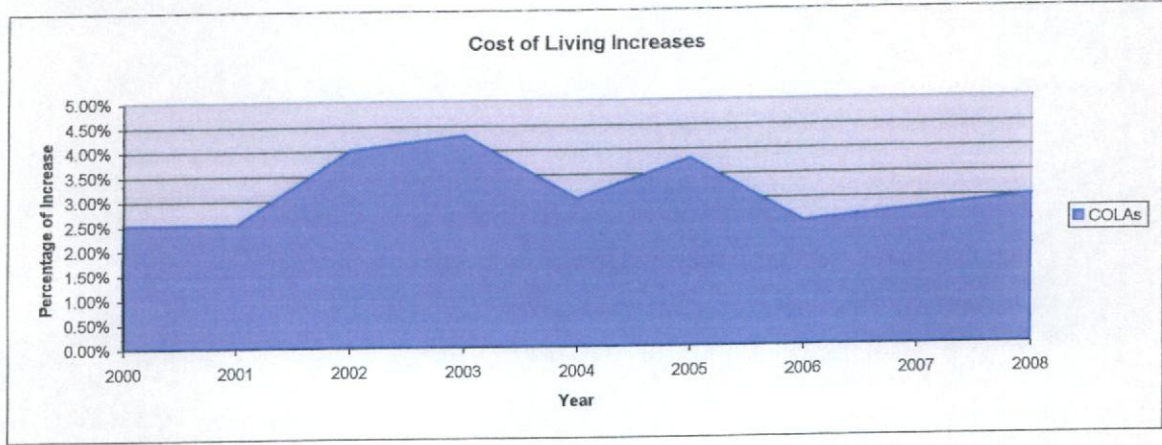
STATUS

DPA (Police Officers)	Negotiating teams have been established. There have been no meetings to date.
DPAA(2) (Police Administrators)	Negotiating teams have been established. There have been no meetings to date.
DPFOA (Fire Officers)	Negotiations initiated 11/08/2007. Union represented by attorney. We have had two (2) meetings. Meetings to date have focused on operational issues. Economic issues have not yet been discussed.
IAFF (Firefighters)	Negotiations initiated 11/08/2007. Union represented by attorney. We have had two (2) meetings. Meetings to date have focused on operational issues. Economic issues have not yet been discussed.
DPEA (Comm. Serv. Supervisors)	Negotiations initiated 11/18/2004. Union represented by attorney. This association is currently working under a collective bargaining agreement that expires June 30, 2005. The City has been through negotiations, mediation, fact finding, and back to negotiations. The two sides are still very far apart and to date DPEA has had no interest in getting back to the negotiating table.
AFSMCE (Comm. Serv. Workers)	Negotiations initiated 9/27/2007. Union represented by AFSCME Business Agent. Three meetings were held and negotiations were then put on hold pending Council direction.
DMEA (City Hall/Library Workers)	Negotiations initiated 10/21/2007. Union represented by negotiating team. One meeting was held and negotiations were put on hold pending Council direction.



## Salary Increases

### Cost of Living Increases



COLA	2000	2001	2002	2003	2004	2005	2006	2007	2008
	2.50%	2.50%	4.00%	4.30%	3.00%	3.80%	2.50%	2.75%	3.00%

*General Economic Data*

**Percent Change in Labor Market Information  
2000 through 2006**

<b>Index</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>
US Consumer Price Index-U Boston/Portsmouth MSA	2.5%	4.3%	2.6%	3.8%	2.7%	3.3%	3.1%
Total Personal Income New Hampshire	-	-	-	2.7%	6.5%	4.4%	-
Per Capita Income New Hampshire	-	-	-	0.1%	7.3%	3.3%	-
Avg. Wkly Wage - All Sectors New Hampshire	-	-	-	3.2%	5.0%	4.7%	4.8%
Avg. Wkly Wage							
Dover All Sectors	-	11.5%	5.1%	2.8%	5.6%	3.5%	4.8%
Government only	-	10.7%	0.9%	5.8%	3.9%	1.8%	4.1%
Private only	-	11.5%	5.6%	2.4%	5.9%	3.7%	4.8%

"-" no statistics assembled for this period

Source: NH Department of Labor

General Information: (617) 565-2327

Media Contact: (617) 565-2331

<http://www.bls.gov/ro1>

**Consumer Price Index Boston-Brockton-Nashua, MA-NH-ME-CT (1982-84 = 100)**

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

Boston-Brockton-Nashua, MA-NH-ME-CT All Items 1982-84=100 (R)=Revised													
Year	Jan.	Feb.	Mar.	Apr.	May	Jun.	Jul.	Aug.	Sep.	Oct.	Nov.	Dec.	Avg.
1996	162.2		162.8		161.8		162.0		163.5		166.3		163.3
1997	167.7		168.1		166.7		167.1		167.8		169.4		167.9
1998	171.2		171.3		170.9		170.7		172.1		173.3		171.7
1999	174.1		174.8		174.2		175.3		176.8		179.2		176.0
2000	180.2		182.8 (R)		181.7 (R)		183.2		184.3		187.4		183.6
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		

**PERCENT CHANGE FROM TWELVE MONTHS AGO, NOT SEASONALLY ADJUSTED**

1997	3.4		3.3		3.0		3.1		2.6		1.9		2.8
1998	2.1		1.9		2.5		2.2		2.6		2.3		2.3
1999	1.7		2.0		1.9		2.7		2.7		3.4		2.5
2000	3.5		4.6 (R)		4.3 (R)		4.5		4.2		4.6		4.3
2001	4.9		4.4		5.1		4.9		4.6		2.8		4.3
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		

**PERCENT CHANGE FROM TWO MONTHS AGO, NOT SEASONALLY ADJUSTED**

1997	0.8		0.2		-0.8		0.2		0.4		1.0		
1998	1.1		0.1		-0.2		-0.1		0.8		0.7		
1999	0.5		0.4		-0.3		0.6		0.9		1.4		
2000	0.6		1.4		-0.6		0.8 (R)		0.6		1.7		
2001	0.9		1.0		0.0		0.6		0.3		0.0		
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		

# 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
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	140,905	242,549	2,059,897	29	201,439	275	2,261,336
Totals		20,095,604	1,831,540	1,634,281	3,465,821	16,629,783		2,062,929		18,692,712

Fiscal Year	Percent of Premiums	Withholdings	Buyout Savings	Total Savings	Employer Cost	% Total Cost
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 %		9.1%	8.1%	17.2%	82.8%	11.0%

### Dental

Fiscal Year	Active Employees					Employer Cost	Retirees		Total Insured	
	Number	Premiums*	Withholdings	Buyout Savings	Total Savings		Number	City Cost	Number	City Cost
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		1,414,940	508,108	42,468	550,575	864,365		3,812		868,177

Fiscal Year	Percent of Premiums	Withholdings	Buyout Savings	Total Savings	Employer Cost
2007		35.7%	3.2%	38.8%	61.2%
2006		35.8%	3.6%	39.4%	60.6%
2005		35.7%	4.2%	39.9%	60.1%
2004		37.3%	3.1%	40.4%	59.6%
2003		34.5%	3.2%	37.7%	62.3%
2002		36.5%	0.2%	36.7%	63.3%
Total %		35.9%	3.0%	38.9%	61.1%

### 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
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		21,510,544	2,339,647	1,676,749	4,016,396	17,494,148		2,066,741		19,560,889

Fiscal Year	Percent of Premiums	Withholdings	Buyout Savings	Total Savings	Employer Cost	% Total Cost
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 %		10.9%	7.8%	18.7%	81.3%	10.6%

\*Note: Premiums include the base amount used to calculate the Buyouts.

City of Dover, NH  
Flexible Benefits Program  
FY2008 Annual Premium Rates

20% Employee Contribution 80% 12 Months

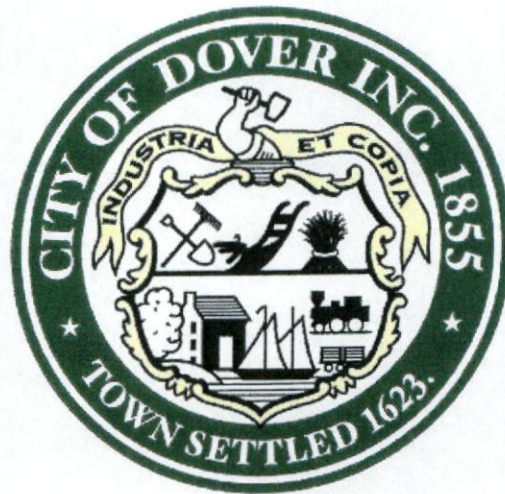
Plan Type	Total Cost (savings)			City of Dover Cost (savings)			Employee Cost (savings)			Employee Deduction (savings)			City of Dover Cost		
	Coverage Level			Coverage Level			Coverage Level			Coverage Level			Coverage Level		
	Single	Two-Person	Family	Single	Two-Person	Family	Single	Two-Person	Family	Single	Two-Person	Family	Single	Two-Person	Family
<b>Health Insurance:</b>															
BCBS - JW	\$8,983.92	\$17,967.72	\$24,256.44	\$7,187.14	\$14,374.18	\$19,405.15	\$1,796.78	\$3,593.54	\$4,851.29	\$37.43	\$74.87	\$101.07	\$598.93	\$1,197.85	\$1,617.10
BCBS - Comp 100	\$8,350.08	\$16,700.04	\$22,545.12	\$6,680.06	\$13,360.03	\$18,036.10	\$1,670.02	\$3,340.01	\$4,509.02	\$34.79	\$69.58	\$93.94	\$556.67	\$1,113.34	\$1,503.01
BlueChoice	\$7,890.72	\$15,781.44	\$21,305.04	\$6,312.58	\$12,625.15	\$17,044.03	\$1,578.14	\$3,156.29	\$4,261.01	\$32.88	\$65.76	\$88.77	\$526.05	\$1,052.10	\$1,420.34
Matthew Thornton	\$7,293.60	\$14,587.32	\$19,692.84	\$5,834.88	\$11,669.86	\$15,754.27	\$1,458.72	\$2,917.46	\$3,938.57	\$30.39	\$60.78	\$82.05	\$486.24	\$972.49	\$1,312.86
Medicomp III (65 and over)	\$4,960.44	\$9,920.88		\$3,968.35	\$3,968.40	-	\$413.37	\$826.74	-						
Buyout 50% of City Cost				(\$3,593.57)	(\$7,187.09)	(\$9,702.58)	(\$3,593.57)	(\$7,187.09)	(\$9,702.58)	(\$69.11)	(\$138.21)	(\$186.59)			
<b>Dental Insurance:</b>															
Delta Dental - Base	\$402.96	\$785.88	\$1,410.12	\$402.96	\$785.88	\$785.88	\$0.00	\$0.00	\$624.24	\$0.00	\$0.00	\$13.01	\$33.58	\$65.49	\$65.49
Delta Dental - Mid	\$513.48	\$958.44	\$1,614.24	\$402.96	\$785.88	\$785.88	\$110.52	\$172.56	\$826.36	\$2.30	\$3.60	\$17.26	\$33.58	\$65.49	\$65.49
Delta Dental - High	\$513.48	\$1,022.04	\$1,835.52	\$402.96	\$785.88	\$785.88	\$110.52	\$236.16	\$1,049.64	\$2.30	\$4.92	\$21.87	\$33.58	\$65.49	\$65.49
Buyout	(\$402.96)	(\$785.88)	(\$785.88)	(\$241.78)	(\$471.53)	(\$471.53)	(\$161.18)	(\$314.35)	(\$314.35)						
<b>Life and AD&amp;D Insurance:</b>															
1x Life w/ 2x AD&D	\$20 per \$1,000 of salary			\$20 per \$1,000 of salary											
<b>Other Available Benefits:</b>															
Employee Assistance Program															
<b>Health Insurance: Monthly rates</b>															
BCBS - JW	\$748.66	\$1,497.31	\$2,021.37	current											
BCBS - Comp 100	\$695.84	\$1,391.67	\$1,878.76												
BlueChoice	\$657.56	\$1,315.12	\$1,775.42												
Matthew Thornton	\$607.80	\$1,215.61	\$1,641.07												
Medicomp III (65 and over)	\$413.37	\$826.74	-												
Medicomp III NRX(65 and ov	\$210.51														
<b>Dental Insurance: Monthly rates</b>															
Delta Dental - Base	\$33.58	\$65.49	\$117.51												
Delta Dental - Mid	\$42.79	\$79.87	\$134.52												
Delta Dental - High	\$42.79	\$65.17	\$152.96												

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City of Dover, NH

# Compensation Program Overview

*With FY2008 Survey & Analysis of  
Market Wage Rates*





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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 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**

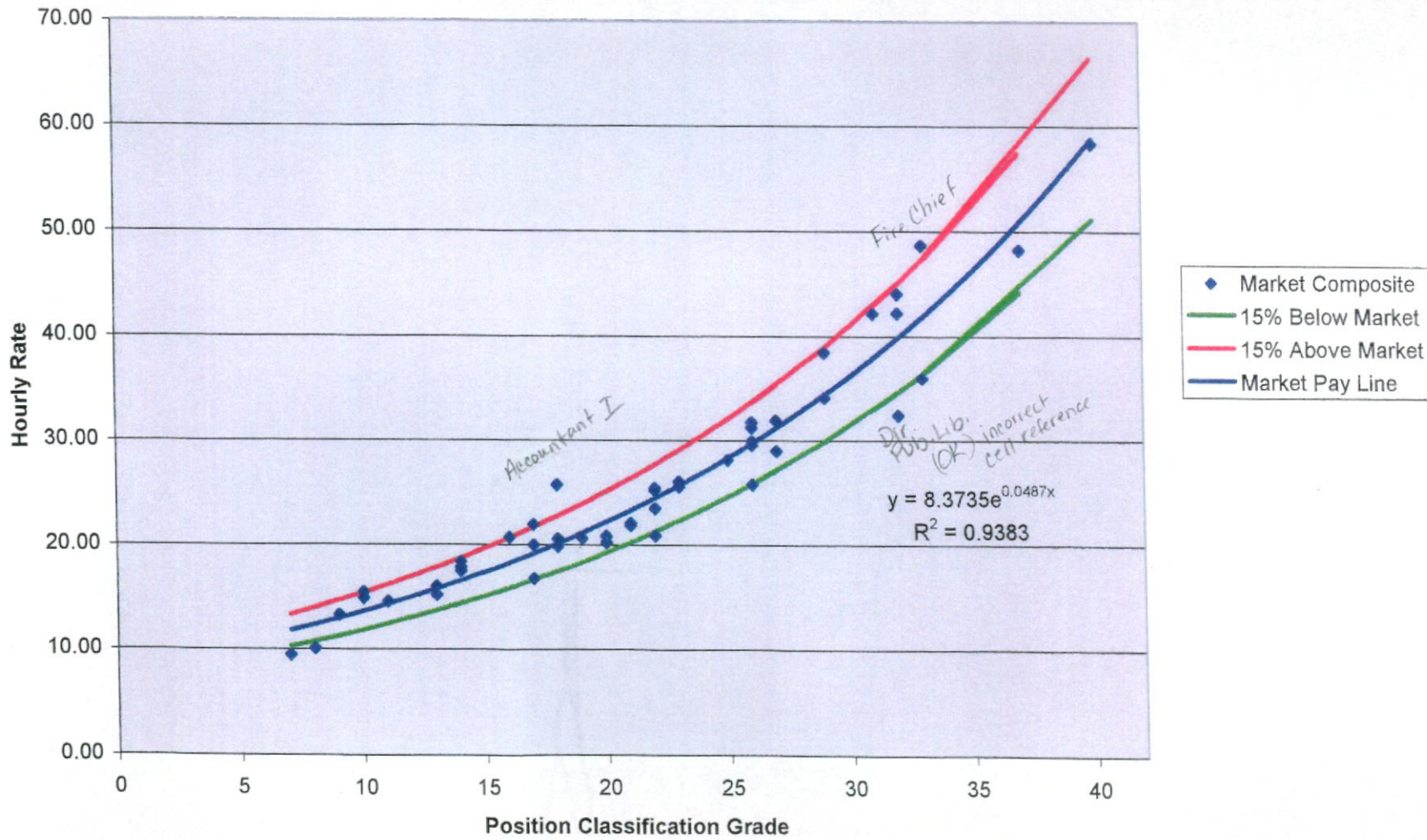
The City's compensation program ensures that employees are properly rewarded for work performed, that both internal and external equity are maintained, and that control is maintained over compensation costs. As intended, the program helps to attract top talent, retain core employees, and encourage longevity 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

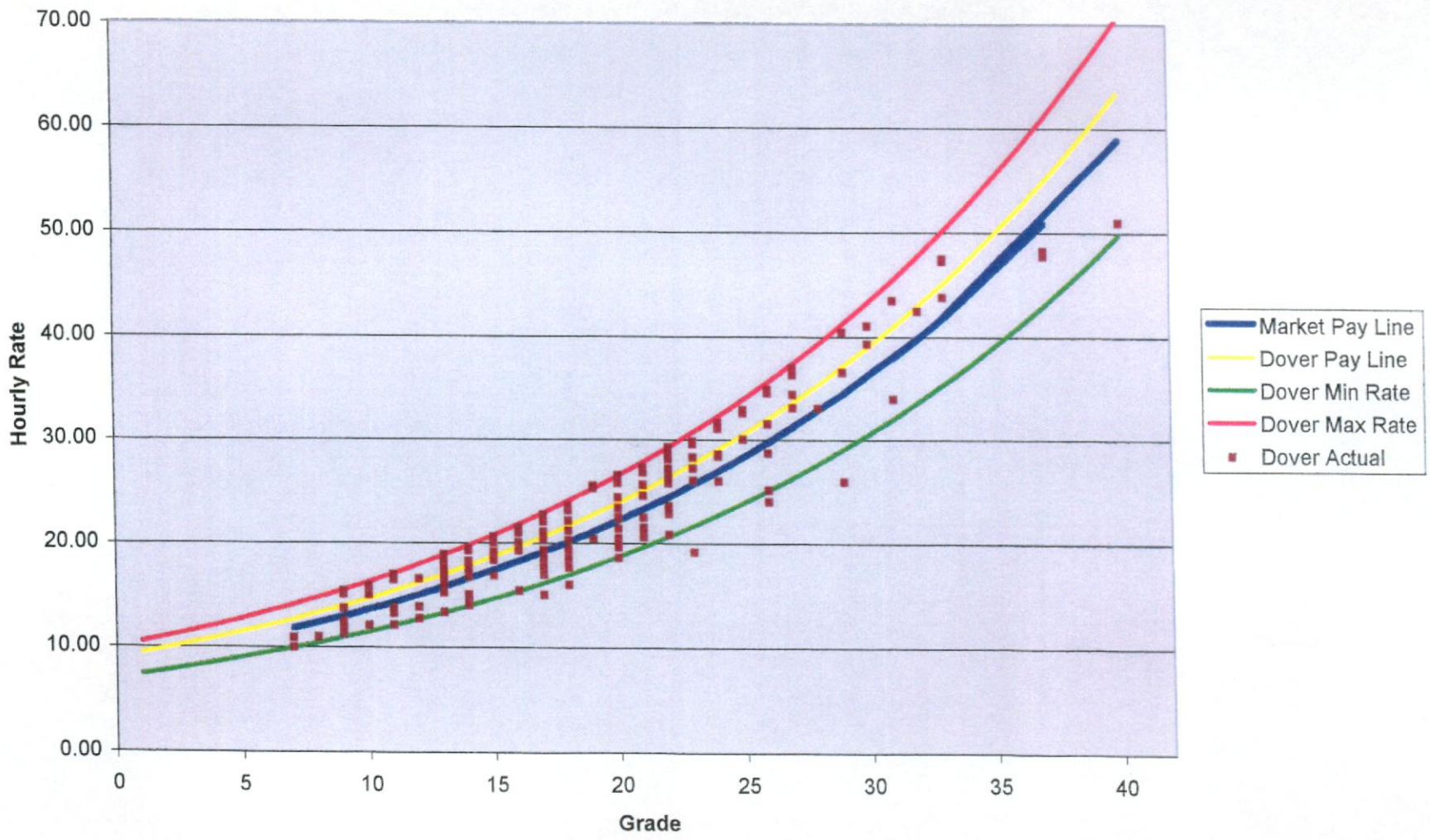
for establishing the City's Classification Plan (see attached). Both a qualitative and quantitative methods are used for purposes of checking results of one to the other. The qualitative method consists of a ranking evaluation where positions are paired and ranked in order from highest to lowest value. 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 labor 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 that are worth more to the organization are paid more than those of lesser worth (internal equity). Ultimately a comparison of a 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.

City of Dover  
**Market Model of Wage and Grade**  
 As of July, 2007



City of Dover  
Dover Actual with Market Model  
As of July, 2007



**Market Model Structure**

<b>Grade</b>	<b>Min</b>	<b>Midpoint</b>	<b>Max</b>
1	7.64	8.79	9.93
2	8.03	9.23	10.44
3	8.43	9.69	10.96
4	8.85	10.18	11.51
5	9.29	10.68	12.08
6	9.76	11.22	12.69
7	10.24	11.78	13.31
8	10.76	12.37	13.99
9	11.30	12.99	14.69
10	11.85	13.63	15.41
11	12.44	14.31	16.17
12	13.07	15.03	16.99
13	13.72	15.78	17.84
14	14.41	16.57	18.73
15	15.13	17.40	19.67
16	15.89	18.27	20.66
17	16.68	19.18	21.68
18	17.51	20.14	22.76
19	18.38	21.14	23.89
20	19.30	22.20	25.09
21	20.27	23.31	26.35
22	21.28	24.47	27.66
23	22.34	25.69	29.04
24	23.46	26.98	30.50
25	24.63	28.33	32.02
26	25.86	29.74	33.62
27	27.16	31.23	35.31
28	28.51	32.79	37.06
29	29.93	34.42	38.91
30	31.43	36.14	40.86
31	33.00	37.95	42.90
32	34.64	39.84	45.03
33	36.37	41.83	47.28
34	38.19	43.92	49.65
35	40.10	46.12	52.13
36	42.10	48.42	54.73
37	44.21	50.84	57.47
38	46.42	53.38	60.35
39	48.74	56.05	63.36
40	51.17	58.85	66.52

## 2007 Market Analysis

Dover Classification	Assigned Grade	Union	Dover Mid-Point	NHMA Survey		ICMA Survey		OES Survey		Market Composite		Benchmark Job
				Rate	Match	Rate	Match	Rate	Match	Rate	Index	
ACCOUNT CLERK I	11	DMEA	15.40					14.44	100%	14.44	1.07	
ACCOUNT CLERK II	13	DMEA	16.98	17.08	100%			14.81	100%	15.94	1.07	Yes
ACCOUNTANT I	18	DMEA	21.67	26.77	100%			24.68	100%	25.72	0.84	Yes
ACCOUNTANT II	28	DMEA	35.30									
ADMINISTRATIVE ASSISTANT	19	non-union	22.75	21.85	100%			19.35	100%	20.60	1.10	Yes
ADMINISTRATIVE CLERK/CEMETERY COORDINATOR	15	DMEA	18.72									
ANIMAL CONTROL OFFICER	10	DPA	14.66	18.42	100%			12.43	100%	15.43	0.95	Yes
AQUATIC FACILITY MANAGER	22	DPEA	26.34									
ARENA FACILITY MANAGER	23	DPEA	27.66									
ARENA SALES & MARKETING MANAGER	17	non-union	20.64					45.72	100%	45.72	0.45	
ASSISTANT CITY CLERK	13	DMEA	16.98					13.94	100%	13.94	1.22	
ASSISTANT CITY ENGINEER	24	DPEA	29.04									
ASSISTANT CITY MANAGER	34	non-union	47.31									
ASSISTANT LIBRARY DIRECTOR	26	DMEA	32.02									
ASSISTANT TAX ASSESSOR	23	DMEA	27.66	24.96	100%			27.11	100%	26.03	1.06	Yes
BOOKKEEPER	14	DMEA	17.83	19.28	100%			16.37	100%	17.82	1.00	Yes
BUILDING OFFICIAL	27	DMEA	33.62	28.79	100%					28.79	1.17	
CDBG PROGRAM COORDINATOR	27	DMEA	33.62					25.95	100%	25.95	1.30	
CITY ATTORNEY	33	non-union	45.06					44.39	100%	44.39	1.01	
CITY CLERK	26	non-union	32.02	29.00	100%					29.00	1.10	Yes
CITY ENGINEER	29	DPEA	37.07	33.42	100%	38.53	100%	30.26	100%	34.07	1.09	Yes
CITY MANAGER	40	non-union	63.40	54.33	100%	59.84	100%	60.79	100%	58.32	1.09	Yes
CLERK TYPIST I	9	DMEA	13.97					12.94	100%	12.94	1.08	
CLERK TYPIST II	11	DMEA	15.40	14.99	100%			14.08	100%	14.54	1.06	Yes
CONSTRUCTION MANAGER	26	non-union	32.02					35.24	100%	35.24	0.91	
CROSSING GUARD	8	non-union	13.30					10.07	100%	10.07	1.32	Yes
CUSTODIAN	9	DMEA	13.97	15.53	100%			10.99	100%	13.26	1.05	Yes
DEPUTY CITY CLERK	15	DMEA	18.72	20.02	100%					20.02	0.94	
DEPUTY TAX COLLECTOR	15	DMEA	18.72	20.32	100%					20.32	0.92	
DIRECTOR OF BUSINESS ASSISTANCE	23	non-union	27.66									
DIRECTOR OF COMMUNITY SERVICES	37	non-union	54.77	41.68	100%	39.24	100%			40.46	1.35	
DIRECTOR OF FINANCE	32	non-union	42.91	40.68	100%	37.32	100%	54.07	100%	44.02	0.97	Yes
DIRECTOR OF HUMAN RESOURCES	29	non-union	37.07	35.89	100%	35.08	100%	45.83	100%	38.93	0.95	
DIRECTOR OF HUMAN SERVICES	32	non-union	42.91	32.42	100%	33.34	100%	60.80	100%	42.18	1.02	Yes
DIRECTOR OF INFORMATION TECHNOLOGY	33	non-union	45.06	37.99	100%	37.81	100%	50.64	100%	42.15	1.07	Yes
DIRECTOR OF MAIN STREET PROGRAM	23	non-union	27.66									
DIRECTOR OF PLANNING & CDBG	31	non-union	40.87	36.23	100%	35.72	100%			35.97	1.14	Yes
DIRECTOR OF PUBLIC LIBRARY	31	non-union	40.87	35.88	100%	28.91	100%			32.39	1.26	Yes
DIRECTOR OF RECREATION	26	non-union	32.02	30.96	100%	32.83	100%			31.89	1.00	Yes
ELECTRICAL INSPECTOR	22	DMEA	26.34					20.87	100%	20.87	1.26	Yes
ENGINEERING TECHNICIAN	20	DPEA	23.90					20.83	100%	20.83	1.15	Yes
ENVIRONMENTAL PROJECTS MANAGER	27	DPEA	33.62					28.61	100%	28.61		
EXECUTIVE SECRETARY	18	non-union	21.67	20.72	100%			19.01	100%	19.86	1.09	Yes
FACILITIES, GROUNDS & CEMETERY SUPERVISOR	23	DPEA	27.66									
FIRE & RESCUE CHIEF	37	non-union	54.77	41.74	100%	42.07	100%	60.80	100%	48.20	1.14	Yes
FIRE ASSISTANT CHIEF	29	DPFOA	37.07	33.70	100%					33.70	1.10	
FIRE CAPTAIN	25	DPFOA	30.50	28.07	100%			28.14	100%	28.10	1.09	Yes
FIRE DEPUTY CHIEF	27	DPFOA	33.62									
FIRE LIEUTENANT	23	DPFOA	27.66	23.79	100%					23.79	1.16	
FIRE MECHANIC	11	non-union	15.40									
FIREFIGHTER ON CALL	17	non-union	20.64									

## 2007 Market Analysis

Dover Classification	Assigned Grade	Union	Dover Mid-Point	NHMA Survey		ICMA Survey		OES Survey		Market Composite		Benchmark Job
				Rate	Match	Rate	Match	Rate	Match	Rate	Index	
FIREFIGHTER/EMT-B	17	IAFF	20.64	18.99	100%			20.91	100%	19.95	1.03	Yes
FIREFIGHTER/EMT-I	18	IAFF	21.67	19.56	100%					19.56	1.11	
FIREFIGHTER/PARAMEDIC	20	IAFF	23.90	20.21	100%					20.21	1.18	Yes
FLEET SUPERVISOR	25	DPEA	30.50									
GROUNDSKEEPER I	14	AFSCME	17.83									
GROUNDSKEEPER II	16	AFSCME	19.66									
HEAVY EQUIPMENT MECHANIC I	15	AFSCME	18.72					17.26	100%	17.26	1.08	
HEAVY EQUIPMENT MECHANIC II	16	AFSCME	19.66	20.72	100%			20.60	100%	20.66	0.95	Yes
HEAVY EQUIPMENT OPERATOR I	16	AFSCME	19.66									
HEAVY EQUIPMENT OPERATOR II	17	AFSCME	20.64	19.41	100%			24.39	100%	21.90	0.94	Yes
HUMAN SERVICE COUNSELOR I	18	DMEA	21.67					16.57	100%	16.57	1.31	
HUMAN SERVICE COUNSELOR II	19	DMEA	22.75									
HUMAN SERVICE COUNSELOR III	20	DMEA	23.90									
INFORMATION TECHNOLOGY ADMINISTRATOR	22	non-union	26.34	25.16	100%			25.65	100%	25.40	1.04	Yes
INVENTORY COORDINATOR	17	AFSCME	20.64									
LABORER I	12	AFSCME	16.17	15.25	100%			12.71		15.25	1.06	
LABORER II	13	AFSCME	16.98	15.25	100%			15.10	100%	15.17	1.12	Yes
LIBRARIAN ASSISTANT I	11	DMEA	15.40	15.98	100%			13.48	100%	14.73	1.05	
LIBRARIAN ASSISTANT II	13	DMEA	16.98									
LIBRARIAN I	17	DMEA	20.64	23.15	100%					23.15	0.89	
LIBRARIAN II	22	DMEA	26.34	23.15	100%			23.79	100%	23.47	1.12	Yes
LIBRARY PAGE	7	DMEA	12.68	9.50	100%			9.43	100%	9.46	1.34	Yes
MAINTENANCE MECHANIC I	14	AFSCME	17.83					17.26	100%	17.26	1.03	
MAINTENANCE MECHANIC II	15	AFSCME	18.72									
MAINTENANCE MECHANIC III	22	AFSCME	26.34									
MAINTENANCE SPECIALIST I	15	AFSCME	18.72	17.54	100%			16.09	100%	16.81	1.11	
MAINTENANCE SPECIALIST II	18	AFSCME	21.67					19.75	100%	19.75	1.10	
MAINTENANCE SPECIALIST III	22	AFSCME	26.34									
MANAGEMENT ANALYST	17	non-union	20.64									
OFFICE MANAGER	15	DMEA	18.72	21.54	100%					21.54	0.87	
PARKING CONTROL OFFICER	10	DPA	14.66					14.86	100%	14.86	0.99	Yes
PAYROLL & BENEFITS ADMINISTRATOR	15	DMEA	18.72									
PERSONNEL ASSISTANT	15	DPAAIL	18.72					16.56	100%	16.56	1.13	
PLANNER	27	DMEA	33.62	25.62	100%			25.95	100%	25.79	1.30	Yes
PLANT & PUMP STATION SUPERVISOR	23	DPEA	27.66					26.46	100%	26.46	1.05	
PLUMBING/HEALTH INSPECTOR	22	DMEA	26.34	28.79	100%	29.30	100%	21.15	100%	26.41	1.00	
POLICE CAPTAIN	30	DPAAIL	38.92	35.94	100%					35.94	1.08	
POLICE CHIEF	33	non-union	45.06	42.72	100%	42.33	100%	60.80	100%	48.61	0.93	Yes
POLICE COMMUNICATIONS SUPERVISOR	21	DPAAIL	25.09	22.81	100%			21.29	100%	22.05	1.14	Yes
POLICE DISPATCHER	17	DPA	20.64	17.76	100%			15.67	100%	16.71	1.23	Yes
POLICE LIEUTENANT	27	DPAAIL	33.62	32.28	100%			30.17	100%	31.23	1.08	Yes
POLICE OFFICER I	21	DPA	25.09	23.00	100%			20.67	100%	21.83	1.15	Yes
POLICE OFFICER II (Advanced Career Track)	22	DPA	26.34									
POLICE PREVENTION COORDINATOR	22	non-union	26.34									
POLICE PREVENTION PROGRAMMER	16	non-union	19.66									
POLICE PROSECUTOR	27	DPAAIL	33.62									
POLICE RECORDS SUPERVISOR	21	DPAAIL	25.09					21.29	100%	21.29	1.18	
POLICE SERGEANT	24	DPAAIL	29.04	29.74	100%					29.74	0.98	
POLICE VICTIM/WITNESS ADVOCATE	20	non-union	23.90									
PUBLIC WORKS SUPERVISOR	23	DPEA	27.66	32.23	100%					32.23	0.86	
PUMP STATION OPERATOR I	16	AFSCME	19.66									

## 2007 Market Analysis

Dover Classification	Assigned Grade	Union	Dover Mid-Point	NHMA Survey		ICMA Survey		OES Survey		Market Composite		Benchmark Job
				Rate	Match	Rate	Match	Rate	Match	Rate	Index	
PUMP STATION OPERATOR II	18	AFSCME	21.67					21.49	100%	21.49	1.01	
PUMP STATION OPERATOR III	22	DPEA	26.34									
PURCHASING AGENT	26	DMEA	32.02			29.92	100%	33.55	100%	31.74	1.01	Yes
RECREATION PROGRAM ASSOCIATE I	2	non-union	9.93					9.34	100%	9.34	1.06	
RECREATION PROGRAM ASSOCIATE II	3	non-union	10.43									
RECREATION PROGRAM ASSOCIATE III	4	non-union	10.95					11.53	100%	11.53	0.95	
RECREATION PROGRAM SPECIALIST I	5	non-union	11.49					10.93	100%	10.93	1.05	
RECREATION PROGRAM SPECIALIST II	7	non-union	12.68									
RECREATION PROGRAM SPECIALIST III	9	non-union	13.97									
RECREATION PROGRAM SPECIALIST IV	15	non-union	18.72									
RECREATION PROGRAM SUPERVISOR	17	DPEA	20.64									
SEASONAL MAINTENANCE WORKER I	3	non-union	10.43									
SEASONAL MAINTENANCE WORKER II	5	non-union	11.49									
SEASONAL MAINTENANCE WORKER III	7	non-union	12.68					11.72	100%	11.72	1.08	
SECRETARY I	13	DMEA	16.98					14.43				
SECRETARY II	14	DMEA	17.83	17.44	100%					17.44	1.02	Yes
SOLID WASTE ASSISTANT	18	AFSCME	21.67									
SOLID WASTE COORDINATOR	23	DPEA	27.66	23.58	100%					23.58	1.17	
SUPERINTENDENT OF FACILITIES, GROUNDS & CEMETERY	28	DPEA	35.30									
SUPERINTENDENT OF PUBLIC WORKS & UTILITIES	29	DPEA	37.07		100%			38.41	100%	38.41	0.97	Yes
TAX ASSESSING DATA TECHNICIAN	15	DMEA	18.72									
TAX COLLECTOR	26	DMEA	32.02					29.88	100%	29.88	1.07	Yes
TELEVISION BROADCAST OPERATOR	15	non-union	18.72					16.01	100%	16.01	1.17	Yes
TRUCK DRIVER	14	AFSCME	17.83	17.45	100%			19.27	100%	18.36	0.97	Yes
UTILITIES SYSTEM SUPERVISOR	26	DPEA	32.02	31.59	100%			27.51	100%	29.55	1.08	Yes
WORKING FOREMAN	22	DPEA	26.34	23.37	100%			27.09	100%	25.23	1.04	Yes
WWTP CHIEF OPERATOR	23	DPEA	27.66					25.56	100%	25.56	1.08	Yes
WWTP LAB TECHNICIAN	17	DPEA	20.64					18.90	100%	18.90	1.09	
WWTP LAB/INDUSTRIAL PRETREATMENT COORDINATOR	22	DPEA	26.34					29.48	100%	29.48	0.89	
WWTP OPERATOR I	18	AFSCME	21.67	19.92	100%			21.25	100%	20.58	1.05	Yes
WWTP OPERATOR II	22	AFSCME	26.34									
WWTP SUPERVISOR	26	DPEA	32.02	31.59	100%					31.59	1.01	
											1.07	1.08

Count of Market Position					
	All Positions		Benchmark Positions		
Green Circle	0	0.0%	Green Circle	1	2.1%
Within Market	72	81.8%	Within Market	39	83.0%
Red Circle	16	18.2%	Red Circle	7	14.9%
	88			47	



## 2007 Market Model

Dover Classification	Dover Grade	Union	Dover Median	Market Composite		Benchmark Job	Predicted Market Rate	15% Below Market	15% Above Market
				Median	Index				
LIBRARY PAGE	7	DMEA	12.68	9.46	1.34	Yes	11.78	10.24	13.32
CROSSING GUARD	8	non-union	13.30	10.07	1.32	Yes	12.37	10.75	13.98
CUSTODIAN	9	DMEA	13.97	13.26	1.05	Yes	12.99	11.29	14.68
ANIMAL CONTROL OFFICER	10	DPA	14.66	15.43	0.95	Yes	13.63	11.86	15.41
PARKING CONTROL OFFICER	10	DPA	14.66	14.86	0.99	Yes	13.63	11.86	15.41
CLERK TYPIST II	11	DMEA	15.40	14.54	1.06	Yes	14.31	12.45	16.18
ACCOUNT CLERK II	13	DMEA	16.98	15.94	1.07	Yes	15.78	13.72	17.84
LABORER II	13	AFSCME	16.98	15.17	1.12	Yes	15.78	13.72	17.84
BOOKKEEPER	14	DMEA	17.83	17.82	1.00	Yes	16.57	14.41	18.73
SECRETARY II	14	DMEA	17.83	17.44	1.02	Yes	16.57	14.41	18.73
TRUCK DRIVER	14	AFSCME	17.83	18.36	0.97	Yes	16.57	14.41	18.73
HEAVY EQUIPMENT MECHANIC II	16	AFSCME	19.66	20.66	0.95	Yes	18.27	15.88	20.65
FIREFIGHTER/EMT-B	17	IAFF	20.64	19.95	1.03	Yes	19.18	16.68	21.68
HEAVY EQUIPMENT OPERATOR II	17	AFSCME	20.64	21.90	0.94	Yes	19.18	16.68	21.68
POLICE DISPATCHER	17	DPA	20.64	16.71	1.23	Yes	19.18	16.68	21.68
ACCOUNTANT I	18	DMEA	21.67	25.72	0.84	Yes	20.14	17.51	22.76
EXECUTIVE SECRETARY	18	non-union	21.67	19.86	1.09	Yes	20.14	17.51	22.76
WWTP OPERATOR I	18	AFSCME	21.67	20.58	1.05	Yes	20.14	17.51	22.76
<b>ADMINISTRATIVE ASSISTANT</b>	19	non-union	22.75	20.60	1.10	Yes	21.14	18.38	23.90
ENGINEERING TECHNICIAN	20	DPEA	23.90	20.83	1.15	Yes	22.20	19.30	25.09
FIREFIGHTER/PARAMEDIC	20	IAFF	23.90	20.21	1.18	Yes	22.20	19.30	25.09
POLICE COMMUNICATIONS SUPERVISOR	21	DPAAII	25.09	22.05	1.14	Yes	23.31	20.27	26.35
POLICE OFFICER I	21	DPA	25.09	21.83	1.15	Yes	23.31	20.27	26.35
ELECTRICAL INSPECTOR	22	DMEA	26.34	20.87	1.26	Yes	24.47	21.28	27.66
<b>INFORMATION TECHNOLOGY ADMINISTRATOR</b>	22	non-union	26.34	25.40	1.04	Yes	24.47	21.28	27.66
LIBRARIAN II	22	DMEA	26.34	23.47	1.12	Yes	24.47	21.28	27.66
WORKING FOREMAN	22	DPEA	26.34	25.23	1.04	Yes	24.47	21.28	27.66
ASSISTANT TAX ASSESSOR	23	DMEA	27.66	26.03	1.06	Yes	25.69	22.34	29.05
WWTP CHIEF OPERATOR	23	DPEA	27.66	25.56	1.08	Yes	25.69	22.34	29.05
FIRE CAPTAIN	25	DPFOA	30.50	28.10	1.09	Yes	28.33	24.63	32.02
<b>DIRECTOR OF RECREATION PLANNER</b>	27	non-union	32.02	31.89	1.00	Yes	31.23	27.15	35.30
<b>PURCHASING AGENT</b>	26	DMEA	33.62	25.79	1.30	Yes	29.74	25.86	33.62
<b>TAX COLLECTOR</b>	26	DMEA	32.02	31.74	1.01	Yes	29.74	25.86	33.62
UTILITIES SYSTEM SUPERVISOR	26	DMEA	32.02	29.88	1.07	Yes	29.74	25.86	33.62
<b>CITY CLERK</b>	26	DPEA	32.02	29.55	1.08	Yes	29.74	25.86	33.62
POLICE LIEUTENANT	27	non-union	32.02	29.00	1.10	Yes	31.23	27.15	35.30
<b>CITY ENGINEER</b>	26	DPAAII	33.62	31.23	1.08	Yes	29.74	25.86	33.62
<b>SUPERINTENDENT OF PUBLIC WORKS &amp; UTILITIES</b>	29	DPEA	37.07	34.07	1.09	Yes	34.42	29.93	38.91
<b>DIRECTOR OF FINANCE</b>	29	DPEA	37.07	38.41	0.97	Yes	34.42	29.93	38.91
<b>DIRECTOR OF HUMAN SERVICES</b>	32	non-union	42.91	44.02	0.97	Yes	39.84	34.65	45.04
<b>DIRECTOR OF PUBLIC LIBRARY</b>	32	non-union	42.91	42.18	1.02	Yes	39.84	34.65	45.04
<b>DIRECTOR OF INFORMATION TECHNOLOGY</b>	32	non-union	40.87	32.39	1.26	Yes	39.84	34.65	45.04
<b>DIRECTOR OF PLANNING &amp; CDBG</b>	31	non-union	45.06	42.15	1.07	Yes	37.95	33.00	42.90
<b>FIRE &amp; RESCUE CHIEF</b>	33	non-union	40.87	35.97	1.14	Yes	41.83	36.38	47.29
<b>POLICE CHIEF</b>	37	non-union	54.77	48.20	1.14	Yes	50.84	44.21	57.47
<b>CITY MANAGER</b>	33	non-union	45.06	48.61	0.93	Yes	41.83	36.38	47.29
	40	non-union	63.40	58.32	1.09	Yes	58.85	51.17	66.52

### Regression Statistics

Coefficients		Multiple R	
Intercept	0.9229074	R Square	0.968664168
X Variable 1	0.02117066	Adjusted R Square	0.93831027
		Standard Error	0.04384027
		Observations	47

note: positions shown in bold are classified as FLSA-Exempt

FY 2008 Dover Class 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	DMSEA
ARENA FACILITY MANAGER	23	DMSEA
ARENA SALES & MARKETING MANAGER	17	non-union
ASSISTANT CITY CLERK	13	DMEA
ASSISTANT CITY ENGINEER	24	DMSEA
ASSISTANT CITY MANAGER	34	non-union
ASSISTANT LIBRARY DIRECTOR	26	DMEA
ASSISTANT TAX ASSESSOR	23	DMEA
BOOKKEEPER	14	DMEA
BUILDING OFFICIAL	27	DMEA
CDBG PROGRAM COORDINATOR	27	DMEA
CITY ATTORNEY	33	non-union
CITY CLERK	26	non-union
CITY ENGINEER	29	DMSEA
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 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 HUMAN SERVICES	26	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 RECREATION	26	non-union
ELECTRICAL INSPECTOR	22	DMEA
ENGINEERING TECHNICIAN	20	DMSEA
ENVIRONMENTAL PROJECTS MANAGER	27	DMSEA
EXECUTIVE SECRETARY	18	non-union
FACILITIES, GROUNDS & CEMETERY SUPERVISOR	23	DMSEA
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
FIREFIGHTER ON CALL	17	non-union
FIREFIGHTER/EMT	17	IAFF
FIREFIGHTER/EMT-I	18	IAFF
FIREFIGHTER/PARAMEDIC	20	IAFF
FLEET SUPERVISOR	25	DMSEA
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
HUMAN SERVICE COUNSELOR I	18	DMEA
HUMAN SERVICE COUNSELOR II	19	DMEA
HUMAN SERVICE COUNSELOR III	20	DMEA
INFORMATION TECHNOLOGY ADMINISTRATOR	22	non-union
INVENTORY COORDINATOR	17	AFSCME
LABORER I	12	AFSCME
LABORER II	13	AFSCME
LIBRARIAN ASSISTANT I	11	DMEA

FY 2008 Dover Class Plan

Dover Classification Plan	Pay Plan Grade	Union
LIBRARIAN ASSISTANT II	13	DMEA
LIBRARIAN I	17	DMEA
LIBRARIAN II	22	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
PAYROLL & BENEFITS ADMINISTRATOR	15	DMEA
PERSONNEL ASSISTANT	15	DPAAII
PLANNER	27	DMEA
PLANT & PUMP STATION SUPERVISOR	23	DMSEA
PLUMBING/HEALTH 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 WORKS SUPERVISOR	23	DMSEA
PUMP STATION OPERATOR I	16	AFSCME
PUMP STATION OPERATOR II	18	AFSCME
PUMP STATION OPERATOR III	22	DMSEA
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	DMSEA
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	DMSEA
SUPERINTENDENT OF FACILITIES, GROUNDS & CEMETERY	28	DMSEA
SUPERINTENDENT OF PUBLIC WORKS & UTILITIES	29	DMSEA
TAX ASSESSING DATA TECHNICIAN	15	DMEA
TAX COLLECTOR	26	DMEA
TELEVISION BROADCAST OPERATOR	15	non-union
TRUCK DRIVER	14	AFSCME
UTILITIES SYSTEM SUPERVISOR	26	DMSEA
WORKING FOREMAN	22	DMSEA
WWTP CHIEF OPERATOR	23	DMSEA
WWTP LAB TECHNICIAN	17	DMSEA
WWTP LAB/INDUSTRIAL PRETREATMENT COORDINATOR	22	DMSEA
WWTP OPERATOR I	18	AFSCME
WWTP OPERATOR II	22	AFSCME
WWTP SUPERVISOR	26	DMSEA

## Dover FY08 Pay Plan

### Regular Schedule (All except DPEA)

Grade/ Step	Regular Schedule (All except DPEA)											Max 12	Median Regular
	1	2	3	4	5	6	7	8	9	10	11		
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	9.46
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	9.93
3	8.18	8.54	8.93	9.34	9.75	10.20	10.66	11.14	11.25	11.36	11.48	11.59	10.43
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	10.95
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	11.49
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	12.07
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	12.68
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	13.30
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	13.97
10	11.51	12.03	12.57	13.13	13.73	14.34	14.99	15.66	15.82	15.98	16.14	16.30	14.66
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	15.40
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	16.17
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	16.98
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	17.83
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	18.72
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	19.66
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	20.64
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	21.67
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	22.75
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	23.90
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	25.09
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	26.34
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	27.66
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	29.04
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	30.50
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	32.02
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	33.62
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	35.30
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	37.07
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	38.92
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	40.87
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	42.91
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	45.06
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	47.31
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	49.68
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	52.16
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	54.77
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	57.51
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	60.38
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	63.40

# July 2007 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

7/1/2006

Survey Date

Age Factor July 2006 to July 2007

0.8%

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
RECREATION PROGRAM ASSOCIATE I				0.00
RECREATION PROGRAM ASSOCIATE II				0.00
SEASONAL MAINTENANCE WORKER I				0.00
RECREATION PROGRAM ASSOCIATE III				0.00
RECREATION PROGRAM SPECIALIST I				0.00
SEASONAL MAINTENANCE WORKER II				0.00
LIBRARY PAGE				0.00
RECREATION PROGRAM SPECIALIST II				0.00
SEASONAL MAINTENANCE WORKER III				0.00
CROSSING GUARD				0.00
CLERK TYPIST I				0.00
CUSTODIAN				0.00
RECREATION PROGRAM SPECIALIST III				0.00
ANIMAL CONTROL OFFICER				0.00
PARKING CONTROL OFFICER				0.00
ACCOUNT CLERK I				0.00
CLERK TYPIST II				0.00
FIRE MECHANIC				0.00
LIBRARIAN ASSISTANT I				0.00
LABORER I				0.00
ACCOUNT CLERK II				0.00
ASSISTANT CITY CLERK				0.00
LABORER II				0.00
LIBRARIAN ASSISTANT II				0.00
SECRETARY I				0.00
BOOKKEEPER				0.00
GROUNDSKEEPER I				0.00
MAINTENANCE MECHANIC I				0.00
SECRETARY II				0.00
TRUCK DRIVER				0.00
UTILITIES SYSTEM SUPERVISOR				0.00
ADMINISTRATIVE CLERK/CEMETERY COORDINATOR				0.00
DEPUTY CITY CLERK				0.00
DEPUTY TAX COLLECTOR				0.00
HEAVY EQUIPMENT MECHANIC I				0.00
MAINTENANCE MECHANIC II				0.00
MAINTENANCE SPECIALIST I				0.00
OFFICE MANAGER				0.00
PAYROLL & BENEFITS ADMINISTRATOR				0.00
PERSONNEL ASSISTANT				0.00
RECREATION PROGRAM SPECIALIST IV				0.00
TAX ASSESSING DATA TECHNICIAN				0.00
TELEVISION BROADCAST OPERATOR				0.00
GROUNDSKEEPER II				0.00
HEAVY EQUIPMENT MECHANIC II				0.00
HEAVY EQUIPMENT OPERATOR I				0.00
POLICE PREVENTION PROGRAMMER				0.00
PUMP STATION OPERATOR I				0.00
ARENA SALES & MARKETING MANAGER				0.00
FIREFIGHTER ON CALL				0.00
FIREFIGHTER/EMT-B				0.00
FIREFIGHTER/EMT-I				0.00
HEAVY EQUIPMENT OPERATOR II				0.00
INVENTORY COORDINATOR				0.00
LIBRARIAN I				0.00
MANAGEMENT ANALYST				0.00
POLICE DISPATCHER				0.00
RECREATION PROGRAM SUPERVISOR				0.00
WWTP LAB TECHNICIAN				0.00
ACCOUNTANT I				0.00
EXECUTIVE SECRETARY				0.00
HUMAN SERVICE COUNSELOR I				0.00
MAINTENANCE SPECIALIST II				0.00
PUMP STATION OPERATOR II				0.00
SOLID WASTE ASSISTANT				0.00
WWTP OPERATOR I				0.00
ADMINISTRATIVE ASSISTANT				0.00
HUMAN SERVICE COUNSELOR II				0.00
ENGINEERING TECHNICIAN				0.00
FIREFIGHTER/PARAMEDIC				0.00

## Dover\_ICMA Crosswalk

Dover Classification	ICMA Title	Position Match	ICMA Selected Hourly (aged)	Weighted Rate
HUMAN SERVICE COUNSELOR III				0.00
POLICE VICTIM/WITNESS ADVOCATE				0.00
POLICE COMMUNICATIONS SUPERVISOR				0.00
POLICE OFFICER I				0.00
POLICE RECORDS SUPERVISOR				0.00
AQUATIC FACILITY MANAGER				0.00
ELECTRICAL INSPECTOR				0.00
INFORMATION TECHNOLOGY ADMINISTRATOR				0.00
LIBRARIAN II				0.00
MAINTENANCE MECHANIC III				0.00
MAINTENANCE SPECIALIST III				0.00
PLUMBING/HEALTH INSPECTOR	Health Officer	100%	29.30	29.30
POLICE OFFICER II (Advanced Career Track)				0.00
POLICE PREVENTION COORDINATOR				0.00
PUMP STATION OPERATOR III				0.00
WORKING FOREMAN				0.00
WWTP LAB/INDUSTRIAL PRETREATMENT COORDINATOR				0.00
WWTP OPERATOR II				0.00
ARENA FACILITY MANAGER				0.00
ASSISTANT TAX ASSESSOR				0.00
DIRECTOR OF BUSINESS ASSISTANCE				0.00
DIRECTOR OF MAIN STREET PROGRAM				0.00
FACILITIES, GROUNDS & CEMETERY SUPERVISOR				0.00
FIRE LIEUTENANT				0.00
FIRE LIEUTENANT				0.00
PLANT & PUMP STATION SUPERVISOR				0.00
PUBLIC WORKS SUPERVISOR				0.00
SOLID WASTE COORDINATOR				0.00
WWTP CHIEF OPERATOR				0.00
ASSISTANT CITY ENGINEER				0.00
POLICE SERGEANT				0.00
FIRE CAPTAIN				0.00
FIRE CAPTAIN				0.00
FLEET SUPERVISOR				0.00
ASSISTANT LIBRARY DIRECTOR				0.00
CITY CLERK				0.00
CONSTRUCTION MANAGER				0.00
PURCHASING AGENT	Purchasing Director	100%	29.92	29.92
TAX COLLECTOR				0.00
WWTP SUPERVISOR				0.00
BUILDING OFFICIAL				0.00
CDBG PROGRAM COORDINATOR				0.00
ENVIRONMENTAL PROJECTS MANAGER				0.00
FIRE DEPUTY CHIEF				0.00
PLANNER				0.00
POLICE LIEUTENANT				0.00
POLICE PROSECUTOR				0.00
ACCOUNTANT II				0.00
SUPERINTENDENT OF FACILITIES, GROUNDS & CEMETERY				0.00
CITY ENGINEER	Engineer	100%	38.53	38.53
DIRECTOR OF HUMAN RESOURCES	Human Resources Director	100%	35.08	35.08
FIRE ASSISTANT CHIEF				0.00
SUPERINTENDENT OF PUBLIC WORKS & UTILITIES				0.00
POLICE CAPTAIN				0.00
DIRECTOR OF PLANNING & CDBG	Planning Director	100%	35.72	35.72
DIRECTOR OF PUBLIC LIBRARY	Chief Librarian	100%	28.91	28.91
DIRECTOR OF RECREATION	Parks & Recreation Director	100%	32.83	32.83
DIRECTOR OF FINANCE	Chief Financial Officer	100%	37.32	37.32
DIRECTOR OF HUMAN SERVICES	Human Services Director	100%	33.34	33.34
CITY ATTORNEY				0.00
DIRECTOR OF INFORMATION TECHNOLOGY	Information Services Director	100%	37.81	37.81
POLICE CHIEF	Police Chief/Chief Law Enforcement Official	100%	42.33	42.33
ASSISTANT CITY MANAGER				0.00
DIRECTOR OF COMMUNITY SERVICES	Public Works Director	100%	39.24	39.24
FIRE & RESCUE CHIEF	Fire Chief	100%	42.07	42.07
CITY MANAGER	Chief Administrative Officer/City Manager	100%	59.84	59.84

# July 2007 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

7/1/2007

Survey Date

Age Factor July 2007 to July 2007

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
RECREATION PROGRAM ASSOCIATE I				0.00
RECREATION PROGRAM ASSOCIATE II				0.00
SEASONAL MAINTENANCE WORKER I				0.00
RECREATION PROGRAM ASSOCIATE III				0.00
RECREATION PROGRAM SPECIALIST I				0.00
SEASONAL MAINTENANCE WORKER II				0.00
LIBRARY PAGE	Library Aide	100%	9.50	9.50
RECREATION PROGRAM SPECIALIST II				0.00
SEASONAL MAINTENANCE WORKER III				0.00
CROSSING GUARD				0.00
CLERK TYPIST I				0.00
CUSTODIAN	Building Custodian	100%	15.53	15.53
RECREATION PROGRAM SPECIALIST III				0.00
ANIMAL CONTROL OFFICER	Animal Control Officer	100%	18.42	18.42
PARKING CONTROL OFFICER				0.00
ACCOUNT CLERK I				0.00
CLERK TYPIST II	Clerk Typist	100%	14.99	14.99
FIRE MECHANIC				0.00
LIBRARIAN ASSISTANT I	Library Assistant	100%	15.98	15.98
LABORER I	Laborer	100%	15.25	15.25
ACCOUNT CLERK II	Account Clerk	100%	17.08	17.08
ASSISTANT CITY CLERK				0.00
LABORER II	Laborer	100%	15.25	15.25
LIBRARIAN ASSISTANT II				0.00
SECRETARY I				0.00
BOOKKEEPER	Bookkeeper	100%	19.28	19.28
GROUNDSKEEPER I				0.00
MAINTENANCE MECHANIC I				0.00
SECRETARY II	Secretary	100%	17.44	17.44
TRUCK DRIVER	Truck Driver	100%	17.45	17.45
UTILITIES SYSTEM SUPERVISOR	Water/Wastewater Superintendent	100%	31.59	31.59
ADMINISTRATIVE CLERK/CEMETERY COORDINATOR				0.00
DEPUTY CITY CLERK	Deputy Town Clerk	100%	20.02	20.02
DEPUTY TAX COLLECTOR	Deputy Tax Collector	100%	20.32	20.32
HEAVY EQUIPMENT MECHANIC I				0.00
MAINTENANCE MECHANIC II				0.00
MAINTENANCE SPECIALIST I	Light Equipment Operator	100%	17.54	17.54
OFFICE MANAGER	Office Manager	100%	21.54	21.54
PAYROLL & BENEFITS ADMINISTRATOR				0.00
PERSONNEL ASSISTANT				0.00
RECREATION PROGRAM SPECIALIST IV				0.00
TAX ASSESSING DATA TECHNICIAN				0.00
TELEVISION BROADCAST OPERATOR				0.00
GROUNDSKEEPER II				0.00
HEAVY EQUIPMENT MECHANIC II	Heavy Equipment Mechanic	100%	20.72	20.72
HEAVY EQUIPMENT OPERATOR I				0.00
POLICE PREVENTION PROGRAMMER				0.00
PUMP STATION OPERATOR I				0.00
ARENA SALES & MARKETING MANAGER				0.00
FIREFIGHTER ON CALL				0.00
FIREFIGHTER/EMT-B	Firefighter/EMT-B	100%	18.99	18.99
FIREFIGHTER/EMT-I	Firefighter/EMT-I	100%	19.56	19.56
HEAVY EQUIPMENT OPERATOR II	Heavy Equipment Operator	100%	19.41	19.41
INVENTORY COORDINATOR				0.00
LIBRARIAN I	Librarian	100%	23.15	23.15
MANAGEMENT ANALYST				0.00
POLICE DISPATCHER	Police Dispatcher	100%	17.76	17.76
RECREATION PROGRAM SUPERVISOR				0.00
WWTP LAB TECHNICIAN				0.00
ACCOUNTANT I	Accountant	100%	26.77	26.77
EXECUTIVE SECRETARY	Executive Secretary/Asst to Board of Selectman	100%	20.72	20.72
HUMAN SERVICE COUNSELOR I				0.00
MAINTENANCE SPECIALIST II				0.00
PUMP STATION OPERATOR II				0.00
SOLID WASTE ASSISTANT	Landfill/Transfer Station/Recycling Attendant	100%	19.92	19.92
WWTP OPERATOR I	Water/Wastewater Control, Plant Operator	100%	21.85	21.85
ADMINISTRATIVE ASSISTANT	Administrative Assistant			0.00
HUMAN SERVICE COUNSELOR II				0.00
ENGINEERING TECHNICIAN				0.00
FIREFIGHTER/PARAMEDIC	Firefighter/Paramedic	100%	20.21	20.21
HUMAN SERVICE COUNSELOR III				0.00
POLICE VICTIM/WITNESS ADVOCATE				0.00
POLICE COMMUNICATIONS SUPERVISOR	Police Dispatcher Supervisor	100%	22.81	22.81

## Dover\_NHMA Crosswalk

Dover Classification	NHMA Title	Position Match	NHMA Selected Hourly (aged)	Weighted Rate
POLICE OFFICER I	Full-Time Police Officer	100%	23.00	23.00
POLICE RECORDS SUPERVISOR				0.00
AQUATIC FACILITY MANAGER				0.00
ELECTRICAL INSPECTOR				0.00
INFORMATION TECHNOLOGY ADMINISTRATOR	IT Analyst/Technician	100%	25.16	25.16
LIBRARIAN II	Librarian	100%	23.15	23.15
MAINTENANCE MECHANIC III				0.00
MAINTENANCE SPECIALIST III				0.00
PLUMBING/HEALTH INSPECTOR	Health Officer	100%	28.79	28.79
POLICE OFFICER II (Advanced Career Track)				0.00
POLICE PREVENTION COORDINATOR				0.00
PUMP STATION OPERATOR III				0.00
WORKING FOREMAN	General Foreman	100%	23.37	23.37
WWTP LAB/INDUSTRIAL PRETREATMENT COORDINATOR				0.00
WWTP OPERATOR II				0.00
ARENA FACILITY MANAGER				0.00
ASSISTANT TAX ASSESSOR	Assistant Appraiser/Assessor	100%	24.96	24.96
DIRECTOR OF BUSINESS ASSISTANCE				0.00
DIRECTOR OF MAIN STREET PROGRAM				0.00
FACILITIES, GROUNDS & CEMETERY SUPERVISOR				0.00
FIRE LIEUTENANT	Fire Lieutenant	100%	23.79	23.79
FIRE LIEUTENANT				0.00
PLANT & PUMP STATION SUPERVISOR				0.00
PUBLIC WORKS SUPERVISOR	Highway Superintendent/ Road Agent	100%	32.23	32.23
SOLID WASTE COORDINATOR	Landfill/Transfer Station/Recycling Supervisor	100%	23.58	23.58
WWTP CHIEF OPERATOR				0.00
ASSISTANT CITY ENGINEER				0.00
POLICE SERGEANT	Police Sergeant	100%	29.74	29.74
FIRE CAPTAIN	Fire Captain	100%	28.07	28.07
FIRE CAPTAIN				0.00
FLEET SUPERVISOR				0.00
ASSISTANT LIBRARY DIRECTOR				0.00
CITY CLERK	Combined Clerk/Tax Collector	100%	29.00	29.00
CONSTRUCTION MANAGER				0.00
PURCHASING AGENT				0.00
TAX COLLECTOR				0.00
WWTP SUPERVISOR	Water/Wastewater Superintendent	100%	31.59	31.59
BUILDING OFFICIAL	Building Inspector and/or Code Enforcement Officer	100%	28.79	28.79
CDBG PROGRAM COORDINATOR				0.00
ENVIRONMENTAL PROJECTS MANAGER				0.00
FIRE DEPUTY CHIEF				0.00
PLANNER	Planner	100%	25.62	25.62
POLICE LIEUTENANT	Police Lieutenant	100%	32.28	32.28
POLICE PROSECUTOR				0.00
ACCOUNTANT II				0.00
SUPERINTENDENT OF FACILITIES, GROUNDS & CEMETERY				0.00
CITY ENGINEER	City/Town Engineer	100%	33.42	33.42
DIRECTOR OF HUMAN RESOURCES	Personnel/HR Director	100%	35.89	35.89
FIRE ASSISTANT CHIEF	Deputy Fire Chief	100%	33.70	33.70
SUPERINTENDENT OF PUBLIC WORKS & UTILITIES				0.00
POLICE CAPTAIN	Police Captain	100%	35.94	35.94
DIRECTOR OF PLANNING & CDBG	Planning Director	100%	36.23	36.23
DIRECTOR OF PUBLIC LIBRARY	Library Director	100%	35.88	35.88
DIRECTOR OF RECREATION	Parks/ Recreation Director	100%	30.96	30.96
DIRECTOR OF FINANCE	Finance Director	100%	40.68	40.68
DIRECTOR OF HUMAN SERVICES	Welfare Officer/Commissioner	100%	32.42	32.42
CITY ATTORNEY				0.00
DIRECTOR OF INFORMATION TECHNOLOGY	Information Technology Manager/Director	100%	37.99	37.99
POLICE CHIEF	Police Chief	100%	42.72	42.72
ASSISTANT CITY MANAGER				0.00
ASSISTANT CITY MANAGER				0.00
DIRECTOR OF COMMUNITY SERVICES	Director of Public Works	100%	41.68	41.68
FIRE & RESCUE CHIEF	Fire Chief	100%	41.74	41.74
CITY MANAGER	City/ Town Manager	100%	54.33	54.33

## May 2006 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 <sup>1</sup>	The percent relative standard error for the employment
pct_total <sup>2</sup>	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 <sup>1</sup>	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.

5/1/2006

Survey Date

Age Factor May 2006 to July 2007

1.8%

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		
REATION PROGRAM ASSOCIATE I	341367010	Recreation-Facility Attendant	39-3091.00	Amusement and Recreation Attendants	39-3091	100%	9.43	8.57	9.12	7.97	90%	10%	0%	0%	6.34
REATION PROGRAM ASSOCIATE II			-												0.00
SONAL MAINTENANCE WORKER I	195227014	Recreation Leader	39-9032.00	Recreation Workers	39-9032	100%	11.59	11.00	11.64	10.02	90%	10%	0%	0%	11.53
SONAL MAINTENANCE WORKER II	153227018	Instructor, Sports	39-9031.00	Fitness Trainers and Aerobics Instructors	39-9031	100%	10.80	12.04	17.71	12.69	90%	10%	0%	0%	10.93
SONAL MAINTENANCE WORKER III			-												0.00
RY PAGE	249687014	Page	43-4121.00	Library Assistants, Clerical	43-4121	100%	9.32	10.44	13.36	10.59	90%	10%	0%	0%	9.43
SONAL MAINTENANCE WORKER I	408687014	Laborer, Landscape	37-3011.00	Landscaping and Groundskeeping Workers	37-3011	50%	12.71	11.58	13.76	10.40	90%	10%	0%	0%	6.30
SONAL MAINTENANCE WORKER II	620664010	Construction-Equipment-Mechanic Helper	49-9098.00	Helpers-Installation, Maintenance, and Repair Workers	49-9098	50%	10.84	10.83	13.01	10.90	90%	10%	0%	0%	5.42
SSING GUARD	371567010	Guard, School-Crossing	33-9091.00	Crossing Guards	33-9091	100%		10.07	12.26	10.31		100%	0%	0%	10.07
RK TYPIST I	237367018	Information Clerk	43-4171.00	Receptionists and Information Clerks	43-4171	50%	12.47	12.02	12.62	11.21	90%	10%	0%	0%	6.21
RK TYPIST I	203582054	Data Entry Clerk	43-9021.00	Data Entry Keyers	43-9021	50%	13.58	12.37	14.10	12.08	90%	10%	0%	0%	6.73
STODIAN	382664010	Janitor	37-2011.00	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	37-2011	100%	11.00	10.95	12.25	9.75	90%	10%	0%	0%	10.99
REATION PROGRAM SPECIALIST III															0.00
MAL CONTROL OFFICER	379263010	Animal Treatment Investigator	33-9011.00	Animal Control Workers	33-9011	100%		12.43	16.40	13.66		100%	0%	0%	12.43
NING CONTROL OFFICER	375587010	Parking Enforcement Officer	33-3041.00	Parking Enforcement Workers	33-3041	100%		14.86	16.25	14.76		100%	0%	0%	14.86
COUNT CLERK I	205367034	License Clerk	43-3021.02	Billing and Posting Clerks and Machine Operators	43-3021	50%	14.43	14.56		14.12	90%	10%	0%	0%	7.22
COUNT CLERK I	243367018	Town Clerk	43-3021.02	Billing and Posting Clerks and Machine Operators	43-3021	50%	14.43	14.56		14.12	90%	10%	0%	0%	7.22
ERK TYPIST II	203362010	Clerk-Typist	43-9022.00	Office and Administrative Support Occupations	43-9022	33%	14.87	14.08	16.66	13.74	90%	10%	0%	0%	4.93
ERK TYPIST II	243367018	Town Clerk	43-4031.02	Court, Municipal, and License Clerks	43-4031	33%		13.04		15.16		100%	0%	0%	4.34
ERK TYPIST II	375362010	Police Clerk	43-9061.00	Office Clerks, General	43-9061	34%	14.26	13.23	13.97	11.61	90%	10%	0%	0%	4.81
E MECHANIC															0.00
RARIAN ASSISTANT I	100367018	Library Technical Assistant	25-4031.00	Library Technicians	25-4031	100%	13.04	13.53	16.97	13.00	80%	10%	0%	0%	13.48
RORER I	301687018	Yard Worker	37-3011.00	Landscaping and Groundskeeping Workers	37-3011	100%	12.71	11.58	13.76	10.40	100%				12.71
COUNT CLERK II	241357010	Collection Clerk	43-3011.00	Bill and Account Collectors	43-3011	35%	13.94	14.04	16.99	14.22	80%	20%	0%	0%	4.89
COUNT CLERK II	219487010	Tax Clerk	43-3021.02	Billing and Posting Clerks and Machine Operators	43-3021	35%	14.43	14.56	15.94	14.12	80%	20%	0%	0%	5.06
SISTANT CITY CLERK	218482010	Accounting Clerk	43-3031.00	Bookkeeping, Accounting, and Auditing Clerks	43-3031	30%	16.41	15.53	17.81	14.96	80%	20%	0%	0%	4.87
SISTANT CITY CLERK	243367018	Town Clerk	43-3021.02	Billing and Posting Clerks and Machine Operators	43-3021	20%	14.43	14.56		14.12	90%	10%	0%	0%	2.89
SISTANT CITY CLERK	205367034	License Clerk	43-4071.00	File Clerks	43-4071	20%	10.58	10.69		10.81	90%	10%	0%	0%	2.12
SISTANT CITY CLERK	205367030	Election Clerk	43-4199.00	Information and Record Clerks, All Other	43-4199	60%	14.99	12.40	16.66	15.25	80%	10%	10%	0%	8.94
BORER II	869463580	Construction Craft Laborer	47-2061.00	Construction Laborers	47-2061	50%	14.70	13.45	21.15	12.89	70%	20%	10%	0%	7.55
BORER II	869664014	Construction Worker I	47-2061.00	Construction Laborers	47-2061	50%	14.70	13.45	21.15	12.89	70%	20%	10%	0%	7.55
RARIAN ASSISTANT II															0.00
CRETARY I	201362030	Secretary	43-6014.00	Secretaries, Except Legal, Medical, and Executive	43-6014	100%	14.23	13.28	17.20	13.44	80%	10%	10%	0%	14.43
OKKEEPER	210382014	Bookkeeper	43-3031.00	Bookkeeping, Accounting, and Auditing Clerks	43-3031	100%	16.41	15.53	17.81	14.96	70%	20%	10%	0%	16.37
OUNDSKEEPER I															0.00
INTENANCE MECHANIC I	899684014	Highway-Maintenance Worker	49-3023.00	Automotive Service Technicians and Mechanics	49-3023	100%	16.94	17.46	19.10	16.53	70%	20%	10%	0%	17.26
CRETARY II															0.00
UCK DRIVER	902683010	Dump-Truck Driver	53-3032.01	Truck Drivers, Heavy	53-3032	100%	19.88	17.37	20.18	17.15	70%	20%	10%	0%	19.27
ILITIES SYSTEM SUPERVISOR	899131018	Utilities-and-Maintenance Supervisor	47-1011.01	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	47-1011	100%	27.84	24.53	31.92	25.36	40%	30%	20%	10%	27.51
MINISTRATIVE CLERK/CEMETERY COORDINATOR															0.00
PUTY CITY CLERK															0.00
PUTY TAX COLLECTOR															0.00
AVY EQUIPMENT MECHANIC I	620381022	Repairer, Heavy	49-3023.01	Automotive Service Technicians and Mechanics	49-3023	100%	16.94	17.46	19.10	16.53	70%	20%	10%	0%	17.26
INTENANCE MECHANIC II	49-9042.00	Maintenance and Repair Workers, General	49-9042.00	Maintenance and Repair Workers, General	49-9042	100%	15.68	15.95	19.23	15.62	70%	20%	10%	0%	16.09
INTENANCE SPECIALIST I	209567010	Meter Reader	49-9042.00	Maintenance and Repair Workers, General	49-9042	100%	15.68	15.95	19.23	15.62	70%	20%	10%	0%	16.09
FFICE MANAGER															0.00
YROLL & BENEFITS ADMINISTRATOR															0.00
ERSONNEL ASSISTANT	215382014	Payroll Clerk	43-3051.00	Payroll and Timekeeping Clerks	43-3051	50%	17.63	16.09	18.58	15.86	70%	20%	10%	0%	8.71
ERSONNEL ASSISTANT	209362026	Personnel Clerk	43-4161.00	Human Resources Assistants, Except Payroll and Timekeeping	43-4161	50%	15.17	16.18	18.53	16.52	70%	20%	10%	0%	7.85
REATION PROGRAM SPECIALIST IV															0.00
AX ASSESSING DATA TECHNICIAN															0.00
LEVISION BROADCAST OPERATOR	194262022	Master Control Operator	27-4012.00	Broadcast Technicians	27-4012	20%		12.73	15.22	15.02		90%	10%	0%	2.80
LEVISION BROADCAST OPERATOR	143062022	Camera Operator	27-4031.00	Camera Operators, Television, Video, and Motion Picture	27-4031	80%		15.95	24.07	19.61		90%	10%	0%	13.41
OUNDSKEEPER II															0.00
EAVY EQUIPMENT MECHANIC II	625281010	Diesel Mechanic	49-3031.00	Bus and Truck Mechanics and Diesel Engine Specialists	49-3031	50%	21.03	19.22	21.97	18.44	70%	20%	10%	0%	10.38
EAVY EQUIPMENT MECHANIC II	620261022	Construction-Equipment Mechanic	49-3042.00	Mobile Heavy Equipment Mechanics, Except Engines	49-3042	50%	20.62	19.07	21.88	19.79	70%	20%	10%	0%	10.22
EAVY EQUIPMENT OPERATOR I															0.00
OLICE PREVENTION PROGRAMMER															0.00
UMP STATION OPERATOR I															0.00
RENA SALES & MARKETING MANAGER	163117018	Manager, Promotion	11-2021.00	Marketing Managers	11-2021	100%	45.47	40.00	56.07	48.32	60%	20%	10%	10%	45.72
REFIGHTER ON CALL															0.00
REFIGHTER/EMT-B	373364010	Fire Fighter	33-2011.01	Fire Fighters	33-2011	100%	21.00	19.71	23.95	20.16	60%	30%	10%	0%	20.91
REFIGHTER/EMT-I															0.00
EAVY EQUIPMENT OPERATOR II	850683046	Utility-Tractor Operator	47-2073.01	Operating Engineers and Other Construction Equipment Operators	47-2073	100%	25.64	18.93	26.62	18.06	70%	20%	10%	0%	24.39
VENTORY COORDINATOR															0.00
BRARIAN I															0.00
MANAGEMENT ANALYST															0.00
OLICE DISPATCHER	379362010	Dispatcher, Radio	43-5031.00	Police, Fire, and Ambulance Dispatchers	43-5031	100%		15.44	17.68	15.40		90%	10%	0%	15.67
REATION PROGRAM SUPERVISOR	379667014	Lifeguard	33-9092.00												0.00
WYTP LAB TECHNICIAN	022261010	Chemical Laboratory Technician	19-4031.00	Chemical Technicians	19-4031	50%		20.24	21.03	19.21		90%	10%	0%	10.16
WYTP LAB TECHNICIAN	029361018	Laboratory Assistant	19-4091.00	Environmental Science and Protection Technicians, Including Health	19-4091	50%		17.13	20.60	18.64		90%	10%	0%	8.74
CCOUNTANT I	160162018	Accountant	13-2011.01	Accountants and Auditors	13-2011	100%	23.84	24.16	28.68	26.73	60%	20%	10%	10%	24.66
XCUTIVE SECRETARY	119267026	Paralegal	23-2011.00	Paralegals and Legal Assistants	23-2011	50%	16.72	20.23	23.34	21.06	60%	30%	10%	0%	9.22
XCUTIVE SECRETARY	169167014	Administrative Secretary	43-6011.00	Executive Secretaries and Administrative Assistants	43-6011	50%	20.14	17.77	21.78	18.22	60%	30%	10%	0%	9.79
HUMAN SERVICE COUNSELOR I	195267010	Eligibility Worker	43-4061.02	Eligibility Interviewers, Government Programs	43-4061	100%		15.00	21.84	18.38		90%	10%	0%	16.57
MAINTENANCE SPECIALIST II	954564010	Water-Meter Installer	49-9099.99	Installation, Maintenance, and Repair Workers, All Other	49-9099	100%	21.09	14.40	21.08	16.13	70%	20%	10%	0%	19.75
UMP STATION OPERATOR II	630261018	Pump Servicer	49-9041.00	Industrial Machinery Mechanics	49-9041	50%	24.03	19.96	23.07	20.10	70%	20%	10%	0%	11.56
UMP STATION OPERATOR II	954362010	Pump-Station Operator, Waterworks	51-8031.00	Water and Liquid Waste Treatment Plant and System Operators	51-8031	50%	19.86	19.22	21.04	17.65	70%	20%	10%	0%	9.83
SOLID WASTE ASSISTANT															0.00
WYTP OPERATOR I	630261038	Treatment-Plant Mechanic	49-9041.00	Industrial Machinery Mechanics	49-9041	50%	24.03	19.96	23.07</						

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		
JICE OFFICER I	375263014	Police Officer I	33-3051.01	Police and Sheriff's Patrol Officers	33-3051	100%	20.46	19.84	24.98	23.23	60%	30%	10%	0%	20.67
JICE RECORDS SUPERVISOR	206137010	Supervisor, Files	43-1011.02	First-Line Supervisors/Managers of Office and Administrative Support Workers	43-1011	100%	20.85	20.91	25.03	21.30	60%	30%	10%	0%	21.29
JATIC FACILITY MANAGER	187167054	Manager, Aquatic Facility	11-9199.99	Managers, All Other	11-9199										0.00
JCTRICAL INSPECTOR	168167034	Inspector, Electrical	47-4011.00	Construction and Building Inspectors	47-4011	100%		20.59	23.41	22.79		90%	10%	0%	20.87
JDRMATION TECHNOLOGY ADMINISTRATOR	033162018	Technical Support Specialist	15-1041.00	Computer Support Specialists	15-1041	50%	22.24	20.21	25.71	20.30	60%	20%	10%	10%	10.99
JDRMATION TECHNOLOGY ADMINISTRATOR	033162010	Computer Security Coordinator	15-1071.01	Network and Computer Systems Administrators	15-1071	50%	28.25	28.77	35.59	30.41	60%	20%	10%	10%	14.65
JARIAN II	100167018	Children's Librarian	25-4021.00	Librarians	25-4021	100%	24.12	20.82	27.58	24.02	60%	20%	10%	10%	23.79
JNTENANCE MECHANIC III															0.00
JNTENANCE SPECIALIST III															0.00
JMBING/HEALTH INSPECTOR	168167050	Inspector, Plumbing	47-4011.00	Construction and Building Inspectors	47-4011	100%		20.59	23.41	22.79		80%	20%	0%	21.15
JICE OFFICER II (Advanced Career Track)															0.00
JICE PREVENTION COORDINATOR															0.00
JWP STATION OPERATOR III															0.00
JR KING FOREMAN	899131010	Labor-Crew Supervisor	47-1011.01	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	47-1011	34%	27.84	24.53	31.92	26.36	50%	40%	10%	0%	9.15
JR KING FOREMAN	899131018	Utilities-and-Maintenance Supervisor	47-1011.01	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	47-1011	33%	27.84	24.53	31.92	26.36	50%	40%	10%	0%	8.97
JR KING FOREMAN	899134010	Highway-Maintenance Supervisor	47-1011.01	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	47-1011	33%	27.84	24.53	31.92	26.36	50%	40%	10%	0%	8.97
JTP LAB/INDUSTRIAL PRETREATMENT COORDINATOR	022137010	Laboratory Supervisor	19-2031.00	Chemists	19-2031	100%		28.73	38.27	29.30		90%	10%	0%	29.48
JTP OPERATOR II															0.00
JENA FACILITY MANAGER	187167230	Manager, Recreation Facility	11-9199.99	Managers, All Other	11-9199										0.00
JENA FACILITY MANAGER	187167146	Manager, Skating Rink	11-9199.99	Managers, All Other	11-9199										0.00
JSISTANT TAX ASSESSOR	188167010	Appraiser	13-2021.01	Appraisers and Assessors of Real Estate	13-2021	50%		26.27	34.67	21.77		90%	10%	0%	13.55
JSISTANT TAX ASSESSOR	191267010	Appraiser, Real Estate	13-2021.02	Appraisers and Assessors of Real Estate	13-2021	50%		26.27	34.67	21.77		90%	10%	0%	13.55
JECTOR OF BUSINESS ASSISTANCE															0.00
JECTOR OF MAIN STREET PROGRAM															0.00
JCILITIES, GROUNDS & CEMETERY SUPERVISOR															0.00
JE LIEUTENANT															0.00
JANT & PUMP STATION SUPERVISOR	638131022	Maintenance-Mechanic Supervisor	49-1011.00	First-Line Supervisors/Managers of Mechanics, Installers, and Repairers	49-1011	50%	27.15	26.78	30.67	26.38	50%	40%	10%	0%	13.68
JANT & PUMP STATION SUPERVISOR	954132010	Supervisor, Water Treatment Plant	51-1011.00	First-Line Supervisors/Managers of Production and Operating Workers	51-1011	50%	26.60	24.00	26.60	23.15	50%	40%	10%	0%	12.78
JBLIC WORKS SUPERVISOR															0.00
JLID WASTE COORDINATOR															0.00
JWTP CHIEF OPERATOR	955130010	Supervisor, Wastewater-Treatment Plant	51-1011.00	First-Line Supervisors/Managers of Production and Operating Workers	51-1011	100%	26.60	24.00	26.60	23.15	50%	40%	10%	0%	25.56
JSISTANT CITY ENGINEER															0.00
JLICE SERGEANT															0.00
JE CAPTAIN	373134010	Fire Captain	33-1021.01	First-Line Supervisors/Managers of Fire Fighting and Prevention Workers	33-1021	100%		27.58	33.16	30.79		90%	10%	0%	28.14
JEET SUPERVISOR															0.00
JSISTANT LIBRARY DIRECTOR															0.00
JTY CLERK															0.00
JNSTRUCTION MANAGER	182167026	Superintendent, Construction	11-9021.00	Construction Managers	11-9021	100%	30.46	34.98	44.77	36.07	40%	30%	20%	10%	35.24
JRCHASING AGENT	162167022	Manager, Procurement Services	11-3061.00	Purchasing Managers	11-3061	50%	42.68	38.82	43.91	39.93	40%	30%	20%	10%	20.75
JRCHASING AGENT	162157038	Purchasing Agent	13-1023.00	Purchasing Agents, Except Wholesale, Retail, and Farm Products	13-1023	50%	24.81	24.37	29.49	24.83	40%	30%	20%	10%	12.81
JX COLLECTOR	188167074	Revenue Officer	13-2081.00	Tax Examiners, Collectors, and Revenue Agents	13-2081	100%	32.93	18.90	27.05	22.33	70%	10%	10%	10%	29.88
JWTP SUPERVISOR															0.00
JLIDING OFFICIAL															0.00
JBG PROGRAM COORDINATOR	199167014	Urban Planner	19-3051.00	Urban and Regional Planners	19-3051	100%		23.41	33.98	27.71		70%	20%	10%	25.95
JVIRONMENTAL PROJECTS MANAGER	029081010	Environmental Analyst	19-2041.00	Environmental Scientists and Specialists, Including Health	19-2041	100%		26.01	38.29	27.46		70%	20%	10%	28.61
JRE DEPUTY CHIEF															0.00
JANNER	199167014	Urban Planner	19-3051.00	Urban and Regional Planners	19-3051	100%		23.41	33.98	27.71		70%	20%	10%	25.95
JLICE LIEUTENANT	375137034	Commanding Officer, Police	33-1012.00	First-Line Supervisors/Managers of Police and Detectives	33-1012	100%	29.49	29.39	36.69	33.92	50%	40%	10%	0%	30.17
JLICE PROSECUTOR															0.00
JCCOUNTANT II															0.00
JUPERINTENDENT OF FACILITIES, GROUNDS & CEMETERY															0.00
JTY ENGINEER	005061014	Civil Engineer	17-2051.00	Civil Engineers	17-2051	100%	26.32	30.23	36.52	33.58	40%	30%	20%	10%	30.26
JRECTOR OF HUMAN RESOURCES	168167034	Manager, Labor Relations	11-3049.99	General and Operations Managers	11-3049	100%	49.13	40.57	51.28	43.32	30%	30%	20%	20%	45.83
JRE ASSISTANT CHIEF															0.00
JUPERINTENDENT OF PUBLIC WORKS & UTILITIES	184161014	Superintendent, Water-And-Sewer Systems	11-3071.02	Transportation, Storage and Distribution Managers	11-3071	100%	39.59	39.73	35.38	35.78	40%	30%	20%	10%	38.41
JLICE CAPTAIN															0.00
JRECTOR OF PLANNING & CDBG															0.00
JRECTOR OF PUBLIC LIBRARY															0.00
JRECTOR OF RECREATION															0.00
JRECTOR OF FINANCE	161117018	Treasurer	11-3031.01	Financial Managers	11-3031	40%	47.44	36.74	49.05	44.53	30%	30%	20%	20%	17.59
JRECTOR OF FINANCE	188117090	Director, Revenue	11-1011.01	Chief Executives	11-1011	60%	59.81	61.78			50%	50%	0%	0%	36.48
JRECTOR OF HUMAN SERVICES	188117126	Welfare Director	11-1011.01	Chief Executives	11-1011	100%	59.81	61.78			50%	50%			60.80
JTY ATTORNEY	110117022	Lawyer, Corporation	23-1011.00	Lawyers	23-1011	100%	40.74	40.13	55.20	50.15	40%	30%	20%	10%	44.39
JRECTOR OF INFORMATION TECHNOLOGY	169167082	Manager, Computer Operations	11-3021.00	Computer and Information Systems Managers	11-3021	100%	52.48	46.61	54.82	49.72	30%	30%	20%	20%	50.64
JLICE CHIEF	375117010	Police Chief	11-1011.01	Chief Executives	11-1011	100%	59.81	61.78			50%	50%			60.80
JSSISTANT CITY MANAGER	169167082	Manager, Computer Operations	11-3021.00	Computer and Information Systems Managers	11-3021	50%	52.48	46.61	54.82	49.72	30%	30%	20%	20%	25.32
JSSISTANT CITY MANAGER	166167034	Manager, Labor Relations	11-3049.99	Human Resources Managers, All Other	11-3049	50%	49.13	40.57	51.28	43.32	30%	30%	20%	20%	22.92
JRECTOR OF COMMUNITY SERVICES															0.00
JIRE & RESCUE CHIEF	373117010	Fire Chief	11-1011.01	Chief Executives	11-1011	100%	59.81	61.78			50%	50%	0%	0%	80.80
JITY MANAGER	188117114	Manager, City	11-1011.00	Chief Executives	11-1011	100%	59.81	61.78			50%	50%			60.79

**HEALTH PERCENTAGE PAID BY MUNICIPALITY (EMPLOYER)**

July 1, 2007

Community	Type of Plan	Single Coverage	2-Person Coverage	Family Coverage	Buyout
<b>Concord</b>	Cafeteria Plan Harvard Pilgrim				
	All Departments	83%	83%	82%	20% Eligible Plan
<b>Derry</b>	BlueChoice				
	All Departments	87.5%	87.5%	87.5%	\$ 2,500.00 /Year
<b>Manchester</b>					
	All Departments CIGNA - HMO	95%	95%	95%	NONE
	CIGNA - POS	87.5%	87.5%	87.5%	NONE
<b>Merrimack</b>	Matthew Thornton, BlueChoice, BlueChoice NE, BCBS - COMP100				
	All Departments	90%	90%	90%	25% Of Savings
<b>Nashua</b>					
	All Departments HMO Blue	95%	95%	95%	NONE
	Harvard Pilgrim				
	BlueChoice	85%	85%	85%	NONE
	BCBS-JW	Monetary Value of BlueChoice =====>			NONE
<b>Rochester</b>					
	Administrative Officials Granite Statewide	80%	80%	80%	\$1,000-\$2,400 /Year depending on Sngl, 2-P, or Fam Plan
	Clerical/Fiscal Granite Statewide	80%	80%	80%	\$1,000-\$2,400 /Year depending on Sngl, 2-P, or Fam Plan
	Labor, Trade, and Public Works Granite Statewide	80%	80%	80%	NONE
	Library Granite Statewide	80%	80%	80%	\$1,000-\$2,400 /Year depending on Sngl, 2-P, or Fam Plan
	Inspection, Tech, & Professional Granite Statewide	80%	80%	80%	\$1,000-\$2,400 /Year depending on Sngl, 2-P, or Fam Plan
	Police Granite Statewide	80%	80%	80%	\$1,000-\$2,400 /Year depending on Sngl, 2-P, or Fam Plan
	Fire and Rescue Granite Statewide	80%	80%	80%	\$1,040 /Year
<b>Salem</b>					
	Administrative Officials Matthew Thornton	95%	95%	95%	\$ 2,000.00 /Year
	BlueChoice - NH	90%	90%	90%	\$ 2,000.00 /Year
	BlueChoice - NE	85%	85%	85%	\$ 2,000.00 /Year
	Clerical/Fiscal Matthew Thornton	95%	95%	95%	\$ 1,800.00 /Year
	BlueChoice - NH	90%	90%	90%	\$ 1,800.00 /Year
	BlueChoice - NE	85%	85%	85%	\$ 1,800.00 /Year
	Labor, Trade, and Public Works Matthew Thornton	95%	95%	95%	\$ 2,000.00 /Year
	BlueChoice - NH	90%	90%	90%	\$ 2,000.00 /Year
	BlueChoice - NE	85%	85%	85%	\$ 2,000.00 /Year
	Library Matthew Thornton	95%	95%	95%	\$ 1,800.00 /Year
	BlueChoice - NH	90%	90%	90%	\$ 1,800.00 /Year
	BlueChoice - NE	85%	85%	85%	\$ 1,800.00 /Year
	Inspection, Tech, & Professional Matthew Thornton	95%	95%	95%	\$ 1,800.00 /Year
	BlueChoice - NH	90%	90%	90%	\$ 1,800.00 /Year

**HEALTH PERCENTAGE PAID BY MUNICIPALITY (EMPLOYER)**

July 1, 2007

Community	Type of Plan	Single Coverage	2-Person Coverage	Family Coverage	Buyout
	BlueChoice - NE	85%	85%	85%	\$ 1,800.00 /Year
	Police Matthew Thornton	95%	95%	95%	\$ 2,000.00 /Year
	BlueChoice - NH	90%	90%	90%	\$ 2,000.00 /Year
	BlueChoice - NE	85%	85%	85%	\$ 2,000.00 /Year
	Fire and Rescue Matthew Thornton	95%	95%	95%	\$ 2,800.00 /Year
	BlueChoice - NH	90%	90%	90%	\$ 2,800.00 /Year
	BlueChoice - NE	85%	85%	85%	\$ 2,800.00 /Year
<b>Bedford</b>					
Administrative Officials	Matthew Thornton	95%	95%	95%	\$ 1,500.00 /Year
	BlueChoice, BCBS - COMP100	90%	90%	90%	\$ 1,500.00 /Year
Clerical/Fiscal	Matthew Thornton	95%	95%	95%	\$ 1,500.00 /Year
	BlueChoice, BCBS - COMP100	90%	90%	90%	\$ 1,500.00 /Year
Labor, Trade, and Public Works	Teamsters	100%	Amt of Single Plan	Amt of Single Plan	\$ 1,500.00 /Year
	Library Matthew Thornton	95%	95%	95%	\$ 1,500.00 /Year
	BlueChoice, BCBS - COMP100	90%	90%	90%	\$ 1,500.00 /Year
	Inspection, Tech, & Professional Matthew Thornton	95%	95%	95%	\$ 1,500.00 /Year
	BlueChoice, BCBS - COMP100	90%	90%	90%	\$ 1,500.00 /Year
	Police Matthew Thornton	95%	95%	95%	\$ 1,500.00 /Year
	BlueChoice, BCBS - COMP100	90%	90%	90%	\$ 1,500.00 /Year
	Fire and Rescue Matthew Thornton	95%	95%	95%	\$ 1,500.00 /Year
	BlueChoice, BCBS - COMP100	90%	90%	90%	\$ 1,500.00 /Year
<b>Goffstown</b>					
Administrative Officials	Cafeteria Plan	100%	90%	90%	\$ 5,844.00 /Year
	Clerical/Fiscal Cafeteria Plan	100%	90%	90%	\$ 5,844.00 /Year
Labor, trade, and Public Works	Cafeteria Plan	100%	90%	90%	\$ 5,844.00 /Year
	Library Cafeteria Plan	100%	90%	90%	\$ 5,844.00 /Year
Inspection, Tech, & Professional	Cafeteria Plan	100%	90%	90%	\$ 5,844.00 /Year
	Police Cafeteria Plan	100%	90%	90%	\$ 5,844.00 /Year
Fire and Rescue	Cafeteria Plan	100%	90%	90%	\$ 8,767.00 /Year
<b>Hampton</b>					
All Departments	Matthew Thornton	90%	90%	90%	\$500-\$1,000 /Year depending on Sngl, 2-P, or Fam Plan
	BlueChoice	90%	90%	90%	\$500-\$1,000 /Year depending on Sngl, 2-P, or Fam Plan
	BCBS-JY	75%	75%	75%	\$500-\$1,000 /Year depending on Sngl, 2-P, or Fam Plan
<b>Hudson</b>					
All Departments	Matthew Thornton, BCBS-JY, CIGNA	100%	75%	67%	50% Eligible Plan
<b>Keene</b>					
Administrative Officials	Self-Insured	85%-100%	85%-100%	85%-100%	\$ 1,500.00 /Year
	Clerical/Fiscal Self-Insured	85%-100%	85%-100%	85%-100%	\$ 1,500.00 /Year

**HEALTH PERCENTAGE PAID BY MUNICIPALITY (EMPLOYER)**

July 1, 2007

Community	Type of Plan	Single Coverage	2-Person Coverage	Family Coverage	Buyout
Labor, Trade, and Public Works	Self-Insured	85%-100%	85%-100%	85%-100%	\$ 1,500.00 /Year
Library	Self-Insured	85%-100%	85%-100%	85%-100%	\$ 1,500.00 /Year
Inspection, Tech, & Professional	Self-Insured	85%-100%	85%-100%	85%-100%	\$ 1,500.00 /Year
Police	Self-Insured	85%-100%	85%-100%	85%-100%	\$1,200 / \$2,000 /Year (Officers / Supervisors)
Fire and Rescue	Self-Insured	85%-100%	85%-100%	85%-100%	\$ 1,500.00 /Year
<b>Laconia</b>					
Administrative Officials	Harvard Pilgrim-HMO	100%	100%	100%	NONE
	Harvard Pilgrim-POS	92.5%	92.5%	92.5%	NONE
Clerical/Fiscal	Harvard Pilgrim-HMO	100%	100%	100%	NONE
	Harvard Pilgrim-POS	92.5%	92.5%	92.5%	NONE
Labor, Trade, and Public Works	Harvard Pilgrim-HMO	100%	100%	100%	NONE
	Harvard Pilgrim-POS	92.5%	92.5%	92.5%	NONE
Library	Harvard Pilgrim-HMO	100%	100%	100%	NONE
	Harvard Pilgrim-POS	92.5%	92.5%	92.5%	NONE
Inspection, Tech, & Professional	Harvard Pilgrim-HMO	100%	100%	100%	NONE
	Harvard Pilgrim-POS	92.5%	92.5%	92.5%	NONE
Police	Harvard Pilgrim-HMO	100%	100%	100%	\$ 1,000.00 /Year
	Harvard Pilgrim-POS	92.5%	92.5%	92.5%	\$ 1,000.00 /Year
Fire and Rescue	Harvard Pilgrim-HMO	100%	100%	100%	NONE
	Harvard Pilgrim-POS	92.5%	92.5%	92.5%	NONE
<b>Londonderry</b>					
	Matthew Thornton, BlueChoice, BCBS-Comp100, BCBS-JW				
Administrative Officials	Varies	Varies	Varies	Varies	\$2,000-\$6,244 /Year depending on Sngl, 2-P, or Fam Plan
Clerical/Fiscal	Varies	Varies	Varies	Varies	\$2,000-\$6,244 /Year depending on Sngl, 2-P, or Fam Plan
Labor, Trade, and Public Works	Varies	Varies	Varies	Varies	\$2,000-\$6,244 /Year depending on Sngl, 2-P, or Fam Plan
Library	Varies	Varies	Varies	Varies	50% Town's Cost
Inspection, Tech, & Professional	Varies	Varies	Varies	Varies	50% Town's Cost
Police	Varies	Varies	Varies	Varies	\$2,000-\$6,244 /Year depending on Sngl, 2-P, or Fam Plan
Fire and Rescue	Varies	Varies	Varies	Varies	50% Town's Cost
<b>Portsmouth</b>					
	Matthew Thornton, BlueChoice, BCBS-Comp100				
Administrative Officials		82%	82%	82%	\$1,000 /Year
Clerical/Fiscal		82%	82%	82%	50% City's Cost
Labor, Trade, and Public Works		82%	82%	82%	50% City's Cost
Library		82%	82%	82%	50% City's Cost
Inspection, Tech, & Professional		82%	82%	82%	\$1,000 /Year
Police		82%	82%	82%	\$444 /Year
Fire and Rescue		82%	82%	82%	100% City's Cost



# News

United States  
Department  
of Labor



Bureau of Labor Statistics

Washington, D.C. 20212

Technical Contact: (202) 691-6199  
NCSinfo@bls.gov  
Media Contact: (202) 691-5902  
Internet address: www.bls.gov/ebs

USDL: 07-1282

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WEDNESDAY, AUGUST 22, 2007

## EMPLOYEE BENEFITS IN PRIVATE INDUSTRY, 2007

Sixty percent of establishments in private industry offered medical care benefits to their employees in March 2007, the Bureau of Labor Statistics of the U.S. Department of Labor reported today. Employers paid 81 percent of the cost of premiums for single coverage and 71 percent of the cost for family coverage for workers participating in employer sponsored medical plans. These findings are from the Summary, "National Compensation Survey: Employee Benefits in the United States, March 2007," published today. These results can be found on the BLS Web site <http://www.bls.gov/ncs/ebs/sp/ebsm0006.pdf>.

These data are from the National Compensation Survey (NCS), which provides comprehensive measures of occupational earnings, compensation cost trends, and details of benefit provisions. In addition to health and retirement plans, the survey also covered paid leave, disability insurance, and other selected benefits. This release is the first release of data on employee benefits under the new North American Industry Classification System (NAICS) and Standard Occupational Classification (SOC) system. Benefit estimates for additional occupational groups are now available, replacing the white-collar and blue-collar groupings. For more information on the transition, see the BLS website <http://www.bls.gov/ncs/ebs/ebsm0005.htm>. The following are some of the major findings:

- Most employees covered by medical care plans were in plans requiring employee contributions for both single and family coverage. Employee contributions for medical care premiums averaged \$81.37 per month for single coverage, and \$312.78 per month for family coverage.
- Seventy-one percent of workers had access to medical care benefits, and 52 percent participated in a medical care plan. Access and participation to health care, and to other benefits, varied by employee and employer characteristics.
- Sixty-one percent of workers had access to retirement benefits, with 51 percent participating in at least one type of retirement plan. Twenty percent of employees participated in defined benefit retirement plans, and 43 percent in defined contribution plans. (Some employees participate in both types.)

The release and Summary Report are available by e-mail request at [NCSinfo@bls.gov](mailto:NCSinfo@bls.gov), by telephone (202) 691-6199, or on the BLS Internet site, <http://www.bls.gov/ncs/home.htm>. Regional Information offices, listed on the Internet site, <http://www.bls.gov/bls/regncon.htm>, also are available to answer any of your questions.

# National Compensation Survey: Employee Benefits in Private Industry in the United States, March 2007



U.S. Department of Labor  
U.S. Bureau of Labor Statistics  
August 2007

Summary 07-05

Just over one-half of workers in private industry participated in employer-sponsored retirement and medical care plans in March 2007. More workers had access to medical plans (71 percent) than to retirement plans (61 percent), but workers were more likely to participate in the latter. Nearly all workers who had access to a defined benefit retirement plan took advantage of the opportunity to participate in it. This summary presents information on the incidence and key provisions of these and other employee benefit plans by a variety of worker and establishment characteristics and for various geographic areas.

This summary marks the first release of data on employee benefits under new industry and occupational classifications. The 2002 North American Industry Classification System (NAICS) replaced the 1987 Standard Industrial Classification (SIC) system, and the 2000 Standard Occupational Classification (SOC) system replaced the 1990 Occupational Classification System (OCS). Benefit estimates for additional occupational groups are now available, replacing the white-collar and blue-collar groupings. In addition, new imputation procedures were introduced, resulting in imputed values for missing information on access and participation for life insurance and the elimination of *not determinable* estimates for other benefits published previously. For more information on the transition, see the Bureau of Labor Statistics (BLS) Website [www.bls.gov/ncs/ebs/ebsm0005.htm](http://www.bls.gov/ncs/ebs/ebsm0005.htm).

Access to employee benefit programs and participation in those programs, as these concepts are used in the survey, are defined as follows:

- **Access** to a benefit plan: Employees are considered as having access to a benefit plan if it is available for their use. For example, if an employee is permitted to participate in a medical care plan offered by the employer, but the employee declines to do so, he or she is placed in a category with those having access to medical care.
- **Participation** in a benefit plan: Employees in contributory plans are considered as participating in an insurance or retirement plan if they have paid required contributions and fulfilled any applicable service requirements. Employees in noncontributory plans are counted as participating regardless of whether they have fulfilled the service requirements.

Note that the term *incidence* can refer to either rates of access or rates of participation in a benefit plan.

In addition to presenting data on access to and participation in benefit plans, the tables in this release include data on days of paid vacations and holidays; provisions of life insurance plans; and employee contributions to costs of medical care premiums, the allocation of medical plan costs between employees and employers, and employer premiums.

## Major findings

- Paid leave was the most commonly provided employee benefit in the private sector: paid holidays and vacations were available to 77 percent of employees. Paid jury duty and paid funeral leave benefits were also common, available to 71 and 69 percent of workers, respectively. Additionally, forty-nine percent of the workers had paid military leave benefits. (See table 19.)
- Sixty percent of private establishments offered health insurance to their workers in March 2007. (See table 7.)
- One-third of all establishments with 100 workers or more (large establishments) offered a defined benefit plan to their employees, compared to only one out of every 10 establishments with fewer than 100 workers (small establishments). Eighty-two percent of larger employers offered defined contribution plans, compared to 42 percent of their smaller counterparts.<sup>1</sup> (See table 2.)
- Most employees covered by medical care plans were in plans requiring employee contributions for both single and family coverage. Employee contributions for medical care premiums averaged \$81.37 per month for single coverage, and \$312.78 per month for family coverage. (See tables 11 and 12.)

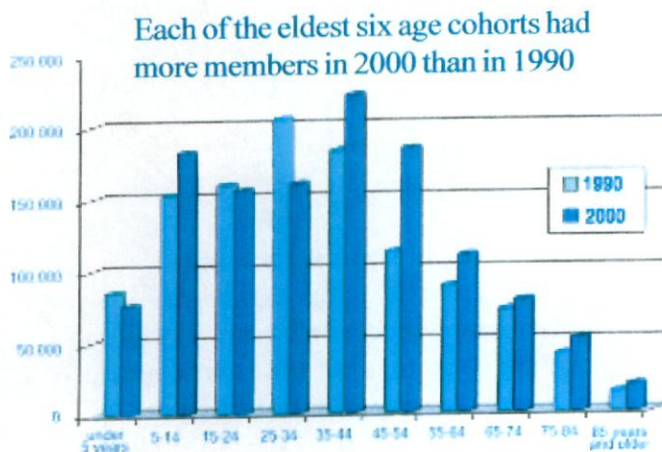
<sup>1</sup> All NCS benefits data with the exception of those on the proportion of establishments offering employee benefits (tables 2 and 7) are expressed in terms of percentages of employees covered by a benefit or provision.

## Highlights

- In general, the likelihood that a firm would offer employees benefits increased as the size of the firm increased. However, firms with 20-99 employees had a smaller share of firms with employees enrolled than the other two size categories.
- Firms were much more likely to offer benefits to full-time employees than to part-time employees.
- Firms in the Information and Manufacturing supersectors were most likely to offer benefits to full-time employees while firms in the Construction and Leisure and hospitality supersectors were least likely to offer them.
- The survey showed that the main reason for firms not offering medical insurance to employees was cost.
- Firms were less apt to offer employees dental insurance than medical insurance.
- Paid holidays were the most common type of paid time off offered.
- More employers offered separate days off for vacation/personal and sick time than offered paid time off as a combined earned time off plan.
- Firms were less likely to offer full-time employees a retirement plan than medical insurance. Conversely, they were more likely to offer part-time employees a retirement plan than medical insurance.
- Firms were much more likely to have employees (both full- and part-time) enrolled in a defined contribution plan than a defined benefit plan.
- The cost of retirement plans was, for the most part, paid by both the employer and the employee.
- For firms that provided cost information for both insurance and retirement, almost all firms paid at least twice as much for insurance as retirement.

## Introductory Summary

Employee benefits have long been recognized as an important piece of the compensation picture. This information has been lacking as a necessary element of economic and labor market statistics. The New Hampshire population is maturing and the flux in labor market demographics demands watching. Retirement is a current and growing subject of attention — issues such as the ongoing debate over the adequacy of the present Social Security system, its possible privatization, and upheavals in financial markets that have affected individual investment portfolios also contribute to the level of interest. This publication provides timely information about retirement and workforce questions that companies and workers face.



*Retirement 2002* is an extension of the *2001 New Hampshire Benefits* publication. While the 2001 survey addressed all benefits provided, this publication focuses solely on the subject of retirement. This is important because an increasing portion of the population will be retiring as the *Baby Boomer* generation matures.

In New Hampshire, as in the rest of the country, the population is aging. In 2000 the median age in New Hampshire was 37.1 years, up 4.3 years over the decade. By definition from the U.S. Census Bureau, *Baby Boomers* were born between the years 1946 and 1964. Just the volume of individuals in this age group has had an impact on the nation since World War II. Now the

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## City of Dover, NH

### Actual Wages Paid

Tax Years 1987 - 2007

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	14,224,427	-6.3%	24,334,031	2.9%	38,558,458	-0.7%
2007	14,258,345	0.2%	25,137,023	3.3%	39,395,368	2.2%
10 Year Annual % Increase		5.3%		5.9%		5.7%
5 Year Annual % Increase		1.4%		3.9%		3.0%
10 Year Change		67.9%		76.9%		73.5%
5 Year Change		7.3%		21.2%		15.8%

Source: Employers Quarterly Federal Tax Return Worksheet

# 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

### 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

### Fiscal Year 2007 City Compensated Absences Liability by Employee Group

Description	Annual Leave	Sick Leave	Total Liability
Assoc. of Federal State County & Municipal Employees	87,121	15,520	102,641
Dover Fire Officers Association	51,294	83,224	134,518
Dover Municipal Employee Association	199,331	57,360	256,691
Dover Professional Employees Association	122,786	67,555	190,341
Dover Police Administrators Association	70,074	48,378	118,452
Merit Plan	2,819	-	2,819
City Manager and Department Heads	63,771	82,301	146,072
Dover Police Association	142,225	22,880	165,105
International Association of Firefighters	116,902	50,885	167,787
Total Leave Liability	856,323	428,103	1,284,426

### Fiscal Year 2007 City Compensated Absences Liability by Fund

Fund	Total Liability
General Fund	1,088,301
Parking Fund	11,525
Total Governmental Funds	1,099,826
Other Funds:	
Water Fund	79,468
Sewer Fund	67,063
Arena Fund	12,691
DoverNet Fund	7,883
Fleet Maintenance Fund	17,495
Total Other Funds	184,600
Total Leave Liability	1,284,426