

City of Dover
Collective Bargaining
Background & Comparative Information



City of Dover, New Hampshire

January 13, 2010



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.

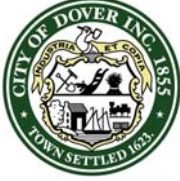
NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND DOVER CITY COUNCIL THAT:

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.



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Agenda Item #12B-2

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Resolution Re: City of Dover Labor Relations Policy

AUTHORIZATION

Approved as to Funding: Carol Coppola
Interim Finance Director

Sponsored by: Mayor Scott Myers
By request

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

Recorded by: Judy Gaouette
City Clerk

DOCUMENT HISTORY:

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

DOCUMENT ACTIONS:

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

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

Document Created by: Human Resources
Document Posted on: January 25, 2007

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Agenda Item#12B-2

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

Resolution Re: City of Dover Labor Relations Policy

RESOLUTION BACKGROUND MATERIAL:

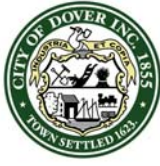
The Labor Policy Committee (LPC) met on six (6) occasions between October, 2006 and January, 2007.

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

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

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

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



CITY OF DOVER

LABOR POLICY COMMITTEE - REPORT

TO: CITY COUNCIL

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

SUBJECT: LABOR POLICY COMMITTEE REPORT AND RECOMMENDATIONS

DATE: JANUARY 4, 2007

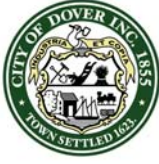
The following report from the Labor Policy Committee includes background information on the City of Dover's goals in the areas of labor policy practices and controlling long-term liability costs. The Labor Policy Committee utilized the former AD-Hoc Committee on Personnel Policy and Compensation's report,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

Background

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

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

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



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

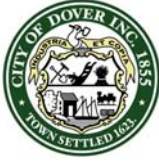
CareerInfoNet.org provides national, state and local career information and labor market data using career tools, career reports, a career resource library and other web-based tools and provides data from a variety of federal and state sources, including the Bureau of Labor Statistics (BLS) and the Occupational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

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

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

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

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



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

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

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

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

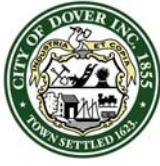
The intent of this recommendation was to reward employees for going “above and beyond” the requirements of their job. This was thought to be significant because it could be used in conjunction with the implementation of a fixed step pay system. With a fixed step plan in place this would allow for recognition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

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

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

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

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



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

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

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

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

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

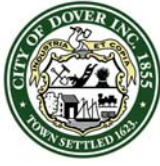
All positions were reviewed and identified positions meeting the requirements for exempt status through FLSA were acknowledged and changed. When a new position is created the job responsibilities for the new position are evaluated to determine if it qualifies for exempt status.

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

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

Recommendations

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



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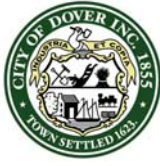
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9. Continue to explore and suggest options to foster commonality between City and School operations.

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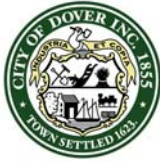
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necessary by the City Manager with final approval by the Dover City Council. The pay plan, as it relates to those positions represented by collective bargaining units is a negotiated item in the respective collective bargaining agreements, with final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

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

Recommendation:

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



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

Longevity Payments:

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

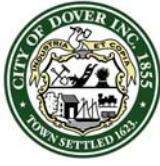
The City's collective bargaining agreements and Merit Plan have included longevity payments for some time. The concept surrounding longevity has been to reward employees for their continuous service and dedication to the organization. In the early 1990's the longevity program varied dramatically from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

Recommendation:

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

Insurance Benefits:

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



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

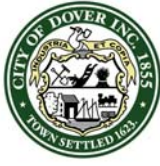
In considering the offerings of the City's insurance benefit program, it should be noted that employers typically provide a basic level of insurance benefits to meet the reasonable needs of both the employee and the organization. Employers generally provide access to group insurance benefits which an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

Recommendation:

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

Leave Program:

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



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

Recommendation:

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

Other Benefits:

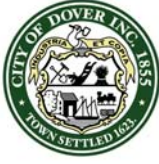
There has been much concern over the percentage increase costs being placed on employers for participants of the New Hampshire Retirement System (NHRS). NHRS is a multi-employer contributory defined benefit plan qualified as a tax-exempt entity under section 401(a) and 501(a) of the Internal Revenue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

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

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

Recommendation:

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



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Policy and Business Operations:

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

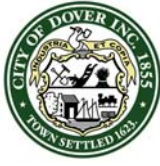
The Labor Policy Committee also expressed the desire to encourage pursuing opportunities where City and School services may be consolidated and information shared. This suggestion is a desire to explore areas where there can be a commonality between the two organizations that will benefit the City of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

Recommendation:

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

Summary

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



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

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

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

City of Dover, NH
FY2010 Labor Negotiations Background Information

Previous Negotiating Objectives/Accomplishments:

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

City of Dover, NH
Status of Collective Bargaining

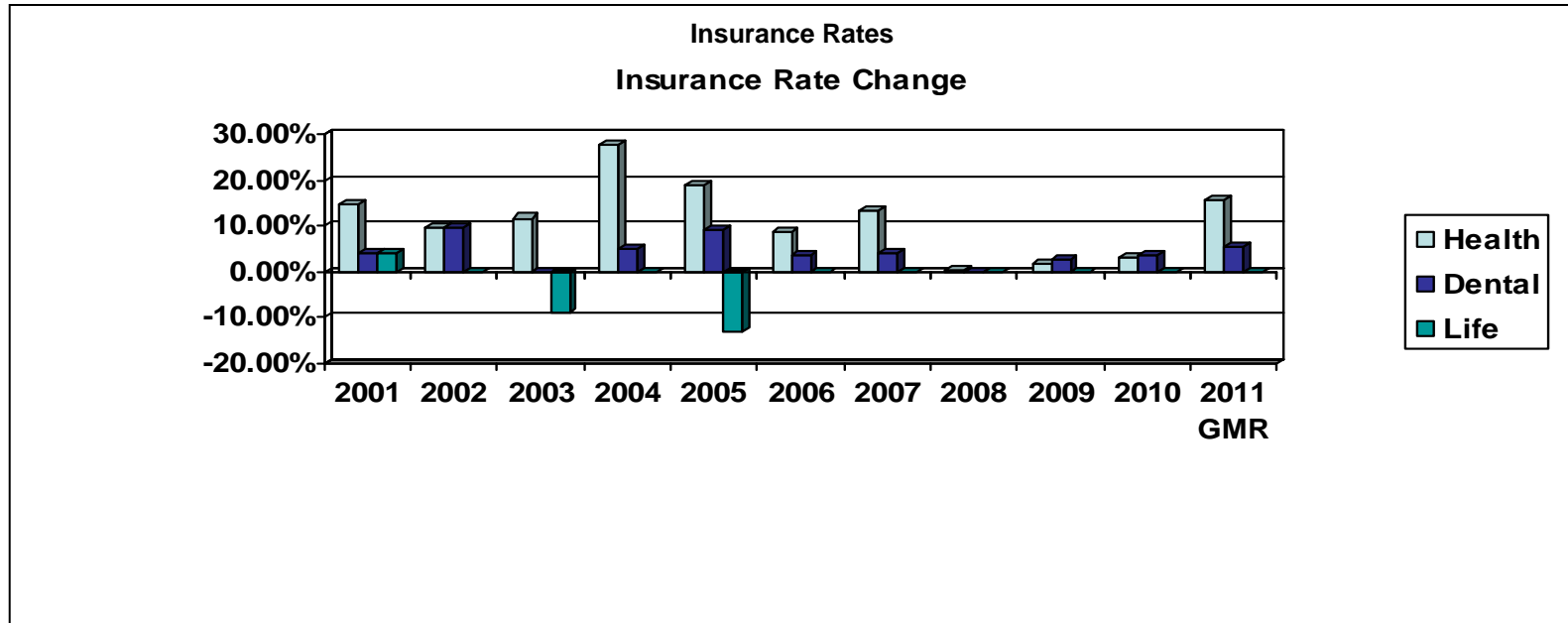
January 13, 2010

UNION

STATUS

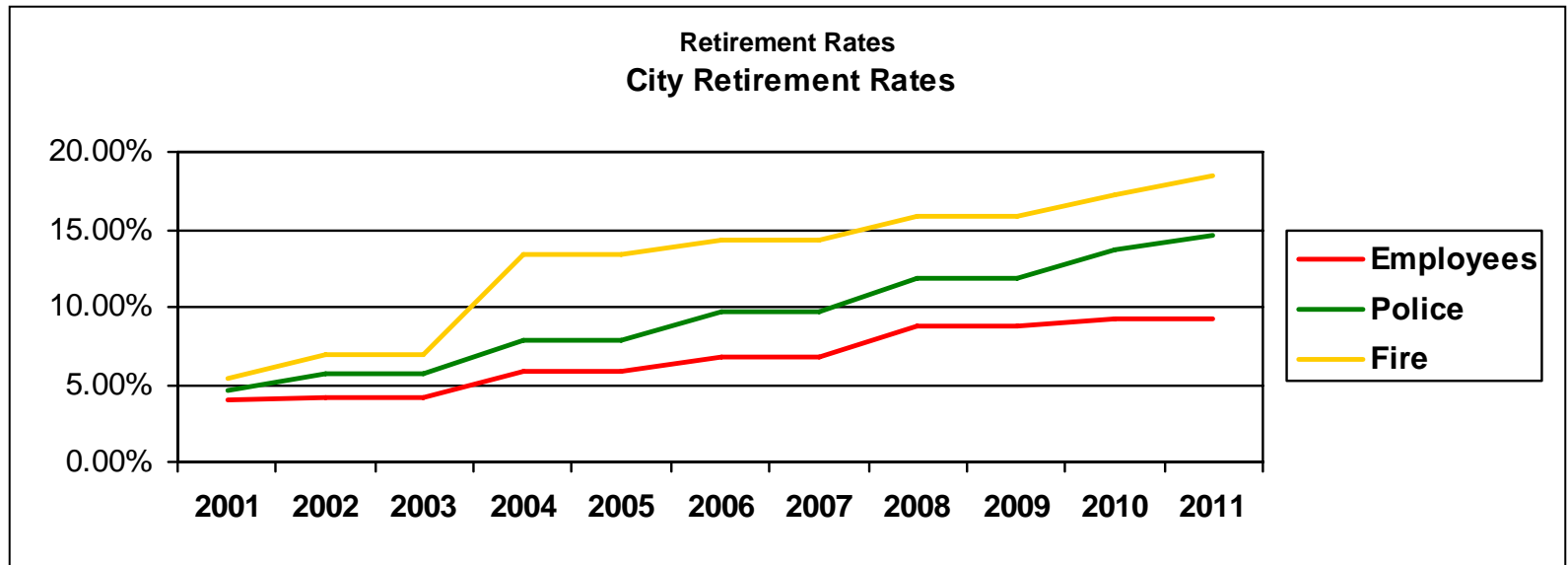
DPA (Police Officers)	Current contract expires June 30, 2011. There is a provision in the contract with an option to re-open negotiations, for wages only, for the third year of the contract.
DPAA(2) (Police Administrators)	Negotiations for a contract covering July 1, 2008 to June 30, 2011 have been ongoing since March 20, 2008.
DPFOA (Fire Officers)	Current contract expires June 30, 2011. There is a provision in the contract with an option to re-open negotiations, for wages only, for the third year of the contract.
IAFF (Firefighters)	Current contract expires June 30, 2011. There is a provision in the contract with an option to re-open negotiations, for wages only, for the third year of the contract.
DPEA (Comm. Serv. Supervisors)	A contract covering July 1, 2005 to June 30, 2008 was adopted by the City Council on August 12, 2009. This contract saw an increase in the employee health insurance cost-share increase from 9% to 20% to put them in-line with all other groups. Negotiations for a successor agreement have been ongoing since November 3, 2009.
AFSCME (Comm. Serv. Workers)	Current contract expires June 30, 2011. There is a provision in the contract with an option to re-open negotiations, for wages only, for the third year of the contract.
DMEA (City Hall/Library Workers)	Current contract expires June 30, 2010. Negotiations for a successor agreement are expected to start soon. In order to get this group back in sync with the other groups, we will be looking to negotiate a four (4) year agreement. Negotiating a retiree health insurance cost-share will be a major focal point.

Trend In Insurance Rates



	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011 GMR
Health	14.70%	9.70%	11.70%	27.80%	19.00%	8.50%	13.40%	0.30%	1.60%	3.00%	15.8%
Dental	4.00%	9.50%	0.00%	5.20%	9.30%	3.60%	4.20%	0.00%	2.60%	3.70%	5.50%
Life	4.20%	0.00%	-9.00%	0.00%	-13.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Trend In Retirement Rates



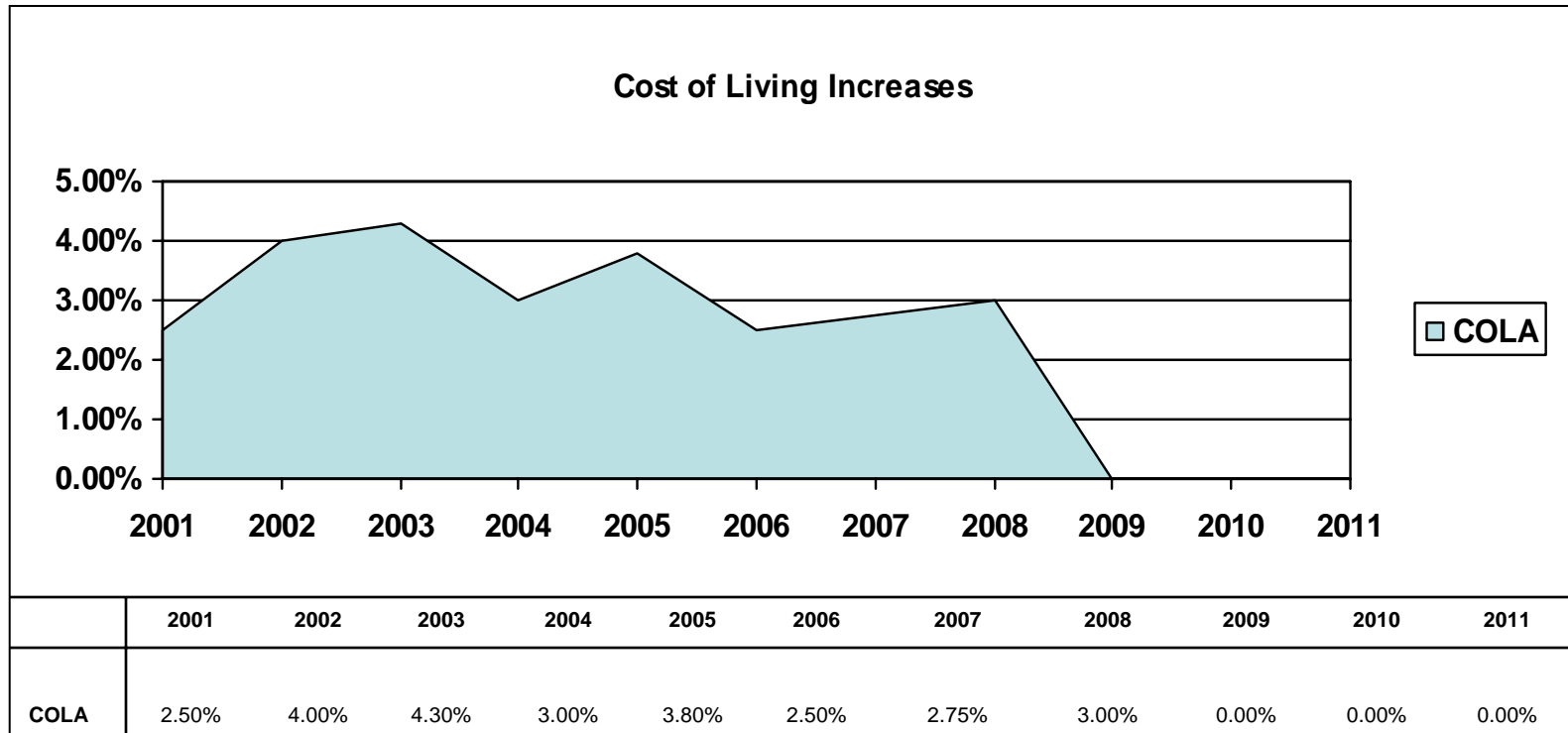
CITY	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Employees	3.94%	4.14%	4.14%	5.90%	5.90%	6.81%	6.81%	8.74%	8.74%	9.16%	9.16%
Police	4.63%	5.66%	5.66%	7.87%	7.80%	9.68%	9.68%	11.84%	11.84%	13.66%	14.63%
Fire	5.40%	6.94%	6.94%	13.44%	13.44%	14.36%	14.36%	15.92%	15.92%	17.28%	18.52%
EMPLOYEE											
Employees	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
Police	9.30%	9.30%	9.30%	9.30%	9.30%	9.30%	9.30%	9.30%	9.30%	9.30%	9.30%
Fire	9.30%	9.30%	9.30%	9.30%	9.30%	9.30%	9.30%	9.30%	9.30%	9.30%	9.30%

EMPLOYER RETIREMENT CONTRIBUTION RATES

Employee Group		Employer Rates Certified for FY 2010 Local 70% - State 30%			Employer Rates Certified for FY 2011 Local 75% - State 25%			Employer Rates Proposed by NHRS Actuary for FY 2012 (*) Local 65% - State 35%				Employer Rates Proposed by NHRS Actuary for FY 2012 IF Local 75% - State 25%			
		Pension	Medical Subsidy	Total	Pension	Medical Subsidy	Total	Pension	Medical Subsidy	Total	Inc from 2010	Pension	Medical Subsidy	Total	Inc from 2010
Employees:	Local	9.09	0.07	9.16	9.09	0.07	9.16	10.71	0.38	11.09	21%	10.71	0.38	11.09	21%
Teachers:	Local	6.57	0.92	7.49	7.03	0.99	8.02	7.48	1.59	9.07	21%	8.63	1.83	10.46	40%
	State	2.81	0.40	3.21	2.35	0.33	2.68	4.03	0.85	4.88	52%	2.88	0.61	3.49	9%
	Total	9.38	1.32	10.70	9.38	1.32	10.70	11.51	2.44	13.95	30%	11.51	2.44	13.95	30%
Police:	Local	12.14	1.52	13.66	13	1.63	14.63	14.90	1.72	16.62	22%	17.19	1.99	19.18	40%
	State	5.20	0.65	5.85	4.34	0.54	4.88	8.02	0.93	8.95	53%	5.73	0.66	6.39	9%
	Total	17.34	2.17	19.51	17.34	2.17	19.51	22.92	2.65	25.57	31%	22.92	2.65	25.57	31%
Fire:	Local	15.76	1.52	17.28	16.89	1.63	18.52	18.36	1.72	20.08	16%	21.19	1.99	23.18	34%
	State	6.76	0.65	7.41	5.63	0.54	6.17	9.89	0.93	10.82	46%	7.06	0.66	7.73	4%
	Total	22.52	2.17	24.69	22.52	2.17	24.69	28.25	2.65	30.90	25%	28.25	2.65	30.90	25%

(*) These rates are from page 5 of the Actuarial Valuation Report presented at the 11/10/09 meeting of the NHRS Board of Trustees and are based upon current law requiring the state to contribute 35% of the normal contribution for teachers, police and fire for fiscal year 2012 and each fiscal year thereafter.

Salary Increases



General Economic Data

Percent Change in Labor Market Information 2000-2008

Index	2000	2001	2002	2003	2004	2005	2006	2007	2008
US Consumer Price Index-U	4.3%	4.3%	2.6%	3.8%	2.7%	3.3%	3.1%	1.9%	3.5%
Boston/Portsmouth MSA									
Total Personal Income	-	-	-	2.7%	6.2%	4.4%			
New Hampshire									
Per Capita Income	-	-	-	0.1%	7.3%	3.3%	5.8%	5.2%	
New Hampshire									
Average Weekly Wage - All Sectors	-	-	-	3.2%	5.0%	4.7%	4.8%	3.3%	2.5%
New Hampshire									
Average Weekly Wage - Dover									
All Sectors	-	11.5%	5.1%	2.8%	5.6%	3.5%	4.8%	3.2%	11.0%
Government Only	-	10.7%	0.9%	5.8%	3.9%	1.8%	4.1%	3.0%	2.5%
Private Only	-	11.5%	5.6%	2.4%	5.9%	3.7%	4.8%	3.0%	12.0%

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.
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
2000	180.2		182.8 (R)		181.7 (R)		183.2		184.3		187.4		183.6
2001	189		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		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		227.85		230.689		227.409
2008	231.98		233.084		235.344		241.258		238.519		232.354		235.37
2009	230.806		232.155		231.891		233.018		236.596		236.589		
PERCENT CHANGE FROM TWELVE MONTHS AGO, NOT SEASONALLY ADJUSTED													
1999	1.7		2		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		2		1.9		3.3		4		2.6
2003	3.6		4.2		3.9		3.7		3.9		3		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		4.9		3.3		3.3
2006	4.4		3.3		3.9		3.6		2		2.1		3.1
2007	1.8		2.3		1.5		0.8		1.5		3.4		1.9
2008	3.4		2.9		4		6.3		4.7		0.7		3.5
2009	-0.5		-0.4		-1.5		-3.4		-0.8		1.8		
PERCENT CHANGE FROM TWO MONTHS AGO, NOT SEASONALLY ADJUSTED													
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		0.6		0.3		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		0.1		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		-0.3		-0.6		
2007	0.6		0.9		-0.1		0.3		0.4		1.2		
2008	0.6		0.5		1		2.5		-1.1		-2.6		
2009	-0.7		0.6		-0.1		0.5		1.5		0		

City of Dover, NH
Actual Wages Paid
Calander Years 1987 - 2009

Year	Total City		Total School		Total Combined	
	Actual Wages	% Change	Actual Wages	% Change	Actual Wages	% Change
1987	5,453,784		7,931,469		13,385,253	
1988	6,016,209	10.3%	9,107,135	14.8%	15,123,344	13.0%
1989	6,727,720	11.8%	10,433,654	14.6%	17,161,374	13.5%
1990	7,527,954	11.9%	11,671,380	11.9%	19,199,334	11.9%
1991	8,034,859	6.7%	12,252,143	5.0%	20,287,002	5.7%
1992	7,880,754	-1.9%	12,490,797	1.9%	20,371,551	0.4%
1993	7,880,327	0.0%	12,467,115	-0.2%	20,347,442	-0.1%
1994	8,106,877	2.9%	12,843,194	3.0%	20,950,071	3.0%
1995	8,265,498	2.0%	13,411,601	4.4%	21,677,099	3.5%
1996	8,324,366	0.7%	13,854,604	3.3%	22,178,970	2.3%
1997	8,492,148	2.0%	14,213,449	2.6%	22,705,597	2.4%
1998	9,914,761	16.8%	15,051,482	5.9%	24,966,243	10.0%
1999	10,298,589	3.9%	15,548,038	3.3%	25,846,627	3.5%
2000	11,346,957	10.2%	16,853,845	8.4%	28,200,802	9.1%
2001	12,201,686	7.5%	18,607,505	10.4%	30,809,191	9.2%
2002	13,292,451	8.9%	20,735,215	11.4%	34,027,666	10.4%
2003	14,049,013	5.7%	22,346,044	7.8%	36,395,057	7.0%
2004	15,091,825	7.4%	23,307,256	4.3%	38,399,081	5.5%
2005	15,178,965	0.6%	23,643,190	1.4%	38,822,155	1.1%
2006	15,838,257	4.3%	24,334,031	2.9%	40,172,288	3.5%
2007	16,001,244	1.0%	25,137,023	3.3%	41,138,267	2.4%
2008	16,246,925	1.5%	25,504,039	1.5%	41,750,964	1.5%
2009	17,288,718	6.4%	25,008,189	-1.9%	42,296,907	1.3%
10 Year Annual % Increase		5.3%		4.9%		5.0%
5 Year Annual % Increase		2.8%		1.4%		2.0%
10 Year Change		67.9%		60.8%		63.6%
5 Year Change		14.6%		7.3%		10.2%

Source: Employers Quarterly Federal Tax Return Worksheet

City of Dover

Health and Dental Insurance Budgetary Cost Summary

Health

Fiscal Year	Active Employees					Employer Cost	Retirees		Total Insured	
	Number	Premiums*	Withholdings	Buyout Savings	Total Savings		Number	City Cost	Number	City Cost
2010	232	4,424,003	621,299	675,014	1,296,313	3,127,690	80	804,294	312	3,931,984
2009	237	4,338,110	630,874	581,990	1,212,864	3,125,246	74	692,543	311	3,817,789
2008	240	4,267,909	714,561	417,039	1,131,600	3,136,309	70	706,923	310	3,843,232
2007	249	4,513,373	590,226	392,170	982,396	3,530,977	61	576,339	310	4,107,316
2006	245	3,790,004	400,868	291,197	692,065	3,097,938	47	393,790	292	3,491,728
2005	254	3,626,720	279,006	335,023	614,029	3,012,691	46	333,005	300	3,345,696
2004	250	3,302,889	256,661	284,205	540,866	2,762,023	29	312,691	279	3,074,714
2003	248	2,560,173	203,136	190,780	393,916	2,166,257	30	245,666	278	2,411,923
2002	246	2,302,446	101,643	140,906	242,549	2,059,897	29	201,439	275	2,261,336
Totals		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	14.0%	15.3%	29.3%	70.7%	% Total Cost	20.5%
2009		14.5%	13.4%	28.0%	72.0%		18.1%
2008		16.7%	9.8%	26.5%	73.5%		18.4%
2007		13.1%	8.7%	21.8%	78.2%		14.0%
2006		10.6%	7.7%	18.3%	81.7%		11.3%
2005		7.7%	9.2%	16.9%	83.1%		10.0%
2004		7.8%	8.6%	16.4%	83.6%		10.2%
2003		7.9%	7.5%	15.4%	84.6%		10.2%
2002		4.4%	6.1%	10.5%	89.5%		8.9%
Total %		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
2010	238	276,360	91,041	13,379	104,420	171,940	8	10,722	246	182,662
2009	242	269,965	88,429	12,900	101,329	168,636	8	10,340	250	178,976
2008	243	260,029	87,126	9,884	97,010	163,019	8	10,019	251	173,038
2007	252	270,713	96,569	8,595	105,164	165,549	4	3,812	256	169,361
2006	254	260,586	93,274	9,502	102,776	157,811	0	-	254	157,811
2005	254	237,145	84,643	9,963	94,606	142,539	0	-	254	142,539
2004	251	231,897	86,474	7,192	93,666	138,231	0	-	251	138,231
2003	248	211,396	72,910	6,836	79,746	131,650	0	-	248	131,650
2002	233	203,203	74,238	380	74,618	128,585	0	-	233	128,585
Totals		1,414,940	508,108	42,468	550,575	864,365		3,812		868,177

Fiscal Year	Percent of Premiums	32.9%	4.8%	37.8%	62.2%
2009		32.8%	4.8%	37.5%	62.5%
2008		33.5%	3.8%	37.3%	62.7%
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
2010		4,700,363	712,340	688,393	1,400,733	3,299,630		815,016		4,114,646
2009		4,608,075	719,303	594,890	1,314,193	3,293,882		702,883		3,996,765
2008		4,527,938	801,687	426,923	1,228,610	3,299,328		716,942		4,016,270
2007		4,784,086	686,795	400,765	1,087,560	3,696,526		580,150		4,276,676
2006		4,050,590	494,142	300,699	794,841	3,255,749		393,790		3,649,539
2005		3,863,865	363,648	344,986	708,634	3,155,230		333,005		3,488,235
2004		3,534,786	343,135	291,397	634,532	2,900,254		312,691		3,212,945
2003		2,771,569	276,046	197,616	473,662	2,297,907		245,666		2,543,573
2002		2,505,649	175,881	141,286	317,167	2,188,482		201,439		2,389,921
Totals		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	15.2%	14.6%	29.8%	70.2%	% Total Cost	19.8%
2009		15.6%	12.9%	28.5%	71.5%		17.6%
2008		17.7%	9.4%	27.1%	72.9%		17.9%
2007		14.4%	8.4%	22.7%	77.3%		13.6%
2006		12.2%	7.4%	19.6%	80.4%		10.8%
2005		9.4%	8.9%	18.3%	81.7%		9.5%
2004		9.7%	8.2%	18.0%	82.0%		9.7%
2003		10.0%	7.1%	17.1%	82.9%		9.7%
2002		7.0%	5.6%	12.7%	87.3%		8.4%
Total %		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**

FY2010 Annual Premium Rates

Employer Contrib: 80% 12 Months
Employee Contrib: 20%
Buyout: 50%

Plan Type	Total Cost (savings)			City of Dover Cost (savings)			Employee Cost (savings)			Employee Deduction (savings)			City of Dover Cost		
	Coverage Level			Coverage Level			Coverage Level			Coverage Level			Coverage Level		
	Single	Two-Person	Family	Single	Two-Person	Family	Single	Two-Person	Family	Single	Two-Person	Family	Single	Two-Person	Family
Health Insurance:															
BCBS - JW	\$9,328.56	\$18,657.00	\$25,186.92	\$7,462.85	\$14,925.60	\$20,149.54	\$1,865.71	\$3,731.40	\$5,037.38	\$38.87	\$77.74	\$104.95	\$621.90	\$1,243.80	\$1,679.13
BCBS - Comp 100	\$8,814.48	\$17,628.96	\$23,799.12	\$7,051.58	\$14,103.17	\$19,039.30	\$1,762.90	\$3,525.79	\$4,759.82	\$36.73	\$73.45	\$99.16	\$587.63	\$1,175.26	\$1,586.61
BlueChoice	\$8,252.88	\$16,505.76	\$22,282.68	\$6,602.30	\$13,204.61	\$17,826.14	\$1,650.58	\$3,301.15	\$4,456.54	\$34.39	\$68.77	\$92.84	\$550.19	\$1,100.38	\$1,485.51
Matthew Thornton	\$7,805.52	\$15,610.92	\$21,074.76	\$6,244.42	\$12,488.74	\$16,859.81	\$1,561.10	\$3,122.18	\$4,214.95	\$32.52	\$65.05	\$87.81	\$520.37	\$1,040.73	\$1,404.98
Medicomp III (65 and over)	\$5,235.36	\$10,470.72		\$4,188.29	\$8,376.58	-									
Buyout 50% of City Cost				(\$3,731.42)	(\$7,462.80)	(\$10,074.77)	(\$3,731.42)	(\$7,462.80)	(\$10,074.77)				(\$71.76)	(\$143.52)	(\$193.75)
Dental Insurance:															
Delta Dental - Base	\$428.76	\$836.16	\$1,500.24	\$428.76	\$836.16	\$836.16	\$0.00	\$0.00	\$664.08	\$0.00	\$0.00	\$13.84	\$35.73	\$69.68	\$69.68
Delta Dental - Mid	\$546.36	\$1,019.76	\$1,717.56	\$428.76	\$836.16	\$836.16	\$117.60	\$183.60	\$881.40	\$2.45	\$3.83	\$18.36	\$35.73	\$69.68	\$69.68
Delta Dental - High	\$546.36	\$1,087.44	\$1,952.88	\$428.76	\$836.16	\$836.16	\$117.60	\$251.28	\$1,116.72	\$2.45	\$5.24	\$23.27	\$35.73	\$69.68	\$69.68
Buyout	(\$428.76)	(\$836.16)	(\$836.16)	(\$214.38)	(\$418.08)	(\$418.08)	(\$214.38)	(\$418.08)	(\$418.08)						

Life and AD&D Insurance:

1x Life w/ 2x AD&D \$.20 per \$1,000 of salary \$.20 per \$1,000 of salary

Other Available Benefits:

Employee Assistance Program

Health Insurance: Monthly rates

BCBS - JW	\$777.38	\$1,554.75	\$2,098.91
BCBS - Comp 100	\$734.54	\$1,469.08	\$1,983.26
BlueChoice	\$687.74	\$1,375.48	\$1,856.89
Matthew Thornton	\$650.46	\$1,300.91	\$1,756.23
Medicomp III (65 and over)	\$436.28	\$872.56	-
Medicomp III NRX(65 and	\$218.14		

current

Dental Insurance: Monthly rates

Delta Dental - Base 4	\$35.73	\$69.68	\$125.02
Delta Dental - Mid 3	\$45.53	\$84.98	\$143.13
Delta Dental - High 1	\$45.53	\$90.62	\$162.74

**City of Dover, NH
Flexible Benefits Program**

FY2011 Annual Premium Rates - GMR

80% 12 Months
20%

Plan Type	Total Cost (savings)			City of Dover Cost (savings)			Employee Cost (savings)			Employee Deduction (savings)			City of Dover Cost		
	Coverage Level			Coverage Level			Coverage Level			Coverage Level			Coverage Level		
	Single	Two-Person	Family	Single	Two-Person	Family	Single	Two-Person	Family	Single	Two-Person	Family	Single	Two-Person	Family
Health Insurance:															
BCBS - JW	\$10,802.40	\$21,604.80	\$29,166.48	\$8,641.92	\$17,283.84	\$23,333.18	\$2,160.48	\$4,320.96	\$5,833.30	\$45.01	\$90.02	\$121.53	\$720.16	\$1,440.32	\$1,944.43
BCBS - Comp 100	\$10,207.20	\$20,414.28	\$27,559.32	\$8,165.76	\$16,331.42	\$22,047.46	\$2,041.44	\$4,082.86	\$5,511.86	\$42.53	\$85.06	\$114.83	\$680.48	\$1,360.95	\$1,837.29
BlueChoice	\$9,556.80	\$19,113.60	\$25,803.36	\$7,645.44	\$15,290.88	\$20,642.69	\$1,911.36	\$3,822.72	\$5,160.67	\$39.82	\$79.64	\$107.51	\$637.12	\$1,274.24	\$1,720.22
Matthew Thornton	\$9,038.76	\$18,077.40	\$24,404.52	\$7,231.01	\$14,461.92	\$19,523.62	\$1,807.75	\$3,615.48	\$4,880.90	\$37.66	\$75.32	\$101.69	\$602.58	\$1,205.16	\$1,626.97
Medicomp III (65 and over)	\$6,062.52	\$12,125.04		\$4,850.02	\$9,700.03	-									
Buyout 50% of City Cost				(\$4,320.96)	(\$8,641.92)	(\$11,666.59)	(\$4,320.96)	(\$8,641.92)	(\$11,666.59)				(\$83.10)	(\$166.19)	(\$224.36)
Dental Insurance:															
Delta Dental - Base	\$452.40	\$882.12	\$1,582.80	\$452.40	\$882.12	\$882.12	\$0.00	\$0.00	\$700.68	\$0.00	\$0.00	\$14.60	\$37.70	\$73.51	\$73.51
Delta Dental - Mid	\$576.36	\$1,075.80	\$1,812.00	\$452.40	\$882.12	\$882.12	\$123.96	\$193.68	\$929.88	\$2.58	\$4.04	\$19.37	\$37.70	\$73.51	\$73.51
Delta Dental - High	\$576.36	\$1,147.20	\$2,060.28	\$452.40	\$882.12	\$882.12	\$123.96	\$265.08	\$1,178.16	\$2.58	\$5.52	\$24.55	\$37.70	\$73.51	\$73.51
Buyout	(\$452.40)	(\$882.12)	(\$882.12)	(\$226.20)	(\$441.06)	(\$441.06)	(\$226.20)	(\$441.06)	(\$441.06)						

Life and AD&D Insurance:

1x Life w/ 2x AD&D

\$.20 per \$1,000 of salary

\$.20 per \$1,000 of salary

Other Available Benefits:

Employee Assistance Program

Health Insurance: Monthly rates

BCBS - JW	\$900.20	\$1,800.40	\$2,430.54
BCBS - Comp 100	\$850.60	\$1,701.19	\$2,296.61
BlueChoice	\$796.40	\$1,592.80	\$2,150.28
Matthew Thornton	\$753.23	\$1,506.45	\$2,033.71
Medicomp III (65 and over)	\$505.21	\$1,010.42	-
Medicomp III NRX(65 and	\$252.61		

current

Dental Insurance: Monthly rates

Delta Dental - Base 4	\$37.70	\$73.51	\$131.90
Delta Dental - Mid 3	\$48.03	\$89.65	\$151.00
Delta Dental - High 1	\$48.03	\$95.60	\$171.69

Employer costs per hour worked for employee compensation and costs as a percent of total compensation: Local government - Dover, NH - March, 2009

Revised 7/6/09

Compensation Component	BLS COMPARISON DATA - March, 2009					
	All Workers City of Dover Workers		All Workers Nonfarm Private and State and Local Gov't Workers		All Workers State and Local Gov't Workers	
	Cost	Percent	Cost	Percent	Cost	Percent
Total Compensation.....	\$ 37.29	100.0%	\$29.39	100.0%	\$39.51	100.0%
Wages and Salaries.....	24.27	65.1%	20.49	69.7%	25.97	65.7%
Total Benefits.....	15.22	40.8%	8.90	30.3%	13.53	34.3%
Paid Leave.....	2.19	5.9%	2.08	7.1%	3.24	8.2%
Vacation.....	1.62	4.3%	0.99	3.4%	1.14	2.9%
Holiday.....	0.00	0.0%	0.68	2.3%	1.06	2.7%
Sick.....	0.44	1.2%	0.33	1.1%	0.81	2.1%
Personal.....	0.13	0.4%	0.09	0.3%	0.23	0.6%
Supplemental Pay.....	3.04	8.1%	0.71	2.4%	0.34	0.9%
Overtime and Premium ¹	3.02	8.1%	0.26	0.9%	0.17	0.4%
Shift Differentials.....	0.02	<.05%	0.06	0.2%	0.04	0.1%
Nonproduction Bonuses.....	--	--	0.39	1.3%	0.13	0.3%
Insurance.....	5.58	14.9%	2.52	8.6%	4.48	11.3%
Life.....	0.05	0.1%	0.05	0.2%	0.09	0.2%
Health.....	4.99	13.4%	2.37	8.1%	4.31	10.9%
Dental.....	0.28	0.8%	No Data	No Data	No Data	No Data
Short-term Disability.....	0.25	0.7%	0.05	0.2%	0.03	0.1%
Long-term Disability.....	0.01	<.05%	0.04	0.1%	0.05	0.1%
Retirement and Savings.....	1.77	4.8%	1.31	4.5%	3.14	8.0%
Defined Benefit.....	1.77	4.8%	0.80	2.7%	2.83	7.2%
Defined Contribution.....	--	--	0.51	1.7%	0.32	0.8%
Legally Required Benefits.....	2.63	7.1%	2.28	7.8%	2.33	5.9%
Social Security and Medicare...	0.94	2.5%	1.67	5.7%	1.83	4.6%
Social Security.....	0.64	1.7%	1.33	4.5%	1.41	3.6%
Medicare.....	0.29	0.8%	0.34	1.1%	0.42	1.1%
Federal Unemployment Insurance	--	--	0.03	0.1%	<\$0.01	<.05%
State Unemployment Insurance...	--	--	0.14	0.5%	0.06	0.2%
Workers' Compensation.....	1.69	4.5%	0.45	1.5%	0.44	1.1%

Footnotes:

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

City of Dover

Compensated Absences Liability

Compensated Absences Liability by Fiscal Year End

Fiscal Year	City	School	Total
2004	1,619,242	1,844,398	3,463,640
2005	1,445,172	1,802,500	3,247,672
2006	1,480,302	1,735,894	3,216,196
2007	1,284,426	1,680,033	2,964,459
2008	1,359,320	1,926,102	3,285,422
2009	1,361,722	1,776,374	3,138,096

Breakdown of City Compensated Absences Liability by Leave Type

Fiscal Year	Annual Leave	Grandfathered Annual Leave	Total Annual Leave	Grandfathered Sick Leave	Total Liability
2004	860,488	69,809	930,296	688,946	1,619,242
2005	893,297	12,553	905,849	539,322	1,445,172
2006	955,622	29,830	985,452	494,850	1,480,302
2007	856,323	26,154	882,477	401,949	1,284,426
2008	937,956	23,928	961,884	397,436	1,359,320
2009	941,315	20,978	962,293	399,429	1,361,722

Fiscal Year 2009 City Compensated Absences Liability by Employee Group

Description	Annual Leave	Sick Leave	Total Liability
Assoc. of Federal State County & Municipal Employees	94,740	14,484	109,224
Dover Fire Officers Association	79,766	96,751	176,517
Dover Municipal Employee Association	222,344	51,647	273,991
Dover Professional Employees Association	111,470	59,292	170,762
Dover Police Administrators Association	48,627	53,380	102,007
Merit Plan	8,331	-	8,331
City Manager and Department Heads	103,665	77,425	181,090
Dover Police Association	151,564	24,383	175,947
International Association of Firefighters	120,808	43,045	163,853
Total Leave Liability	941,315	420,407	1,361,722

Fiscal Year 2009 City Compensated Absences Liability by Fund

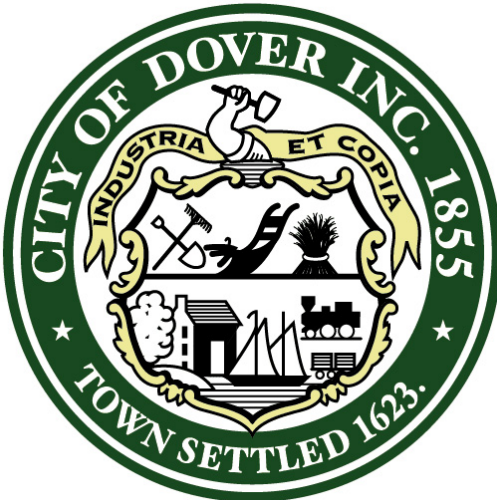
Fund	Total Liability
General Fund	1,176,902
Parking Fund	14,170
Total Governmental Funds	1,191,072
Other Funds:	
Water Fund	53,144
Sewer Fund	80,229
DBIDA Fund	5,539
DoverNet Fund	11,018
Fleet Maintenance Fund	20,720
Total Other Funds	170,650
Total Leave Liability	1,361,722



City of Dover, NH

Compensation Program Overview

*With FY2010 Survey & Analysis of
Market Wage Rates*





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.

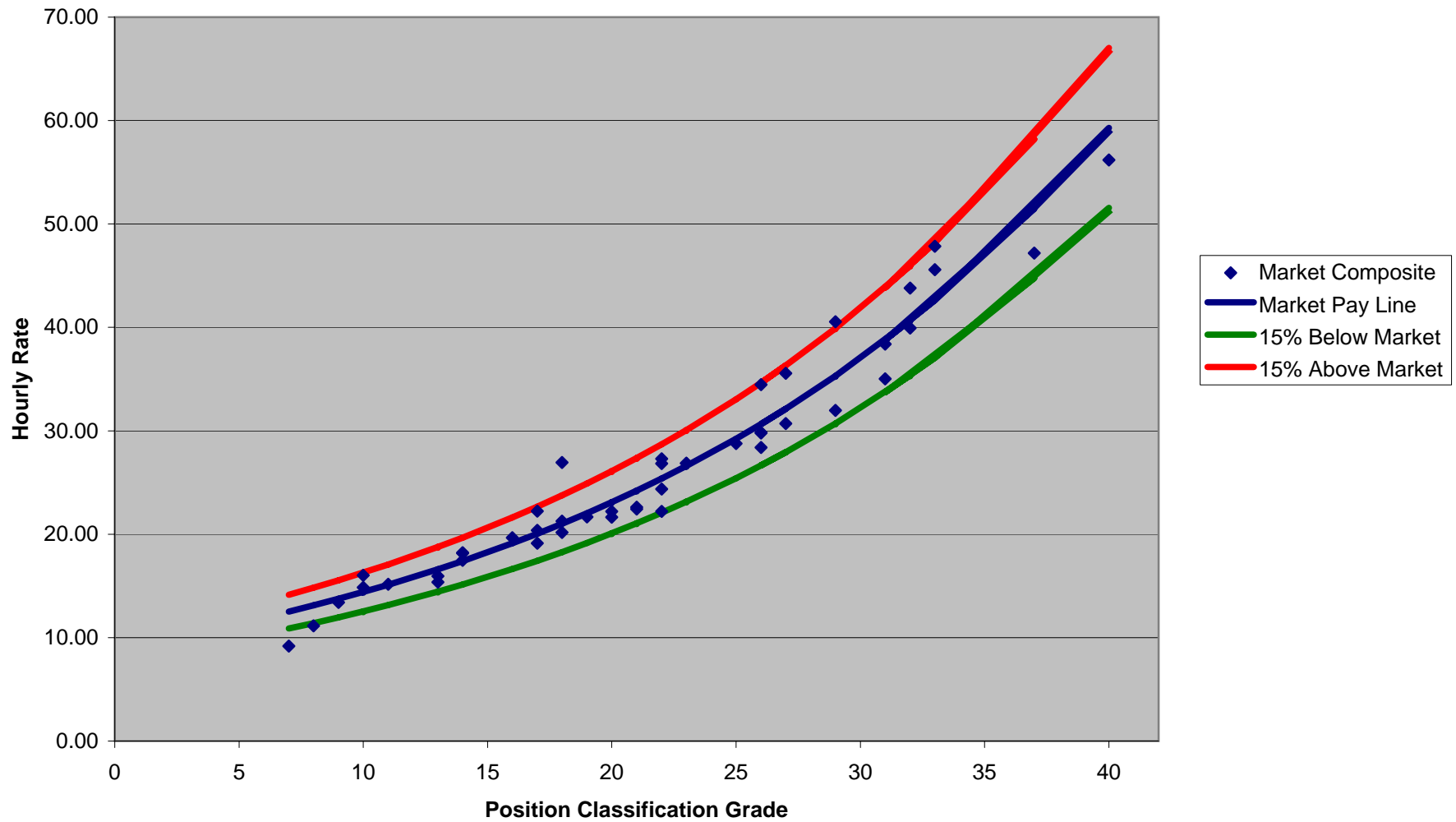
Program Activities

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:

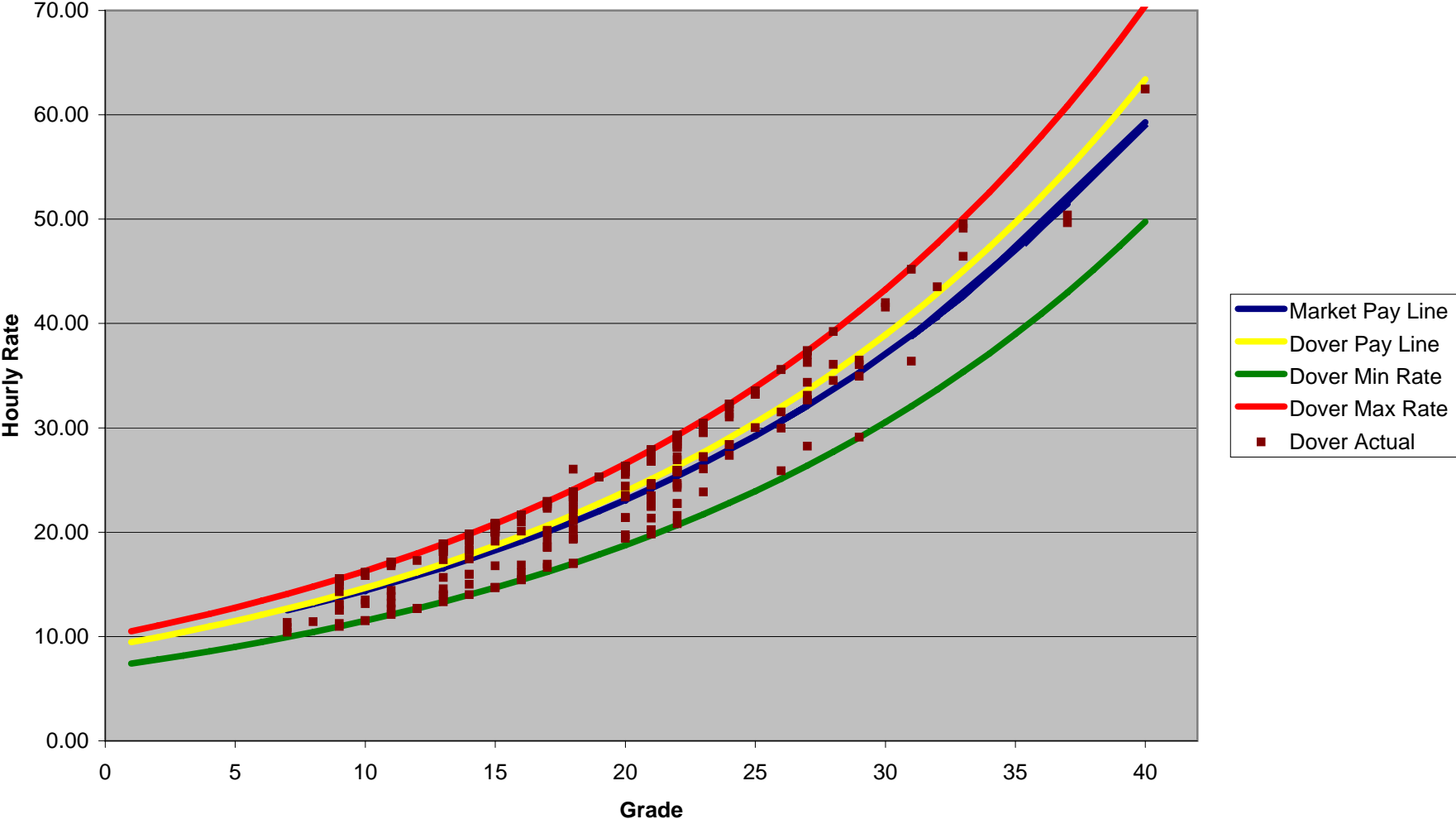
1. Job Analysis. Each job in the organization is thoroughly analyzed and described. Job descriptions are developed to include a job summary; a list of the job’s “essential” functions and related duties; and the necessary skills, experience, and educational requirements (see attached).

2. Job Evaluation. Job evaluation determined what jobs are worth on an absolute basis and relative to other jobs in the organization and is the means for establishing the City's Classification Plan (see attached). Both qualitative and quantitative methods are used for purposes of checking results of one to the other. The qualitative method consists of a ranking evaluation where positions are paired and ranked in order from highest to lowest value. The quantitative method consists of a point factor comparison where each position has "points" assigned based on the job's complexity, impact, budget, supervisory duties, and so on. Job ranks are based on the total number of points. Jobs that are of greater value to the City have a higher labor grade; jobs of a 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 related 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, 2009



City of Dover
Dover Actual with Market Model
As of July, 2009



Market Model Structure

Grade	Min	Midpoint	Max
1	8.20	9.43	10.66
2	8.59	9.88	11.17
3	9.01	10.36	11.71
4	9.44	10.86	12.27
5	9.90	11.39	12.87
6	10.38	11.94	13.49
7	10.88	12.51	14.14
8	11.41	13.12	14.83
9	11.96	13.75	15.55
10	12.53	14.41	16.29
11	13.14	15.11	17.08
12	13.77	15.84	17.90
13	14.43	16.60	18.76
14	15.13	17.40	19.67
15	15.86	18.24	20.62
16	16.63	19.13	21.62
17	17.43	20.05	22.66
18	18.28	21.02	23.76
19	19.16	22.03	24.91
20	20.09	23.10	26.12
21	21.05	24.21	27.37
22	22.07	25.38	28.69
23	23.13	26.60	30.07
24	24.25	27.89	31.53
25	25.43	29.24	33.06
26	26.65	30.65	34.65
27	27.94	32.13	36.32
28	29.29	33.68	38.08
29	30.70	35.30	39.91
30	32.18	37.01	41.83
31	33.73	38.79	43.85
32	35.37	40.67	45.98
33	37.07	42.63	48.19
34	38.86	44.69	50.52
35	40.74	46.85	52.96
36	42.70	49.11	55.51
37	44.77	51.48	58.20
38	46.92	53.96	61.00
39	49.19	56.57	63.95
40	51.57	59.30	67.04

2009 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					14.07	100%	14.07	1.09	
ACCOUNT CLERK II	13	DMEA	16.98	17.47	100%			14.44	100%	15.95	1.06	Yes
ACCOUNTANT I	18	DMEA	21.67	28.12	100%			25.74	100%	26.93	0.80	Yes
ACCOUNTANT II	28	DMEA	35.30									
ADMINISTRATIVE ASSISTANT	19	non-union	22.75	23.31	100%			20.06	100%	21.68	1.05	Yes
ADMINISTRATIVE CLERK/CEMETERY COORDINATOR	15	DMEA	18.72									
ANIMAL CONTROL OFFICER	10	DPA	14.66	19.61	100%			12.43	100%	16.02	0.92	Yes
AQUATIC FACILITY MANAGER	22	DPEA	26.34									
ARENA FACILITY MANAGER	23	DPEA	27.66									
ARENA PROGRAM & MARKETING SUPERVISOR	21	DPEA	25.09					36.99	100%	36.99	0.68	
ASSISTANT CITY CLERK	13	DMEA	16.98					13.74	100%	13.74	1.24	
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	27.70	100%			26.01	100%	26.85	1.03	Yes
BOOKKEEPER	14	DMEA	17.83	19.95	100%			16.38	100%	18.16	0.98	Yes
BUILDING OFFICIAL	28	DMEA	35.30	25.71	100%					25.71	1.37	
CDBG PROGRAM COORDINATOR	27	DMEA	33.62					30.81	100%	30.81	1.09	
CITY ATTORNEY	33	non-union	45.06					43.19	100%	43.19	1.04	
CITY CLERK/TAX COLLECTOR	26	non-union	32.02	29.84	100%			30.79		29.84	1.07	Yes
CITY ENGINEER	29	DPEA	37.07	36.46	100%	39.87	100%	30.32	100%	35.55	1.04	Yes
CITY MANAGER	40	non-union	63.40	57.44	100%	51.14	100%	59.97	100%	56.19	1.13	Yes
CLERK TYPIST I	9	DMEA	13.97					12.58	100%	12.58	1.11	
CLERK TYPIST II	11	DMEA	15.40	16.04	100%			14.27	100%	15.16	1.02	Yes
CONSTRUCTION MANAGER	26	non-union	32.02					33.69	100%	33.69	0.95	
CROSSING GUARD	8	non-union	13.30					11.13	100%	11.13	1.20	Yes
CUSTODIAN	9	DMEA	13.97	16.01	100%			10.82	100%	13.42	1.04	Yes
DEPUTY CITY CLERK	15	DMEA	18.72	23.41	100%					23.41	0.80	
DEPUTY TAX COLLECTOR	15	DMEA	18.72	21.85	100%					21.85	0.86	
DIRECTOR OF BUSINESS ASSISTANCE	23	non-union	27.66									
DIRECTOR OF COMMUNITY SERVICES	37	non-union	54.77	43.58	100%	37.99	100%			40.79	1.34	
DIRECTOR OF FINANCE	32	non-union	42.91	43.73	100%	41.19	100%	36.75	100%	40.56	1.06	Yes
DIRECTOR OF HUMAN RESOURCES	29	non-union	37.07	33.68	100%	40.80	100%	34.41	100%	36.29	1.02	
DIRECTOR OF HUMAN SERVICES	32	non-union	42.91	31.38	100%	39.22	100%	60.80	100%	43.80	0.98	Yes
DIRECTOR OF INFORMATION TECHNOLOGY	33	non-union	45.06	39.12	100%	41.25	100%	56.35	100%	45.58	0.99	Yes
DIRECTOR OF MAIN STREET PROGRAM	23	non-union	27.66									
DIRECTOR OF PLANNING & CDBG	31	non-union	40.87	39.04	100%	37.73	100%			38.39	1.06	Yes
DIRECTOR OF PUBLIC LIBRARY	31	non-union	40.87	38.89	100%	31.18	100%			35.03	1.17	Yes
DIRECTOR OF RECREATION	26	non-union	32.02	34.12	100%	34.81	100%			34.47	0.93	Yes
ELECTRICAL INSPECTOR	22	DMEA	26.34					22.21	100%	22.21	1.19	Yes
ENGINEERING TECHNICIAN	20	DPEA	23.90					22.19	100%	22.19	1.08	Yes
ENVIRONMENTAL PROJECTS MANAGER	27	DPEA	33.62					29.15	100%	29.15		
EXECUTIVE SECRETARY	18	non-union	21.67	21.04	100%			19.29	100%	20.17	1.07	Yes
FACILITIES, GROUNDS & CEMETERY SUPERVISOR	23	DPEA	27.66									
FIRE & RESCUE CHIEF	37	non-union	54.77	44.50	100%	36.25	100%	60.80	100%	47.18	1.16	Yes
FIRE ASSISTANT CHIEF	29	DPFOA	37.07	35.91	100%					35.91	1.03	
FIRE CAPTAIN	25	DPFOA	30.50	28.91	100%			28.60	100%	28.76	1.06	Yes
FIRE DEPUTY CHIEF	27	DPFOA	33.62									
FIRE LIEUTENANT	23	DPFOA	27.66	25.27	100%					25.27	1.09	

2009 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	
FIRE MECHANIC	11	non-union	15.40									
FIREFIGHTER ON CALL	17	non-union	20.64									
FIREFIGHTER/EMT-B	17	IAFF	20.64	19.69	100%			21.09	100%	20.39	1.01	Yes
FIREFIGHTER/EMT-I	18	IAFF	21.67	20.41	100%					20.41	1.06	
FIREFIGHTER/PARAMEDIC	20	IAFF	23.90	21.64	100%					21.64	1.10	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					17.38	100%	17.38	1.08	
HEAVY EQUIPMENT MECHANIC II	16	AFSCME	19.66	18.36	100%			20.98	100%	19.67	1.00	Yes
HEAVY EQUIPMENT OPERATOR I	16	AFSCME	19.66									
HEAVY EQUIPMENT OPERATOR II	17	AFSCME	20.64	19.99	100%			24.47	100%	22.23	0.93	Yes
HUMAN SERVICE TECHNICIAN I	18	DMEA	21.67					17.20	100%	17.20	1.26	
HUMAN SERVICE TECHNICIAN II	19	DMEA	22.75									
HUMAN SERVICE TECHNICIAN III	20	DMEA	23.90									
INFORMATION TECHNOLOGY ADMINISTRATOR	22	non-union	26.34	28.89	100%			25.68	100%	27.29	0.97	Yes
INVENTORY COORDINATOR	17	AFSCME	20.64									
LABORER I	12	AFSCME	16.17	15.85	100%			12.36		15.85	1.02	
LABORER II	13	AFSCME	16.98	15.85	100%			14.90	100%	15.37	1.10	Yes
LIBRARIAN ASSISTANT I	11	DMEA	15.40	19.51	100%			13.31	100%	16.41	0.94	
LIBRARIAN ASSISTANT II	13	DMEA	16.98									
LIBRARIAN I	17	DMEA	20.64	24.45	100%					24.45	0.84	
LIBRARIAN II	22	DMEA	26.34	24.45	100%			24.28	100%	24.36	1.08	Yes
LIBRARY PAGE	7	DMEA	12.68	9.11	100%			9.24	100%	9.17	1.38	Yes
MAINTENANCE MECHANIC I	14	AFSCME	17.83					17.38	100%	17.38	1.03	
MAINTENANCE MECHANIC II	15	AFSCME	18.72									
MAINTENANCE MECHANIC III	22	AFSCME	26.34									
MAINTENANCE SPECIALIST I	15	AFSCME	18.72	18.36	100%			16.21	100%	17.28	1.08	
MAINTENANCE SPECIALIST II	18	AFSCME	21.67					20.59	100%	20.59	1.05	
MAINTENANCE SPECIALIST III	22	AFSCME	26.34									
MANAGEMENT ANALYST	17	non-union	20.64									
OFFICE MANAGER	15	DMEA	18.72	23.59	100%					23.59	0.79	
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					16.45	100%	16.45	1.14	
PLANNER	27	DMEA	33.62	28.75	100%			30.81	100%	29.78	1.13	Yes
PLANT & PUMP STATION SUPERVISOR	23	DPEA	27.66					27.80	100%	27.80	0.99	
PLUMBING/HEALTH INSPECTOR	22	DMEA	26.34	31.10	100%	35.30	100%	22.28	100%	29.56	0.89	
POLICE CAPTAIN	30	DPAAIL	38.92	40.57	100%					40.57	0.96	
POLICE CHIEF	33	non-union	45.06	44.69	100%	38.04	100%	60.80	100%	47.84	0.94	Yes
POLICE COMMUNICATIONS SUPERVISOR	21	DPAAIL	25.09	24.07	100%			21.16	100%	22.62	1.11	Yes
POLICE DISPATCHER	17	DPA	20.64	19.13	100%			19.12	100%	19.12	1.08	Yes
POLICE LIEUTENANT	27	DPAAIL	33.62	33.13	100%			30.79	100%	31.96	1.05	Yes
POLICE OFFICER I	21	DPA	25.09	23.69	100%			21.15	100%	22.42	1.12	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					21.16	100%	21.16	1.19	

2009 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	
POLICE SERGEANT	24	DPAAIL	29.04	30.97	100%					30.97	0.94	
POLICE VICTIM/WITNESS ADVOCATE	20	non-union	23.90									
PUBLIC WORKS SUPERVISOR	23	DPEA	27.66	34.58	100%					34.58	0.80	
PUMP STATION OPERATOR I	16	AFSCME	19.66									
PUMP STATION OPERATOR II	18	AFSCME	21.67					21.69	100%	21.69	1.00	
PUMP STATION OPERATOR III	22	DPEA	26.34									
PURCHASING AGENT	26	DMEA	32.02			33.04	100%	28.34	100%	30.69	1.04	Yes
RECREATION PROGRAM ASSOCIATE I	2	non-union	9.93					9.13	100%	9.13	1.09	
RECREATION PROGRAM ASSOCIATE II	3	non-union	10.43									
RECREATION PROGRAM ASSOCIATE III	4	non-union	10.95					11.23	100%	11.23	0.97	
RECREATION PROGRAM SPECIALIST I	5	non-union	11.49					11.11	100%	11.11	1.03	
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					11.40	100%	11.40	1.11	
SECRETARY I	13	DMEA	16.98					14.34				
SECRETARY II	14	DMEA	17.83	18.22	100%					18.22	0.98	Yes
SOLID WASTE ASSISTANT	18	AFSCME	21.67									
SOLID WASTE COORDINATOR	23	DPEA	27.66	22.94	100%					22.94	1.21	
SUPERINTENDENT OF FACILITIES, GROUNDS & CEMETERY	28	DPEA	35.30									
SUPERINTENDENT OF PUBLIC WORKS & UTILITIES	29	DPEA	37.07		100%			39.94	100%	39.94	0.93	Yes
TAX ASSESSING DATA TECHNICIAN	15	DMEA	18.72									
TELEVISION BROADCAST OPERATOR	15	non-union	18.72					20.22	100%	20.22	0.93	
TRUCK DRIVER	14	AFSCME	17.83	17.96	100%			16.99	100%	17.48	1.02	Yes
UTILITIES SYSTEM SUPERVISOR	26	DPEA	32.02	27.38	100%			29.38	100%	28.38	1.13	Yes
WORKING FOREMAN	22	DPEA	26.34	24.67	100%			29.02	100%	26.84	0.98	Yes
WWTP CHIEF OPERATOR	23	DPEA	27.66					26.85	100%	26.85	1.03	Yes
WWTP LAB TECHNICIAN	17	DPEA	20.64					20.54	100%	20.54	1.00	
WWTP LAB/INDUSTRIAL PRETREATMENT COORDINATOR	22	DPEA	26.34					27.81	100%	27.81	0.95	
WWTP OPERATOR I	18	AFSCME	21.67	20.71	100%			21.82	100%	21.27	1.02	Yes
WWTP OPERATOR II	22	AFSCME	26.34									
WWTP SUPERVISOR	26	DPEA	32.02	27.38	100%					27.38	1.17	
											1.04	1.05

Count of Market Position

	All Positions		Benchmark Positions	
Green Circle	6	6.9%	1	2.2%
Within Market	69	79.3%	40	87.0%
Red Circle	12	13.8%	5	10.9%
	87		46	

2009 Market Model

Dover Classification	Dover Grade	Union	Dover Median	Market Median	Composite Index	Benchmark Job	Predicted Market Rate	15% Below Market	15% Above Market
LIBRARY PAGE	7	DMEA	12.68	9.17	1.38	Yes	12.51	10.88	14.14
CROSSING GUARD	8	non-union	13.30	11.13	1.20	Yes	13.12	11.41	14.83
CUSTODIAN	9	DMEA	13.97	13.42	1.04	Yes	13.75	11.96	15.54
ANIMAL CONTROL OFFICER	10	DPA	14.66	16.02	0.92	Yes	14.41	12.53	16.29
PARKING CONTROL OFFICER	10	DPA	14.66	14.86	0.99	Yes	14.41	12.53	16.29
CLERK TYPIST II	11	DMEA	15.40	15.16	1.02	Yes	15.11	13.14	17.08
ACCOUNT CLERK II	13	DMEA	16.98	15.95	1.06	Yes	16.60	14.44	18.77
LABORER II	13	AFSCME	16.98	15.37	1.10	Yes	16.60	14.44	18.77
BOOKKEEPER	14	DMEA	17.83	18.16	0.98	Yes	17.40	15.13	19.67
SECRETARY II	14	DMEA	17.83	18.22	0.98	Yes	17.40	15.13	19.67
TRUCK DRIVER	14	AFSCME	17.83	17.48	1.02	Yes	17.40	15.13	19.67
HEAVY EQUIPMENT MECHANIC II	16	AFSCME	19.66	19.67	1.00	Yes	19.13	16.63	21.62
FIREFIGHTER/EMT-B	17	IAFF	20.64	20.39	1.01	Yes	20.05	17.43	22.66
HEAVY EQUIPMENT OPERATOR II	17	AFSCME	20.64	22.23	0.93	Yes	20.05	17.43	22.66
POLICE DISPATCHER	17	DPA	20.64	19.12	1.08	Yes	20.05	17.43	22.66
ACCOUNTANT I	18	DMEA	21.67	26.93	0.80	Yes	21.02	18.28	23.76
EXECUTIVE SECRETARY	18	non-union	21.67	20.17	1.07	Yes	21.02	18.28	23.76
WWTP OPERATOR I	18	AFSCME	21.67	21.27	1.02	Yes	21.02	18.28	23.76
ADMINISTRATIVE ASSISTANT	19	non-union	22.75	21.68	1.05	Yes	22.03	19.16	24.91
ENGINEERING TECHNICIAN	20	DPEA	23.90	22.19	1.08	Yes	23.10	20.08	26.11
FIREFIGHTER/PARAMEDIC	20	IAFF	23.90	21.64	1.10	Yes	23.10	20.08	26.11
POLICE COMMUNICATIONS SUPERVISOR	21	DPAII	25.09	22.62	1.11	Yes	24.21	21.05	27.37
POLICE OFFICER I	21	DPA	25.09	22.42	1.12	Yes	24.21	21.05	27.37
ELECTRICAL INSPECTOR	22	DMEA	26.34	22.21	1.19	Yes	25.38	22.07	28.69
INFORMATION TECHNOLOGY ADMINISTRATOR	22	non-union	26.34	27.29	0.97	Yes	25.38	22.07	28.69
LIBRARIAN II	22	DMEA	26.34	24.36	1.08	Yes	25.38	22.07	28.69
WORKING FOREMAN	22	DPEA	26.34	26.84	0.98	Yes	25.38	22.07	28.69
ASSISTANT TAX ASSESSOR	23	DMEA	27.66	26.85	1.03	Yes	26.60	23.13	30.07
WWTP CHIEF OPERATOR	23	DPEA	27.66	26.85	1.03	Yes	26.60	23.13	30.07
FIRE CAPTAIN	25	DPFOA	30.50	28.76	1.06	Yes	29.24	25.42	33.05
CITY CLERK/TAX COLLECTOR	26	non-union	32.02	29.84	1.07	Yes	30.65	26.65	34.64
DIRECTOR OF RECREATION PLANNER	26	non-union	32.02	34.47	0.93	Yes	30.65	26.65	34.64
PURCHASING AGENT	26	DMEA	33.62	29.78	1.13	Yes	30.65	26.65	34.64
UTILITIES SYSTEM SUPERVISOR	27	DMEA	32.02	30.69	1.04	Yes	32.13	27.94	36.32
CITY ENGINEER	27	DPEA	32.02	28.38	1.13	Yes	30.65	26.65	34.64
POLICE LIEUTENANT	27	DPEA	37.07	35.55	1.04	Yes	32.13	27.94	36.32
DIRECTOR OF FINANCE	29	DPAII	33.62	31.96	1.05	Yes	35.30	30.70	39.91
DIRECTOR OF FINANCE	29	non-union	42.91	40.56	1.06	Yes	35.30	30.70	39.91
SUPERINTENDENT OF PUBLIC WORKS & UTILITIES	32	DPEA	37.07	39.94	0.93	Yes	40.67	35.36	45.97
DIRECTOR OF HUMAN SERVICES	32	non-union	42.91	43.80	0.98	Yes	40.67	35.36	45.97
DIRECTOR OF PUBLIC LIBRARY	31	non-union	40.87	35.03	1.17	Yes	38.79	33.73	43.85
DIRECTOR OF INFORMATION TECHNOLOGY	33	non-union	45.06	45.58	0.99	Yes	42.63	37.07	48.19
DIRECTOR OF PLANNING & CDBG	31	non-union	40.87	38.39	1.06	Yes	38.79	33.73	43.85
FIRE & RESCUE CHIEF	37	non-union	54.77	47.18	1.16	Yes	51.48	44.76	58.19
POLICE CHIEF	33	non-union	45.06	47.84	0.94	Yes	42.63	37.07	48.19
CITY MANAGER	40	non-union	63.40	56.19	1.13	Yes	59.30	51.57	67.04

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

Regression Statistics		
Coefficients		Multiple R
Intercept	0.95399101	R Square
X Variable 1	0.02047667	Adjusted R Square
		Standard Error
		Observations

FY2010 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	DPEA
ARENA FACILITY MANAGER	23	DPEA
ARENA PROGRAM & MARKETING SUPERVISOR	21	DPEA
ASSISTANT CITY CLERK	13	DMEA
ASSISTANT CITY ENGINEER	24	DPEA
ASSISTANT CITY MANAGER	34	non-union
ASSISTANT LIBRARY DIRECTOR	26	DMEA
ASSISTANT RECREATION DIRECTOR	23	DPEA
ASSISTANT TAX ASSESSOR	23	DMEA
BOOKKEEPER	14	DMEA
BUILDING OFFICIAL	27	DMEA
CDBG PROGRAM COORDINATOR	27	DMEA
CITY ATTORNEY	33	non-union
CITY CLERK/TAX COLLECTOR	26	non-union
CITY ENGINEER	29	DPEA
CLERK TYPIST I	9	DMEA
CLERK TYPIST II	11	DMEA
CONSTRUCTION MANAGER	26	non-union
CROSSING GUARD	8	non-union
CUSTODIAN	9	DMEA
DEPUTY CITY CLERK	15	DMEA
DEPUTY COMMUNITY SERVICES DIRECTOR	30	non-union
DEPUTY TAX COLLECTOR	15	DMEA
DIRECTOR OF BUSINESS ASSISTANCE	23	non-union
DIRECTOR OF COMMUNITY SERVICES	33	non-union
DIRECTOR OF FINANCE	32	non-union
DIRECTOR OF HUMAN RESOURCES	29	non-union
DIRECTOR OF 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	DPEA
ENVIRONMENTAL PROJECTS MANAGER	27	DPEA
EXECUTIVE SECRETARY	18	non-union
FACILITIES, GROUNDS & CEMETERY SUPERVISOR	23	DPEA
FIRE & RESCUE CHIEF	33	non-union
FIRE ASSISTANT CHIEF	29	DPFOA
FIRE CAPTAIN	25	DPFOA
FIRE DEPUTY CHIEF	27	DPFOA
FIRE LIEUTENANT	23	DPFOA
FIRE/LIFE SAFETY INSPECTOR	22	DMEA
FIRE/HEALTH INSPECTOR	22	DMEA
FIRE MECHANIC	11	non-union
FIREFIGHTER ON CALL	17	non-union
FIREFIGHTER/EMT	17	IAFF
FIREFIGHTER/EMT-I	18	IAFF
FIREFIGHTER/PARAMEDIC	19	IAFF
FLEET SUPERVISOR	25	DPEA
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 TECHNICIAN I	18	DMEA
HUMAN SERVICE TECHNICIAN II	19	DMEA
HUMAN SERVICE TECHNICIAN III	20	DMEA
INFORMATION TECHNOLOGY ADMINISTRATOR	22	non-union
INVENTORY COORDINATOR	17	AFSCME
LABORER I	12	AFSCME
LABORER II	13	AFSCME

FY2010 Dover Class Plan

Dover Classification Plan	Pay Plan Grade	Union
LIBRARIAN ASSISTANT I	11	DMEA
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	DPAII
PLANNER	27	DMEA
PLANT & PUMP STATION SUPERVISOR	23	DPEA
PLUMBING/HEALTH INSPECTOR	22	DMEA
POLICE CAPTAIN	30	DPAII
POLICE CHIEF	33	non-union
POLICE COMMUNICATIONS SUPERVISOR	21	DPAII
POLICE DISPATCHER	17	DPA
POLICE LIEUTENANT	27	DPAII
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	DPAII
POLICE RECORDS SUPERVISOR	21	DPAII
POLICE SERGEANT	24	DPAII
POLICE VICTIM/WITNESS ADVOCATE	20	non-union
PUBLIC WORKS SUPERVISOR	23	DPEA
PUMP STATION OPERATOR I	16	AFSCME
PUMP STATION OPERATOR II	18	AFSCME
PUMP STATION OPERATOR III	22	DPEA
PURCHASING AGENT	26	DMEA
RECREATION PROGRAM ASSOCIATE I	2	non-union
RECREATION PROGRAM ASSOCIATE II	3	non-union
RECREATION PROGRAM ASSOCIATE III	4	non-union
RECREATION PROGRAM SPECIALIST I	5	non-union
RECREATION PROGRAM SPECIALIST II	7	non-union
RECREATION PROGRAM SPECIALIST III	9	non-union
RECREATION PROGRAM SPECIALIST IV	15	non-union
RECREATION PROGRAM SUPERVISOR	17	DPEA
SEASONAL MAINTENANCE WORKER I	3	non-union
SEASONAL MAINTENANCE WORKER II	5	non-union
SEASONAL MAINTENANCE WORKER III	7	non-union
SECRETARY I	13	DMEA
SECRETARY II	14	DMEA
SOLID WASTE ASSISTANT	18	AFSCME
SOLID WASTE COORDINATOR	23	DPEA
SUPERINTENDENT OF FACILITIES, GROUNDS & CEMETERY	28	DPEA
SUPERINTENDENT OF PUBLIC WORKS & UTILITIES	29	DPEA
TAX ASSESSING DATA TECHNICIAN	15	DMEA
TEEN CENTER COUNSELOR	22	non-union
TELEVISION BROADCAST OPERATOR	15	non-union
TRUCK DRIVER	14	AFSCME
UTILITIES SYSTEM SUPERVISOR	26	DPEA
WORKING FOREMAN	22	DPEA
WWTP CHIEF OPERATOR	24	DPEA
WWTP LAB TECHNICIAN	17	DPEA
WWTP LAB/INDUSTRIAL PRETREATMENT COORDINATOR	22	DPEA
WWTP OPERATOR I	18	AFSCME
WWTP OPERATOR II	22	AFSCME
WWTP SUPERVISOR	26	DPEA

Dover FY2010 Pay Plan

Grade/ Step	Min	2	3	4	5	6	7	8	9	10	11	Max 12	Median Regular
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 2008 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
7/1/2008	Survey Date
	Age Factor July 2008 to July 2009

-3.4%

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 PROGRAM & MARKETING SUPERVISOR				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 TECHNICIAN 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 TECHNICIAN 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 TECHNICIAN 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%	35.30	35.30
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/TAX COLLECTOR				0.00
CONSTRUCTION MANAGER				0.00
PURCHASING AGENT	Purchasing Director	100%	33.04	33.04
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%	39.87	39.87
DIRECTOR OF HUMAN RESOURCES	Human Resources Director	100%	40.80	40.80
FIRE ASSISTANT CHIEF				0.00
SUPERINTENDENT OF PUBLIC WORKS & UTILITIES				0.00
POLICE CAPTAIN				0.00
DIRECTOR OF PLANNING & CDBG	Planning Director	100%	37.73	37.73
DIRECTOR OF PUBLIC LIBRARY	Chief Librarian	100%	31.18	31.18
DIRECTOR OF RECREATION	Parks & Recreation Director	100%	34.81	34.81
DIRECTOR OF FINANCE	Chief Financial Officer	100%	41.19	41.19
DIRECTOR OF HUMAN SERVICES	Human Services Director	100%	39.22	39.22
CITY ATTORNEY				0.00
DIRECTOR OF INFORMATION TECHNOLOGY	Information Services Director	100%	41.25	41.25
POLICE CHIEF	Police Chief/Chief Law Enforcement Official	100%	38.04	38.04
ASSISTANT CITY MANAGER				0.00
DIRECTOR OF COMMUNITY SERVICES	Public Works Director	100%	37.99	37.99
FIRE & RESCUE CHIEF	Fire Chief	100%	36.25	36.25
CITY MANAGER	Chief Administrative Officer/City Manager	100%	51.14	51.14

July 2009 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

7/1/2009

Survey Date

Age Factor July 2009 to July 2009

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%	9.11	9.11
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%	16.01	16.01
RECREATION PROGRAM SPECIALIST III				0.00
ANIMAL CONTROL OFFICER	Animal Control Officer	100%	19.61	19.61
PARKING CONTROL OFFICER				0.00
ACCOUNT CLERK I				0.00
CLERK TYPIST II	Clerk Typist	100%	16.04	16.04
FIRE MECHANIC				0.00
LIBRARIAN ASSISTANT I	Library Assistant	100%	19.51	19.51
LABORER I	Laborer	100%	15.85	15.85
ACCOUNT CLERK II	Account Clerk	100%	17.47	17.47
ASSISTANT CITY CLERK				0.00
LABORER II	Laborer	100%	15.85	15.85
LIBRARIAN ASSISTANT II				0.00
SECRETARY I				0.00
BOOKKEEPER	Bookkeeper	100%	19.95	19.95
GROUNDSKEEPER I				0.00
MAINTENANCE MECHANIC I				0.00
SECRETARY II	Secretary	100%	18.22	18.22
TRUCK DRIVER	Truck Driver	100%	17.96	17.96
UTILITIES SYSTEM SUPERVISOR	Water/Wastewater Superintendent	100%	27.38	27.38
ADMINISTRATIVE CLERK/CEMETERY COORDINATOR				0.00
DEPUTY CITY CLERK	Deputy Town Clerk	100%	23.41	23.41
DEPUTY TAX COLLECTOR	Deputy Tax Collector	100%	21.85	21.85
HEAVY EQUIPMENT MECHANIC I				0.00
MAINTENANCE MECHANIC II				0.00
MAINTENANCE SPECIALIST I	Light Equipment Operator	100%	18.36	18.36
OFFICE MANAGER	Office Manager	100%	23.59	23.59
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%	18.36	18.36
HEAVY EQUIPMENT OPERATOR I				0.00
POLICE PREVENTION PROGRAMMER				0.00
PUMP STATION OPERATOR I				0.00
ARENA PROGRAM & MARKETING SUPERVISOR				0.00
FIREFIGHTER ON CALL				0.00
FIREFIGHTER/EMT-B	Firefighter/EMT-B	100%	19.69	19.69
FIREFIGHTER/EMT-I	Firefighter/EMT-I	100%	20.41	20.41
HEAVY EQUIPMENT OPERATOR II	Heavy Equipment Operator	100%	19.99	19.99
INVENTORY COORDINATOR				0.00
LIBRARIAN I	Librarian	100%	24.45	24.45
MANAGEMENT ANALYST				0.00
POLICE DISPATCHER	Police Dispatcher	100%	19.13	19.13
RECREATION PROGRAM SUPERVISOR				0.00
WWTP LAB TECHNICIAN				0.00
ACCOUNTANT I	Accountant	100%	28.12	28.12
EXECUTIVE SECRETARY	Executive Secretary/Asst to Board of Selectman	100%	21.04	21.04
HUMAN SERVICE TECHNICIAN I				0.00
MAINTENANCE SPECIALIST II				0.00
PUMP STATION OPERATOR II				0.00
SOLID WASTE ASSISTANT	Landfill/Transfer Station/Recycling Attendant			0.00
WWTP OPERATOR I	Water/Wastewater Control, Plant Operator	100%	20.71	20.71
ADMINISTRATIVE ASSISTANT	Administrative Assistant	100%	23.31	23.31
HUMAN SERVICE TECHNICIAN II				0.00
ENGINEERING TECHNICIAN				0.00
FIREFIGHTER/PARAMEDIC	Firefighter/Paramedic	100%	21.64	21.64
HUMAN SERVICE TECHNICIAN III				0.00
POLICE VICTIM/WITNESS ADVOCATE				0.00
POLICE COMMUNICATIONS SUPERVISOR	Police Dispatcher Supervisor	100%	24.07	24.07
POLICE OFFICER I	Full-Time Police Officer	100%	23.69	23.69

Dover_NHMA Crosswalk

Dover Classification	NHMA Title	Position Match	NHMA Selected Hourly (aged)	Weighted Rate
POLICE RECORDS SUPERVISOR				0.00
AQUATIC FACILITY MANAGER				0.00
ELECTRICAL INSPECTOR				0.00
INFORMATION TECHNOLOGY ADMINISTRATOR	IT Analyst/Technician	100%	28.89	28.89
LIBRARIAN II	Librarian	100%	24.45	24.45
MAINTENANCE MECHANIC III				0.00
MAINTENANCE SPECIALIST III				0.00
PLUMBING/HEALTH INSPECTOR	Health Officer	100%	31.10	31.10
POLICE OFFICER II (Advanced Career Track)				0.00
POLICE PREVENTION COORDINATOR				0.00
PUMP STATION OPERATOR III				0.00
WORKING FOREMAN	General Foreman	100%	24.67	24.67
WWTP LAB/INDUSTRIAL PRETREATMENT COORDINATOR				0.00
WWTP OPERATOR II				0.00
ARENA FACILITY MANAGER				0.00
ASSISTANT TAX ASSESSOR	Assistant Appraiser/Assessor	100%	27.70	27.70
DIRECTOR OF BUSINESS ASSISTANCE				0.00
DIRECTOR OF MAIN STREET PROGRAM				0.00
FACILITIES, GROUNDS & CEMETERY SUPERVISOR				0.00
FIRE LIEUTENANT	Fire Lieutenant	100%	25.27	25.27
FIRE LIEUTENANT				0.00
PLANT & PUMP STATION SUPERVISOR				0.00
PUBLIC WORKS SUPERVISOR	Highway Superintendent/ Road Agent	100%	34.58	34.58
SOLID WASTE COORDINATOR	Landfill/Transfer Station/Recycling Supervisor	100%	22.94	22.94
WWTP CHIEF OPERATOR				0.00
ASSISTANT CITY ENGINEER				0.00
POLICE SERGEANT	Police Sergeant	100%	30.97	30.97
FIRE CAPTAIN	Fire Captain	100%	28.91	28.91
FIRE CAPTAIN				0.00
FLEET SUPERVISOR				0.00
ASSISTANT LIBRARY DIRECTOR				0.00
CITY CLERK/TAX COLLECTOR	Combined Clerk/Tax Collector	100%	29.84	29.84
CONSTRUCTION MANAGER				0.00
PURCHASING AGENT				0.00
WWTP SUPERVISOR	Water/Wastewater Superintendent	100%	27.38	27.38
BUILDING OFFICIAL	Building Inspector and/or Code Enforcement Officer	100%	25.71	25.71
CDBG PROGRAM COORDINATOR				0.00
ENVIRONMENTAL PROJECTS MANAGER				0.00
FIRE DEPUTY CHIEF				0.00
PLANNER	Planner	100%	28.75	28.75
POLICE LIEUTENANT	Police Lieutenant	100%	33.13	33.13
POLICE PROSECUTOR				0.00
ACCOUNTANT II				0.00
SUPERINTENDENT OF FACILITIES, GROUNDS & CEMETERY				0.00
CITY ENGINEER	City/Town Engineer	100%	36.46	36.46
DIRECTOR OF HUMAN RESOURCES	Personnel/HR Director	100%	33.68	33.68
FIRE ASSISTANT CHIEF	Deputy Fire Chief	100%	35.91	35.91
SUPERINTENDENT OF PUBLIC WORKS & UTILITIES				0.00
POLICE CAPTAIN	Police Captain	100%	40.57	40.57
DIRECTOR OF PLANNING & CDBG	Planning Director	100%	39.04	39.04
DIRECTOR OF PUBLIC LIBRARY	Library Director	100%	38.89	38.89
DIRECTOR OF RECREATION	Parks/ Recreation Director	100%	34.12	34.12
DIRECTOR OF FINANCE	Finance Director	100%	43.73	43.73
DIRECTOR OF HUMAN SERVICES	Welfare Officer/Commissioner	100%	31.38	31.38
CITY ATTORNEY				0.00
DIRECTOR OF INFORMATION TECHNOLOGY	Information Technology Manager/Director	100%	39.12	39.12
POLICE CHIEF	Police Chief	100%	44.69	44.69
ASSISTANT CITY MANAGER				0.00
DIRECTOR OF COMMUNITY SERVICES	Director of Public Works	100%	43.58	43.58
FIRE & RESCUE CHIEF	Fire Chief	100%	44.50	44.50
CITY MANAGER	City/ Town Manager	100%	57.44	57.44

May 2008 OES Estimates

Occupational Employment Statistics (OES) Survey

Bureau of Labor Statistics, Department of Labor

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

phone: 202-691-6569

Not all fields are available for every set of estimates files

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

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

5/1/2008

Survey Date

Age Factor May 2008 to July 2009

-1.0%

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		
RECREATION PROGRAM ASSOCIATE I	341367010	Recreation-Facility Attendant	39-3091.00	Amusement and Recreation Attendants	39-3091	100%	9.17	8.76	9.20	8.32	90%	10%	0%	0%	9.13
RECREATION PROGRAM ASSOCIATE II			-												0.00
SEASONAL MAINTENANCE WORKER I			-												0.00
RECREATION PROGRAM ASSOCIATE III	195227014	Recreation Leader	39-9032.00	Recreation Workers	39-9032	100%	11.27	10.91	11.61	10.46	90%	10%	0%	0%	11.23
RECREATION PROGRAM SPECIALIST I	153227018	Instructor, Sports	39-9031.00	Fitness Trainers and Aerobics Instructors	39-9031	100%	10.51	16.53	20.77	13.90	90%	10%	0%	0%	11.11
SEASONAL MAINTENANCE WORKER II			-												0.00
LIBRARY PAGE	249687014	Page	43-4121.00	Library Assistants, Clerical	43-4121	100%	9.06	10.86	13.84	10.77	90%	10%	0%	0%	9.24
RECREATION PROGRAM SPECIALIST II			-												0.00
SEASONAL MAINTENANCE WORKER III	408697014	Laborer, Landscape	37-3011.00	Landscaping and Groundskeeping Workers	37-3011	50%	12.36	13.60	14.23	11.02	90%	10%	0%	0%	6.24
SEASONAL MAINTENANCE WORKER III	620664010	Construction-Equipment-Mechanic Helper	49-9098.00	Helpers--Installation, Maintenance, and Repair Workers	49-9098	50%	10.54	8.31	12.98	11.35	90%	10%	0%	0%	5.16
CROSSING GUARD	371567010	Guard, School-Crossing	33-9091.00	Crossing Guards	33-9091	100%	11.13	12.89	10.85	100%	0%	0%	0%	11.13	
CLERK TYPIST I	237367018	Information Clerk	43-4171.00	Receptionists and Information Clerks	43-4171	50%	12.13	11.94	13.35	11.68	90%	10%	0%	0%	6.06
CLERK TYPIST I	203582054	Data Entry Clerk	43-9021.00	Data Entry Keyers	43-9021	50%	13.21	11.68	13.98	12.44	90%	10%	0%	0%	6.53
CUSTODIAN	382664010	Janitor	37-2011.00	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	37-2011	100%	10.69	12.01	12.72	10.21	90%	10%	0%	0%	10.82
RECREATION PROGRAM SPECIALIST III			-												0.00
ANIMAL CONTROL OFFICER	379263010	Animal Treatment Investigator	33-9011.00	Animal Control Workers	33-9011	100%		12.43	16.53	14.43	100%	0%	0%	0%	12.43
PARKING CONTROL OFFICER	375587010	Parking Enforcement Officer	33-3041.00	Parking Enforcement Workers	33-3041	100%		14.86	17.19	15.42	100%	0%	0%	0%	14.86
ACCOUNT CLERK I	205367034	License Clerk	43-3021.02	Billing and Posting Clerks and Machine Operators	43-3021	50%	14.03	14.40	14.73	14.73	90%	10%	0%	0%	7.03
ACCOUNT CLERK I	243367018	Town Clerk	43-3021.02	Billing and Posting Clerks and Machine Operators	43-3021	50%	14.03	14.40	14.73	14.73	90%	10%	0%	0%	7.03
CLERK TYPIST II	203362010	Clerk-Typist	43-9022.00	Office and Administrative Support Occupations	43-9022	33%	14.47	14.69	17.14	14.18	90%	10%	0%	0%	4.82
CLERK TYPIST II	243367018	Town Clerk	43-4031.02	Court, Municipal, and License Clerks	43-4031	33%	14.22	14.22	15.80	15.80	100%	0%	0%	0%	4.71
CLERK TYPIST II	375362010	Police Clerk	43-9061.00	Office Clerks, General	43-9061	34%	13.87	13.74	14.35	12.05	90%	10%	0%	0%	4.71
FIRE MECHANIC			-												0.00
LIBRARIAN ASSISTANT I	100367018	Library Technical Assistant	25-4031.00	Library Technicians	25-4031	100%	12.68	13.52	18.15	13.72	80%	10%	10%	0%	13.31
LABORER I	301687018	Yard Worker	37-3011.00	Landscaping and Groundskeeping Workers	37-3011	100%	12.36	13.60	14.23	11.02	100%	0%	0%	0%	12.36
ACCOUNT CLERK II	241357010	Collection Clerk	43-3011.00	Bill and Account Collectors	43-3011	35%	13.55	12.29	17.64	14.58	80%	20%	0%	0%	4.66
ACCOUNT CLERK II	219487010	Tax Clerk	43-3021.02	Billing and Posting Clerks and Machine Operators	43-3021	35%	14.03	14.40	16.57	14.73	80%	20%	0%	0%	4.94
ACCOUNT CLERK II	216482010	Accounting Clerk	43-3031.00	Bookkeeping, Accounting, and Auditing Clerks	43-3031	30%	15.96	17.01	18.05	15.48	80%	20%	0%	0%	4.85
ASSISTANT CITY CLERK	243367018	Town Clerk	43-3021.02	Billing and Posting Clerks and Machine Operators	43-3021	20%	14.03	14.40	14.73	14.73	90%	10%	0%	0%	2.81
ASSISTANT CITY CLERK	205367034	License Clerk	43-4071.00	File Clerks	43-4071	20%	10.29	12.52	11.33	11.33	90%	10%	0%	0%	2.10
ASSISTANT CITY CLERK	205367030	Election Clerk	43-4199.00	Information and Record Clerks, All Other	43-4199	60%	14.57	13.93	16.50	15.99	80%	10%	10%	0%	8.82
LABORER II	869463580	Construction Craft Laborer	47-2061.00	Construction Laborers	47-2061	50%	14.30	13.76	21.39	13.57	70%	20%	10%	0%	7.45
LABORER II	869664014	Construction Worker I	47-2061.00	Construction Laborers	47-2061	50%	14.30	13.76	21.39	13.57	70%	20%	10%	0%	7.45
LIBRARIAN ASSISTANT II			-												0.00
SECRETARY I	201362030	Secretary	43-6014.00	Secretaries, Except Legal, Medical, and Executive	43-6014	100%	13.84	14.99	17.63	13.82	80%	10%	10%	0%	14.34
BOOKKEEPER	210382014	Bookkeeper	43-3031.00	Bookkeeping, Accounting, and Auditing Clerks	43-3031	100%	15.96	17.01	18.05	15.48	70%	20%	10%	0%	16.38
GROUNDKEEPER I			-												0.00
MAINTENANCE MECHANIC I	899684014	Highway-Maintenance Worker	49-3023.00	Automotive Service Technicians and Mechanics	49-3023	100%	16.48	19.57	19.32	16.71	70%	20%	10%	0%	17.38
SECRETARY II			-												0.00
TRUCK DRIVER	902683010	Dump-Truck Driver	53-3032.01	Truck Drivers, Heavy	53-3032	100%	19.14	17.98		17.74	70%	20%	10%	0%	16.95
UTILITIES SYSTEM SUPERVISOR	899131018	Utilities-and-Maintenance Supervisor	47-1011.01	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	47-1011	100%	27.08	29.65	34.41	27.67	40%	30%	20%	10%	29.38
ADMINISTRATIVE CLERK/CEMETERY COORDINATOR			-												0.00
DEPUTY CITY CLERK			-												0.00
DEPUTY TAX COLLECTOR			-												0.00
HEAVY EQUIPMENT MECHANIC I	620381022	Repairer, Heavy	49-3023.01	Automotive Service Technicians and Mechanics	49-3023	100%	16.48	19.57	19.32	16.71	70%	20%	10%	0%	17.38
MAINTENANCE MECHANIC II			-												0.00
MAINTENANCE SPECIALIST I	209567010	Meter Reader	49-9042.00	Maintenance and Repair Workers, General	49-9042	100%	15.25	18.10	19.13	16.05	70%	20%	10%	0%	16.21
OFFICE MANAGER			-												0.00
PAYROLL & BENEFITS ADMINISTRATOR			-												0.00
PERSONNEL ASSISTANT	215382014	Payroll Clerk	43-3051.00	Payroll and Timekeeping Clerks	43-3051	50%	17.15	17.86	19.51	16.57	70%	20%	10%	0%	8.76
PERSONNEL ASSISTANT	209362026	Personnel Clerk	43-4161.00	Human Resources Assistants, Except Payroll and Timekeeping	43-4161	50%	14.75	15.63	19.29	17.02	70%	20%	10%	0%	7.69
RECREATION PROGRAM SPECIALIST IV			-												0.00
TAX ASSESSING DATA TECHNICIAN			-												0.00
TELEVISION BROADCAST OPERATOR	194262022	Master Control Operator	27-4012.00	Broadcast Technicians	27-4012	20%			14.81	15.66				50%	3.05
TELEVISION BROADCAST OPERATOR	143062022	Camera Operator	27-4031.00	Camera Operators, Television, Video, and Motion Picture	27-4031	80%			23.11	19.83				50%	17.18
GROUNDKEEPER II			-												0.00
HEAVY EQUIPMENT MECHANIC II	625281010	Diesel Mechanic	49-3031.00	Bus and Truck Mechanics and Diesel Engine Specialists	49-3031	50%	20.46	19.92	21.52	18.75	70%	20%	10%	0%	10.23
HEAVY EQUIPMENT MECHANIC II	620261022	Construction-Equipment Mechanic	49-3042.00	Mobile Heavy Equipment Mechanics, Except Engines	49-3042	50%	20.05	26.01	22.68	20.39	70%	20%	10%	0%	10.75
HEAVY EQUIPMENT OPERATOR I			-												0.00
POLICE PREVENTION PROGRAMMER			-												0.00
PUMP STATION OPERATOR I			-												0.00
ARENA PROGRAM & MARKETING SUPERVISOR	163117018	Manager, Promotion	11-2021.00	Marketing Managers	11-2021	100%	44.22	47.21	57.09	51.68	50%	20%	5%	5%	36.99
FIREFIGHTER ON CALL			-												0.00
FIREFIGHTER/EMT-B	373364010	Fire Fighter	33-2011.01	Fire Fighters	33-2011	100%	20.43	21.37	24.20	21.07	60%	30%	10%	0%	21.09
FIREFIGHTER/EMT-I			-												0.00
HEAVY EQUIPMENT OPERATOR II	850683046	Utility-Tractor Operator	47-2073.01	Operating Engineers and Other Construction Equipment Operators	47-2073	100%	24.93	20.81	28.60	18.69	70%	20%	10%	0%	24.47
INVENTORY COORDINATOR			-												0.00
LIBRARIAN I			-												0.00
MANAGEMENT ANALYST			-												0.00
POLICE DISPATCHER	379362010	Dispatcher, Radio	43-5031.00	Police, Fire, and Ambulance Dispatchers	43-5031	100%		19.19	18.48	16.03	90%	10%	0%	0%	19.12
RECREATION PROGRAM SUPERVISOR	379667014	Lifeguard	33-9032.00		33-9032										0.00
WWTP LAB TECHNICIAN	022261010	Chemical Laboratory Technician	19-4031.00	Chemical Technicians	19-4031	50%			20.97	20.05				50%	5.00
WWTP LAB TECHNICIAN	029361018	Laboratory Assistant	19-4091.00	Environmental Science and Protection Technicians, Including Health	19-4091	50%			18.18	19.15				50%	10.29
ACCOUNTANT I	160162018	Accountant	13-2011.01	Accountants and Auditors	13-2011	100%	23.19	29.61	30.74	28.29	60%	20%	10%	10%	25.74
EXECUTIVE SECRETARY	119267026	Paralegal	23-2011.00	Paralegals and Legal Assistants	23-2011	50%	16.26	21.45	23.83	21.96	60%	30%	10%	0%	9.29
EXECUTIVE SECRETARY	169167014	Administrative Secretary	43-6011.00	Executive Secretaries and Administrative Assistants	43-6011	50%	19.58	20.06	22.43	19.05	60%	30%	10%	0%	10.01
HUMAN SERVICE TECHNICIAN I	195267010	Eligibility Worker	43-4061.02	Eligibility Interviewers, Government Programs	43-4061	100%		16.37	22.33	18.71	80%	10%	10%	0%	17.20
MAINTENANCE SPECIALIST II	954564010	Water-Meter Installer	49-9099.99	Installation, Maintenance, and Repair Workers, All Other	49-9099	100%	20.52	21.32	19.63	16.30	70%	20%	10%	0%	20.59
PUMP STATION OPERATOR II	630281018	Pump Servicer	49-9041.00	Industrial Machinery Mechanics	49-9041	50%	23.37	24.56	22.51	20.78	70%	20%	10%	0%	11.76
PUMP STATION OPERATOR II	954382010	Pump-Station Operator, Waterworks	51-8031.00	Water and Liquid Waste Treatment Plant and System Operators	51-8031	50%	19.32	20.76	21.80	18.30	70%	20%	10%	0%	9.93
SOLID WASTE ASSISTANT			-												

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		
AQUATIC FACILITY MANAGER	187167054	Manager, Aquatic Facility	11-9199.99	Managers, All Other	11-9199										0.00
ELECTRICAL INSPECTOR	168167034	Inspector, Electrical	47-4011.00	Construction and Building Inspectors	47-4011	100%	21.69	24.62	23.88		80%	10%	10%	10%	22.21
INFORMATION TECHNOLOGY ADMINISTRATOR	033162018	Technical Support Specialist	15-1041.00	Computer Support Specialists	15-1041	50%	21.63	21.19	27.22	20.68	60%	20%	10%	10%	11.00
INFORMATION TECHNOLOGY ADMINISTRATOR	033162010	Computer Security Coordinator	15-1071.01	Network and Computer Systems Administrators	15-1071	50%	27.48	30.35	36.37	31.56	60%	20%	10%	10%	14.67
LIBRARIAN II	100167018	Children's Librarian	25-4021.00	Librarians and Computer Systems Administrators	25-4021	100%	23.46	23.98	29.05	25.01	60%	20%	10%	10%	24.28
MAINTENANCE MECHANIC III															0.00
MAINTENANCE SPECIALIST III															0.00
PLUMBING/HEALTH INSPECTOR	168167050	Inspector, Plumbing	47-4011.00	Construction and Building Inspectors	47-4011	100%	21.69	24.62	23.88		80%	20%	0%		22.28
POLICE OFFICER II (Advanced Career Track)															0.00
POLICE PREVENTION COORDINATOR															0.00
PUMP STATION OPERATOR III															0.00
WORKING FOREMAN	899131010	Labor-Crew Supervisor	47-1011.01	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	47-1011	34%	27.08	29.65	34.41	27.67	50%	40%	10%	0%	9.81
WORKING FOREMAN	899131018	Utilities-and-Maintenance Supervisor	47-1011.01	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	47-1011	33%	27.08	29.65	34.41	27.67	50%	40%	10%	0%	9.60
WORKING FOREMAN	899134010	Highway-Maintenance Supervisor	47-1011.01	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	47-1011	33%	27.08	29.65	34.41	27.67	50%	40%	10%	0%	9.60
WWTP LAB/INDUSTRIAL PRETREATMENT COORDINATOR	022137010	Laboratory Supervisor	19-2031.00	Chemists	19-2031	100%		38.00	31.53		20%	40%	40%		27.81
WWTP OPERATOR II															0.00
ARENA FACILITY MANAGER	187167230	Manager, Recreation Facility	11-9199.99	Managers, All Other	11-9199										0.00
ARENA FACILITY MANAGER	187167146	Manager, Skating Rink	11-9199.99	Managers, All Other	11-9199										0.00
ASSISTANT TAX ASSESSOR	188167010	Appraiser	13-2021.01	Appraisers and Assessors of Real Estate	13-2021	50%		29.48	22.54			50%	50%		13.01
ASSISTANT TAX ASSESSOR	191267010	Appraiser, Real Estate	13-2021.02	Appraisers and Assessors of Real Estate	13-2021	50%		29.48	22.54			50%	50%		13.01
DIRECTOR OF BUSINESS ASSISTANCE															0.00
DIRECTOR OF MAIN STREET PROGRAM															0.00
FACILITIES GROUNDS & CEMETERY SUPERVISOR															0.00
FIRE LIEUTENANT															0.00
PLANT & PUMP STATION SUPERVISOR	638131022	Maintenance-Mechanic Supervisor	49-1011.00	First-Line Supervisors/Managers of Mechanics, Installers, and Repairers	49-1011	50%	26.41	31.04	31.35	27.28	50%	40%	10%	0%	14.38
PLANT & PUMP STATION SUPERVISOR	954132010	Supervisor, Water Treatment Plant	51-1011.00	First-Line Supervisors/Managers of Production and Operating Workers	51-1011	50%	25.87	28.03	27.06	24.01	50%	40%	10%	0%	13.43
PUBLIC WORKS SUPERVISOR															0.00
SOLID WASTE COORDINATOR															0.00
WWTP CHIEF OPERATOR	955130010	Supervisor, Wastewater-Treatment Plant	51-1011.00	First-Line Supervisors/Managers of Production and Operating Workers	51-1011	100%	25.87	28.03	27.06	24.01	50%	40%	10%	0%	26.85
ASSISTANT CITY ENGINEER															0.00
POLICE SERGEANT															0.00
FIRE CAPTAIN	373134010	Fire Captain	33-1021.01	First-Line Supervisors/Managers of Fire Fighting and Prevention Workers	33-1021	100%		28.12	32.95	32.10		90%	10%	0%	28.60
FLEET SUPERVISOR															0.00
ASSISTANT LIBRARY DIRECTOR															0.00
CITY CLERK/TAX COLLECTOR															0.00
CONSTRUCTION MANAGER	182167026	Superintendent, Construction	11-9021.00	Construction Managers	11-9021	100%	29.62	28.81	46.98	38.01	40%	30%	20%	10%	33.69
PURCHASING AGENT	162167022	Manager, Procurement Services	11-3061.00	Purchasing Managers	11-3061	50%	41.51	49.11	42.44	42.44	40%	30%	20%	10%	15.33
PURCHASING AGENT	162157038	Purchasing Agent	13-1023.00	Purchasing Agents, Except Wholesale, Retail, and Farm Products	13-1023	50%	24.13	25.70	30.44	25.67	40%	30%	20%	10%	13.01
CITY CLERK/TAX COLLECTOR	188167074	Revenue Officer	13-2081.00	Tax Examiners, Collectors, and Revenue Agents	13-2081	100%	32.03	33.40	27.41	22.89	70%	10%	10%		30.79
WWTP SUPERVISOR															0.00
BUILDING OFFICIAL															0.00
CDBG PROGRAM COORDINATOR	199167014	Urban Planner	19-3051.00	Urban and Regional Planners	19-3051	100%			33.16	28.47			50%	50%	30.81
ENVIRONMENTAL PROJECTS MANAGER	029081010	Environmental Analyst	19-2041.00	Environmental Scientists and Specialists, Including Health	19-2041	100%		26.30	39.48	28.44		70%	20%	10%	29.15
FIRE DEPUTY CHIEF															0.00
PLANNER	199167014	Urban Planner	19-3051.00	Urban and Regional Planners	19-3051	100%			33.16	28.47			50%	50%	30.81
POLICE LIEUTENANT	375137034	Commanding Officer, Police	33-1012.00	First-Line Supervisors/Managers of Police and Detectives	33-1012	100%	28.68	31.98	36.58	35.93	50%	40%	10%	0%	30.79
POLICE PROSECUTOR															0.00
ACCOUNTANT II															0.00
SUPERINTENDENT OF FACILITIES, GROUNDS & CEMETERY															0.00
CITY ENGINEER	005061014	Civil Engineer	17-2051.00	Civil Engineers	17-2051	100%	25.59	29.57	38.31	35.52	40%	30%	20%	10%	30.32
DIRECTOR OF HUMAN RESOURCES	166167034	Manager, Labor Relations	11-3049.99	General and Operations Managers	11-3049	100%	47.78		54.60	45.76	30%	30%	20%	20%	34.41
FIRE ASSISTANT CHIEF															0.00
SUPERINTENDENT OF PUBLIC WORKS & UTILITIES	184161014	Superintendent, Water-And-Sewer Systems	11-3071.02	Transportation, Storage and Distribution Managers	11-3071	100%	38.51	42.96	39.47	37.60	40%	30%	20%	10%	39.94
POLICE CAPTAIN															0.00
DIRECTOR OF PLANNING & CDBG															0.00
DIRECTOR OF PUBLIC LIBRARY															0.00
DIRECTOR OF RECREATION															0.00
DIRECTOR OF FINANCE	161117018	Treasurer	11-3031.01	Financial Managers	11-3031	40%	46.14	49.37	50.72	47.29	30%	30%	20%	20%	19.30
DIRECTOR OF FINANCE	188117090	Director, Revenue	11-1011.01	Chief Executives	11-1011	60%	58.17				50%	50%	0%	0%	17.45
DIRECTOR OF HUMAN SERVICES	188117126	Welfare Director	11-1011.01	Chief Executives	11-1011	100%	59.81	61.78			50%	50%			60.80
CITY ATTORNEY	110117022	Lawyer, Corporation	23-1011.00	Lawyers	23-1011	100%	39.62	37.02	54.85	52.64	40%	30%	20%	10%	43.19
DIRECTOR OF INFORMATION TECHNOLOGY	169167082	Manager, Computer Operations	11-3021.00	Computer and Information Systems Managers	11-3021	100%	51.04	61.78	59.11	53.42	30%	30%	20%	20%	56.35
POLICE CHIEF	375117010	Police Chief	11-1011.01	Chief Executives	11-1011	100%	59.81	61.78			50%	50%			60.80
ASSISTANT CITY MANAGER	169167082	Manager, Computer Operations	11-3021.00	Computer and Information Systems Managers	11-3021	50%	51.04		59.11	53.42	30%	30%	20%	20%	18.91
ASSISTANT CITY MANAGER	166167034	Manager, Labor Relations	11-3049.99	Human Resources Managers, All Other	11-3049	50%	47.78		54.60	45.76	30%	30%	20%	20%	17.20
DIRECTOR OF COMMUNITY SERVICES															0.00
FIRE & RESCUE CHIEF	373117010	Fire Chief	11-1011.01	Chief Executives	11-1011	100%	59.81	61.78			50%	50%	0%	0%	60.80
CITY MANAGER	188117114	Manager, City	11-1011.00	Chief Executives	11-1011	100%	58.17	61.78			50%	50%			59.97

HEALTH PERCENTAGE PAID BY MUNICIPALITY (EMPLOYER)

July 1, 2009

Community	Type of Plan	Single Coverage	2-Person Coverage	Family Coverage	Buyout
Concord					
All Departments	Cafeteria Plan Harvard Pilgrim	81%	81%	80%	20% Eligible Plan
Derry					
Administrative Officials	BlueChoice	84%	84%	84%	\$ 4,175.00 /Year
Clerical / Fiscal	BlueChoice	84%	84%	84%	\$ 4,175.00 /Year
Labor, Trade, & Public Works	Teamsters	84%	84%	84%	\$ 3,250.00 /Year
Library	BlueChoice	84%	84%	84%	\$ 2,500.00 /Year
Inspection, Technical, & Prof.	BlueChoice	84%	84%	84%	\$ 2,500.00 /Year
Police	BlueChoice	87%	87%	87%	\$ 2,500.00 /Year
Fire & Rescue	BlueChoice	85%	85%	85%	\$ 2,500.00 /Year
Manchester					
All Departments	Self-Insured - HMO	95%	95%	95%	\$ 1,500.00 /Year
	Self-Insured - POS	87.5%	87.5%	87.5%	\$ 1,500.00 /Year
Merrimack					
All Departments	Primex	90%	90%	90%	25% Of Savings
Nashua					
All Departments, except Labor	HMO Blue	90%	90%	90%	NONE
	Harvard Pilgrim				
	BlueChoice	80%	80%	80%	NONE
	BCBS-JW	Monetary Value of BlueChoice =====>			NONE
Labor, Trade, & Public Works	HMO Blue	95%	95%	95%	NONE
	Harvard Pilgrim				
	BlueChoice	85%	85%	85%	NONE
	North NE Ben Trust	100%	100%	100%	NONE
Rochester					
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
Salem					
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

HEALTH PERCENTAGE PAID BY MUNICIPALITY (EMPLOYER)

July 1, 2009

Community	Type of Plan	Single Coverage	2-Person Coverage	Family Coverage	Buyout		
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	
		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		
Bedford							
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%	100%	100%	NONE		
	Library	Matthew Thornton	95%	95%	95%	\$ 1,500.00 /Year	
Inspection, Tech, & Professional	BlueChoice, BCBS - COMP100	90%	90%	90%	\$ 1,500.00 /Year		
	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%	\$ 1,560.00 /Year		
	BlueChoice, BCBS - COMP100	90%	90%	90%	\$ 1,560.00 /Year		
	Matthew Thornton	95%	95%	95%	\$ 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		
Goffstown							
All Departments	Cafeteria Plan	100%	90%	90%	\$ 4,587 - 6,554 /Year depending on Sngl, 2-P, or Fam Plan		
Hampton							
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		
Hudson							
All Departments	Matthew Thornton, BCBS-JY, CIGNA	100%	75%	67%	50% Eligible Plan		
Keene							
Administrative Officials	Self-Insured	85%-100%	85%-100%	85%-100%	\$ 1,500.00 /Year		
	Clerical/Fiscal	Self-Insured	85%-100%	85%-100%	\$ 1,500.00 /Year		

HEALTH PERCENTAGE PAID BY MUNICIPALITY (EMPLOYER)

July 1, 2009

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	84%-100%	84%-100%	84%-100%	\$1,250 / \$2,000 /Year (Officers / Supervisors)
Fire and Rescue	Self-Insured	84%-100%	84%-100%	84%-100%	\$ 1,500.00 /Year
Laconia					
Administrative Officials	Harvard Pilgrim-HMO	97.8%	97.8%	97.8%	NONE
	Harvard Pilgrim-POS	90%	90%	90%	NONE
Clerical/Fiscal	Harvard Pilgrim-HMO	97.8%	97.8%	97.8%	NONE
	Harvard Pilgrim-POS	90%	90%	90%	NONE
Labor, Trade, and Public Works	Harvard Pilgrim-HMO	97.8%	97.8%	97.8%	NONE
	Harvard Pilgrim-POS	90%	90%	90%	NONE
Library	Harvard Pilgrim-HMO	97.8%	97.8%	97.8%	NONE
	Harvard Pilgrim-POS	90%	90%	90%	NONE
Inspection, Tech, & Professional	Harvard Pilgrim-HMO	97.8%	97.8%	97.8%	NONE
	Harvard Pilgrim-POS	90%	90%	90%	NONE
Police	Harvard Pilgrim-HMO	97.8%	97.8%	97.8%	\$ 1,000.00 /Year
	Harvard Pilgrim-POS	90%	90%	90%	\$ 1,000.00 /Year
Fire and Rescue	Harvard Pilgrim-HMO	97.8%	97.8%	97.8%	NONE
	Harvard Pilgrim-POS	90%	90%	90%	NONE
Londonderry					
Matthew Thornton, BlueChoice, BCBS-Comp100, BCBS-JW					
Administrative Officials		Varies	Varies	Varies	\$2,500-\$4,244 /Year depending on Sngl, 2-P, or Fam Plan
	Clerical/Fiscal	Varies	Varies	Varies	\$2,500-\$3,244 /Year depending on Sngl, 2-P, or Fam Plan
Labor, Trade, and Public Works		Varies	Varies	Varies	\$2,500-\$3,244 /Year depending on Sngl, 2-P, or Fam Plan
	Library	Varies	Varies	Varies	\$2,500-\$5,744 /Year depending on Sngl, 2-P, or Fam Plan
Inspection, Tech, & Professional		Varies	Varies	Varies	50% Town's Cost of BlueChoice
	Police	Varies	Varies	Varies	\$2,500-\$4,244 /Year depending on Sngl, 2-P, or Fam Plan
Fire and Rescue		Varies	Varies	Varies	\$2,500-\$5,744 /Year depending on Sngl, 2-P, or Fam Plan
Portsmouth					
Matthew Thornton, BlueChoice, BCBS-Comp100					
Administrative Officials		81%	81%	81%	\$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



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FOR RELEASE: 10:00 A.M. (EDT)
TUESDAY, JULY 28, 2009

EMPLOYEE BENEFITS IN THE UNITED STATES, MARCH 2009

While about 70 percent of workers in private industry had access to employer provided medical care benefits in March 2009, only 25 percent of the lowest wage earners – those with average hourly wages in the lowest 10 percent of all private industry wages – had such access, the Bureau of Labor Statistics of the U.S. Department of Labor reported today. By contrast, nearly all workers with hourly wages in the highest 10 percent of all private industry wages had access to medical care benefits. (See table 2.) A worker with access to medical care benefits is defined as having an employer-provided medical plan available for use, regardless of the worker's decision to enroll or participate in the plan. These data are from the National Compensation Survey (NCS), which provides comprehensive measures of occupation earnings, compensation cost trends, and incidence and provisions of employee benefit plans. Farm and private household workers, the self-employed, and Federal government workers are excluded from the survey.

The following are additional findings:

- Medical care benefits were available to 71 percent of private industry workers, compared with 88 percent among State and local government workers. About half of private industry workers participated in a plan, less than the 73 percent of State and local government workers. (See table 2.)
- Employers paid 82 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. The employer share for single coverage was greater in State and local government (90 percent) than in private industry (80 percent). For family coverage, the employer share of premiums was similar for private industry and State and local government, 70 and 73 percent, respectively. (See tables 3 and 4.)
- Among full-time State and local government workers, virtually all (99 percent) had access to retirement and medical care benefits. Of full-time workers in private industry, only 76 percent had access to retirement benefits and 86 percent to medical care. Part-time workers had less access to these benefits in both private industry and in State and local government; about 40 percent of part-time workers had access to retirement benefits and about 25 percent had access to medical care benefits. (See tables 1 and 2.)
- Sixty-seven percent of private industry employees had access to retirement benefits, compared with 90 percent of State and local government employees. Eighty-six percent of State and local government employees participated in a retirement plan, a significantly greater percentage than for private industry workers, at 51 percent. (See table 1.) The NCS has broadened the definition of access to retirement benefits. For more detail on this change, see the article in *Compensation and Working Conditions Online* at <http://www.bls.gov/opub/cwc/cm20081219ar01p1.htm>.

- Paid sick leave was available to approximately two-thirds of workers. Nearly 90 percent of State and local government workers had access, significantly greater than the approximately 60 percent of private industry workers. (See table 6.)

The incidence of employee benefits varied by worker characteristics and by establishment characteristics. For example, private industry workers in service occupations have less access to medical care benefits (46 percent) than private industry management, professional, and related workers (86 percent). Also, patterns of incidence varied between private industry and State and local government. State and local government workers in service occupations have less access to medical care than in management, professional, and related occupations (81 and 90 percent, respectively). The disparity between these two occupational groups is larger in private industry (46 and 86 percent, respectively).

Access to paid holidays and paid vacation leave was greater for professional and related workers in private industry (85 and 83 percent, respectively) than in State and local government (51 and 37 percent, respectively). This is due in part to the fact that in State and local government, teachers make up a larger percent of the professional and related occupations than in private industry. Teachers and other employees in educational services are commonly employed on the basis of 9-month contracts, and often do not receive formal paid holiday and vacation benefits. (See Technical Note for more information on this topic.)

More information can be obtained by calling (202) 691-6199, sending e-mail to NCSinfo@bls.gov, or by visiting the BLS Internet site, <http://www.bls.gov/ncs/home.htm>. Also, BLS Regional Information offices, which are listed on the Internet site, <http://www.bls.gov/bls/regncon.htm>, are available to answer questions.

More information will be published later this summer. Included will be March 2009 data for civilian, private industry, and State and local government workers on the incidence and provisions of health care benefits, retirement benefits, life insurance, short-term and long-term disability benefits, paid holidays and vacations, and other selected benefits. These results will be found on the BLS Web site <http://www.bls.gov/ncs/ebs>.

In addition, starting in the fall of 2009, new editions of *Program Perspectives* will be published, and these publications will feature the latest benefits data. *Program Perspectives* brings together employee benefits information from various National Compensation Survey publications into one convenient and easy-to-read publication. For the latest publication, see: <http://www.bls.gov/ncs/ebs>.

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



Corrected nonproduction bonus data are available at www.bls.gov/ncs/ebs/nonproductionbonus.htm

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.

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.¹ (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.)

¹ 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

Firms by Size

For most benefits, employees were more likely to have benefits available as the size of firm increased.

Overall, the smaller the firm size, the less likely the firm was to make any financial contribution toward medical insurance premiums. Among the smallest firms that did contribute, the average portion of the premium paid was over 90 percent.

Dental insurance was made available by almost 60 percent of firms to full time employees, but less than 15 percent of firms to part time employees.

- ▶ Among firms with dental insurance available, roughly 90 percent of full time employees and about 60 percent of part time employees were offered the coverage.

Full time employees had life insurance available from over half the firms, while barely more than ten percent offered it to part time employees.

Almost 85 percent of firms have paid vacations for full time employees, while less than a third of firms have it for part time workers.

About two-thirds of firms offered a retirement plan to full time employees, while barely a third made the same offer to part time employees.

Geography

The geography section is intended to provide a look solely at geographic differences in benefits offered. Representative firms were selected merely by location, and since over three-quarters of New Hampshire's firms have fewer than ten employees, it is possible that some responses may be more indicative of benefits offered by small firms rather than differences in geography.

- ▶ There was an association between the concentration, total number of firms in the county, and the availability of benefits.

Almost 70 percent of responding firms in the three counties on the Massachusetts border, were likely to offer medical benefits to full time employees. The highest shares of firms are located in these three counties.

- ▶ The three counties with the smallest share of firms, Carroll, Sullivan and Coös counties, had the smallest shares of firms offering medical benefits to full time employees.
- ▶ Enrollment of full time employees was close to 90 percent of those with medical insurance available.

Paid Leave

There are many forms of paid leave, including vacation time, paid holidays, and sick time. Results indicated the bigger the company the larger the benefit to full time employees, and the more likely any benefit would be available to part time employees.

Insurance

Vacation Time

An average of almost 85 percent of firms offered vacation time to full time workers as a separate benefit, not combined with other time off. Only about one of every three firms offered paid vacation time to part time workers. But, over half of the largest size firms offered paid vacation time to part time employees.

Most firms have a graduated accrual of paid vacation time based on years of service. The average time granted for full time workers after one year of service was 8.5 days. That ranged from 7.3 days per year from responding *firms with 10 to 19 employees* to 11.6 days from responding *firms with 250 or more employees*.

The accrual of paid vacation time for part time workers was smaller, mostly because the number of available days was prorated according to the number of hours worked by part time employees. The overall average among all firm sizes was 7.2 paid vacation days per year. The shortest time for part time employees was 5.7 days among responding *firms with 10 to 19 employees* and the longest was 11.6 days among the largest firms.

After three years of service the average paid vacation time for full time employees among responding firms increased by almost three days, to a little over 11 days per year. The average among responding firms for part time workers after three years of service was almost ten days, an increase of about two days.

After five years of service, the largest firms averaged more than three weeks (16.6 days) of paid vacation time for full time workers. That was two days more than the average of 14.2 days offered among all firms. After five years of service, part time employees on average received over 11 days of paid vacation time.

Sick Time

Slightly more than half of all firms offered paid sick time as a separate benefit to full time employees. Roughly one of every five firms offered paid sick time to part time workers.

Among the firms offering paid sick leave to full time employees, the average was about seven days per year. Paid sick time given to part time employees was slightly shorter at just under five days.

Paid Holiday Leave

Over 80 percent of firms offer paid holidays to full time employees. Slightly more than one of every three firms offered paid holidays to part timers, with the largest share, 60 percent, among responding *firms with 250 or more employees*.

Among responding firms, in most cases there was approximately one more paid holiday for full timers, 7.9 days, than there was for part timers, seven days. In comparison, the number of paid holidays from responding *firms with 250 or more employees* had the highest averages of 10.6 days for full time workers and 8.5 days for part time workers.

Paid Leave

Retirement & Other

Paid Leave

Consolidated Leave

Consolidated leave may be referred to in multiple ways, for example, as a “time bank” or “Paid Time Off (PTO).” This leave may be offered in addition to other types of paid leave or may be offered in place of separate paid leave. One of every six firms offered this type of paid leave to

full time employees. Generally the chances of a full time employee being offered a consolidated leave increased as the size of the firm increased.

Among responding firms, the average number of days of consolidated leave for both full time and part time employees was 14 paid days per year.

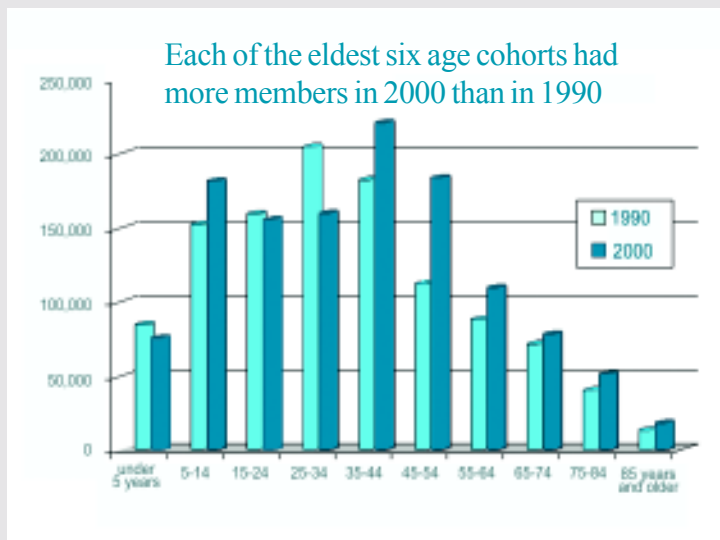
Insurance

Paid Leave

Retirement & Other

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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