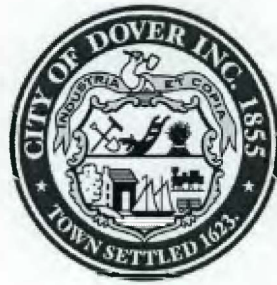


City of Dover
Collective Bargaining
Background & Comparative Information



City of Dover, New Hampshire

January 11, 2017
Revised: February 22, 2017



CITY OF DOVER

CITY OF DOVER - RESOLUTION

Agenda Item #12B-2

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

- WHEREAS: On July 12, 2006, at its regular meeting, the City Council resolved to create a Labor Policy Committee of three (3) City Council Members, appointed by the Mayor, to review and recommend the establishment of long-range objectives to serve as a guideline for labor relations and policy issues.
- WHEREAS: In establishing such a guideline, the Mayor and City Council desire to promote fair and equitable compensation and benefit programs consistent with general employment market trends to its employees that will also benefit the City.
- WHEREAS: The Labor Policy Committee has presented to the City Council their report which includes their recommendations and background information.

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

The following objectives be established:

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

AND, FURTHER BE IT RESOLVED THAT:

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



CITY OF DOVER

CITY OF DOVER - RESOLUTION

Agenda Item #12B-2

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

AUTHORIZATION

Approved as to Funding: Carol Coppola
Interim Finance Director

Sponsored by: Mayor Scott Myers
By request

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

Recorded by: Judy Gaouette
City Clerk

DOCUMENT HISTORY:

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

DOCUMENT ACTIONS:

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

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

Document Created by: Human Resources	R-2007].01.24-014_labor_relations_policy
Document Posted on: January 25, 2007	Page 2 of 3



CITY OF DOVER

CITY OF DOVER - RESOLUTION

Agenda Item#12B-2

Resolution Number: R - 2007.01.24 – 013

Resolution Re: City of Dover Labor Relations Policy

RESOLUTION BACKGROUND MATERIAL:

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

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

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

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

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



CITY OF DOVER

LABOR POLICY COMMITTEE - REPORT

TO: CITY COUNCIL

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

SUBJECT: LABOR POLICY COMMITTEE REPORT AND RECOMMENDATIONS

DATE: JANUARY 4, 2007

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

Background

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

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

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



CITY OF DOVER

LABOR POLICY COMMITTEE - REPORT

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

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

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

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

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

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



CITY OF DOVER

LABOR POLICY COMMITTEE - REPORT

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

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

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

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

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

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

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

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

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



CITY OF DOVER

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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.



CITY OF DOVER

LABOR POLICY COMMITTEE - REPORT

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

Personnel Policy and Compensation Issues

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

Compensation:

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



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

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

Recommendation:

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



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

Longevity Payments:

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

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

Recommendation:

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

Insurance Benefits:

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



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

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

Recommendation:

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

Leave Program:

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



CITY OF DOVER

LABOR POLICY COMMITTEE - REPORT

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

Recommendation:

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

Other Benefits:

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

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

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

Recommendation:

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



CITY OF DOVER

LABOR POLICY COMMITTEE - REPORT

Policy and Business Operations:

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

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

Recommendation:

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

Summary

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



CITY OF DOVER

LABOR POLICY COMMITTEE - REPORT

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

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

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

City of Dover, NH
FY2017 Labor Negotiations Background Information

Previous Negotiating Objectives/Accomplishments

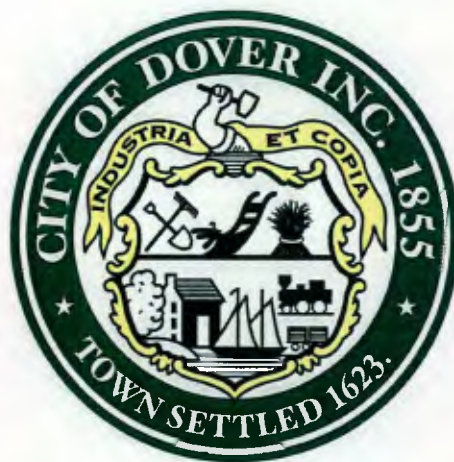
- Overarching labor policy and negotiating objectives studied and established by prior City Councils with stated purpose: “to promote fair and equitable compensation and benefits programs consistent with general employment market trends to its employees that will also benefit the City.”
- Completed a comprehensive wage survey and implemented a negotiated fixed step wage schedule based upon an analysis of market competitiveness and internal equity. All City employees are now on one (1) salary schedule, down from two (2).
- Instituted insurance premium cost containment strategies through the implementation of a Cafeteria Style benefits program and varied employee co-payment percentage adjustments to incentivize employees to enroll in the lower cost plans with higher deductibles (DMEA, DPEA, DPA, DPAAII, DPFFA, DPFOA, and AFSCME).
- Continue to standardize certain contract provisions between all unions to improve efficiency of contract administration/application (DMEA, DPEA, DPA, DPAAII, DPFFA, DPFOA, and AFSCME).
- Support established compensation philosophy by maintaining step/merit based on longevity and maintaining internal equity and market competitiveness (not the highest/not the lowest). Of the last nine (9) years of the contracts; six (6) consecutive years had no COLA increase and one or more of those years also had employees foregoing step/merit increases; the last three years have provided modest COLA increases.
- Amended contractual language and reduced the growing liability related to retiree health care costs and leave accruals (DMEA, DPEA, DPA, DPAAII, DPFFA, DPFOA, and AFSCME).
- Addressed other work rule issues specific to individual unions/departments.

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City of Dover, NH

Compensation Program Overview

*With FY2016 Market Analysis and
Survey Data*



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City of Dover, NH
**Compensation Program
Overview**

Program Philosophy

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

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

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

Program Activities

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

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

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

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

FY2017 Dover Classification Plan

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

FY2017 Dover Classification Plan

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



FY 2017 Wage Schedule

City of Dover, NH

FY17	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12
Grade 1	\$8.03	\$8.25	\$8.47	\$8.70	\$9.17	\$9.42	\$9.69	\$9.95	\$10.21	\$10.78	\$11.07	\$11.38
Grade 2	\$8.43	\$8.66	\$8.90	\$9.13	\$9.64	\$9.90	\$10.17	\$10.44	\$10.73	\$11.32	\$11.62	\$11.94
Grade 3	\$8.86	\$9.09	\$9.34	\$9.59	\$10.12	\$10.40	\$10.68	\$10.97	\$11.26	\$11.89	\$12.21	\$12.55
Grade 4	\$9.30	\$9.54	\$9.80	\$10.07	\$10.62	\$10.91	\$11.21	\$11.51	\$11.82	\$12.48	\$12.82	\$13.15
Grade 5	\$9.76	\$10.02	\$10.30	\$10.57	\$11.16	\$11.46	\$11.77	\$12.10	\$12.41	\$13.09	\$13.45	\$13.82
Grade 6	\$10.25	\$10.53	\$10.82	\$11.11	\$11.72	\$12.03	\$12.36	\$12.69	\$13.04	\$13.77	\$14.13	\$14.52
Grade 7	\$10.76	\$11.05	\$11.35	\$11.65	\$12.30	\$12.63	\$12.98	\$13.33	\$13.69	\$14.43	\$14.82	\$15.23
Grade 8	\$11.30	\$11.60	\$11.91	\$12.24	\$12.93	\$13.27	\$13.62	\$14.00	\$14.38	\$15.17	\$15.58	\$16.00
Grade 9	\$11.86	\$12.19	\$12.52	\$12.86	\$13.56	\$13.93	\$14.31	\$14.70	\$15.10	\$15.93	\$16.36	\$16.81
Grade 10	\$12.46	\$12.78	\$13.13	\$13.49	\$14.23	\$14.63	\$15.03	\$15.43	\$15.85	\$16.72	\$17.17	\$17.64
Grade 11	\$13.08	\$13.44	\$13.81	\$14.18	\$14.95	\$15.36	\$15.79	\$16.21	\$16.65	\$17.56	\$18.03	\$18.52
Grade 12	\$13.74	\$14.10	\$14.48	\$14.87	\$15.70	\$16.12	\$16.56	\$17.00	\$17.48	\$18.44	\$18.94	\$19.44
Grade 13	\$14.41	\$14.81	\$15.21	\$15.62	\$16.48	\$16.93	\$17.38	\$17.88	\$18.36	\$19.36	\$19.87	\$20.43
Grade 14	\$15.15	\$15.56	\$15.97	\$16.40	\$17.31	\$17.77	\$18.27	\$18.76	\$19.26	\$20.32	\$20.88	\$21.43
Grade 15	\$15.91	\$16.33	\$16.78	\$17.23	\$18.17	\$18.67	\$19.18	\$19.70	\$20.22	\$21.34	\$21.91	\$22.51
Grade 16	\$16.70	\$17.16	\$17.62	\$18.09	\$19.09	\$19.61	\$20.14	\$20.67	\$21.25	\$22.41	\$23.02	\$23.65
Grade 17	\$17.53	\$18.00	\$18.49	\$18.99	\$20.05	\$20.58	\$21.15	\$21.72	\$22.30	\$23.53	\$24.18	\$24.83
Grade 18	\$18.41	\$18.90	\$19.41	\$19.94	\$21.03	\$21.61	\$22.20	\$22.79	\$23.42	\$24.69	\$25.36	\$26.06
Grade 19	\$19.33	\$19.84	\$20.40	\$20.94	\$22.09	\$22.69	\$23.30	\$23.93	\$24.59	\$25.93	\$26.63	\$27.36
Grade 20	\$20.28	\$20.85	\$21.40	\$21.98	\$23.19	\$23.82	\$24.47	\$25.13	\$25.82	\$27.24	\$27.98	\$28.73
Grade 21	\$21.31	\$21.88	\$22.47	\$23.08	\$24.36	\$25.02	\$25.70	\$26.39	\$27.11	\$28.60	\$29.38	\$30.19
Grade 22	\$22.38	\$22.99	\$23.60	\$24.24	\$25.57	\$26.28	\$26.98	\$27.72	\$28.46	\$30.02	\$30.84	\$31.68
Grade 23	\$23.49	\$24.13	\$24.78	\$25.46	\$26.84	\$27.58	\$28.33	\$29.10	\$29.89	\$31.53	\$32.39	\$33.26
Grade 24	\$24.67	\$25.34	\$26.02	\$26.73	\$28.20	\$28.96	\$29.75	\$30.56	\$31.39	\$33.11	\$34.00	\$34.93
Grade 25	\$25.90	\$26.60	\$27.32	\$28.06	\$29.59	\$30.40	\$31.23	\$32.07	\$32.94	\$34.76	\$35.70	\$36.67
Grade 26	\$27.18	\$27.91	\$28.68	\$29.46	\$31.08	\$31.93	\$32.79	\$33.67	\$34.59	\$36.49	\$37.48	\$38.51
Grade 27	\$28.55	\$29.33	\$30.11	\$30.94	\$32.64	\$33.53	\$34.43	\$35.36	\$36.33	\$38.31	\$39.37	\$40.43
Grade 28	\$29.97	\$30.78	\$31.62	\$32.48	\$34.28	\$35.20	\$36.15	\$37.13	\$38.14	\$40.24	\$41.33	\$42.46
Grade 29	\$31.48	\$32.33	\$33.21	\$34.11	\$35.99	\$36.95	\$37.96	\$38.99	\$40.05	\$42.26	\$43.40	\$44.59
Grade 30	\$33.07	\$33.95	\$34.88	\$35.81	\$37.79	\$38.82	\$39.87	\$40.95	\$42.06	\$44.37	\$45.56	\$46.81
Grade 31	\$34.71	\$35.65	\$36.62	\$37.60	\$39.67	\$40.75	\$41.86	\$42.99	\$44.16	\$46.59	\$47.86	\$49.15
Grade 32	\$36.45	\$37.43	\$38.46	\$39.48	\$41.67	\$42.79	\$43.95	\$45.14	\$46.37	\$48.91	\$50.25	\$51.61
Grade 33	\$38.26	\$39.31	\$40.36	\$41.47	\$43.74	\$44.94	\$46.16	\$47.40	\$48.69	\$51.35	\$52.76	\$54.19
Grade 34	\$40.18	\$41.27	\$42.39	\$43.54	\$45.92	\$47.18	\$48.45	\$49.76	\$51.13	\$53.94	\$55.40	\$56.90
Grade 35	\$42.19	\$43.33	\$44.51	\$45.72	\$48.24	\$49.53	\$50.88	\$52.25	\$53.68	\$56.63	\$58.16	\$59.75
Grade 36	\$44.29	\$45.49	\$46.73	\$48.00	\$50.62	\$52.01	\$53.42	\$54.88	\$56.35	\$59.45	\$61.06	\$62.73
Grade 37	\$46.51	\$47.78	\$49.07	\$50.40	\$53.17	\$54.61	\$56.11	\$57.62	\$59.18	\$62.43	\$64.13	\$65.88
Grade 38	\$48.83	\$50.15	\$51.53	\$52.92	\$55.83	\$57.34	\$58.90	\$60.50	\$62.14	\$65.56	\$67.33	\$69.17
Grade 39	\$51.28	\$52.66	\$54.10	\$55.57	\$58.63	\$60.21	\$61.84	\$63.52	\$65.24	\$68.83	\$70.69	\$72.62
Grade 40	\$53.84	\$55.31	\$56.80	\$58.35	\$61.55	\$63.21	\$64.94	\$66.70	\$68.50	\$72.26	\$74.24	\$76.24

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July 2016 Wage Survey

Annual Wage Survey

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

7/1/2016

Survey Date

Age Factor July 2016 to July 2016

0.0%

Communities: Bedford
 Concord
 Derry
 Dover
 Goffstown
 Keene
 Laconia
 Nashua
 Portsmouth
 Rochester

Dover_Salary Survey Crosswalk

Dover Classification	NHMA Title	Position Match	NHMA Selected Hourly (aged)	Weighted Rate
ACCOUNT CLERK I				0.00
ACCOUNT CLERK II	Account Clerk	100%	17.98	17.98
ACCOUNTANT I	Accountant	80%	31.26	25.01
ACCOUNTANT II	Accountant	115%	31.26	35.94
ADMINISTRATIVE ASSISTANT	Administrative Assistant	100%	23.70	23.70
ADMINISTRATIVE CLERK/CEMETERY COORDINATOR				0.00
ANIMAL CONTROL OFFICER	Animal Control Officer	100%	20.64	20.64
AQUATIC FACILITY MANAGER				0.00
ARENA FACILITY MANAGER				0.00
ARENA PROGRAM & MARKETING SUPERVISOR				0.00
ASSISTANT CITY CLERK				0.00
ASSISTANT CITY ENGINEER				0.00
ASSISTANT CITY MANAGER				0.00
ASSISTANT CITY PLANNER				0.00
ASSISTANT LIBRARY DIRECTOR				0.00
ASSISTANT RECREATION DIRECTOR				0.00
ASSISTANT TAX ASSESSOR	Assistant Appraiser/Assessor	100%	29.38	29.38
BOOKKEEPER	Bookkeeper	100%	20.53	20.53
BUILDING OFFICIAL				0.00
CDBG PROGRAM COORDINATOR				0.00
CITY CLERK/TAX COLLECTOR	Combined Clerk/Tax Collector	100%		0.00
CITY ENGINEER	City/Town Engineer	100%	41.35	41.35
CITY MANAGER	City/ Town Manager	100%	66.58	66.58
CITY TREASURER				0.00
CLERK TYPIST I				0.00
CLERK TYPIST II	Clerk Typist	100%	16.25	16.25
CONSTRUCTION MANAGER				0.00
CROSSING GUARD				0.00
CUSTODIAN	Building Custodian	100%	16.64	16.64
DEPUTY CITY CLERK	Deputy Town Clerk	100%	21.24	21.24
DEPUTY COMMUNITY SERVICES DIRECTOR				0.00
DEPUTY TAX COLLECTOR	Deputy Tax Collector	100%	21.69	21.69
DIRECTOR OF BUSINESS ASSISTANCE				0.00
DIRECTOR OF COMMUNITY SERVICES	Director of Public Works	100%	49.89	49.89
DIRECTOR OF FINANCE	Finance Director	100%	47.65	47.65
DIRECTOR OF HUMAN RESOURCES	Personnel/HR Director	100%	39.49	39.49
DIRECTOR OF INFORMATION TECHNOLOGY	Information Technology Manager/Director	100%	41.95	41.95
DIRECTOR OF MAIN STREET PROGRAM				0.00
DIRECTOR OF PLANNING & CDBG	Planning Director	100%	43.46	43.46
DIRECTOR OF PUBLIC LIBRARY	Library Director	100%	43.53	43.53
DIRECTOR OF PUBLIC WELFARE	Welfare Officer/Commissioner	100%	37.94	37.94
DIRECTOR OF RECREATION	Parks/ Recreation Director	100%	36.71	36.71
ELECTRICAL INSPECTOR				0.00
ENGINEERING TECHNICIAN				0.00
ENVIRONMENTAL PROJECTS MANAGER				0.00
EXECUTIVE SECRETARY	Executive Secretary/Asst to Board of Selectmen	100%	24.80	24.80
FACILITIES, GROUNDS & CEMETERY SUPERVISOR				0.00
FIRE & RESCUE CHIEF	Fire Chief	100%	48.95	48.95
FIRE ASSISTANT CHIEF	Deputy Fire Chief	100%	38.80	38.80
FIRE CAPTAIN	Fire Captain	100%	31.23	31.23
FIRE DEPUTY CHIEF				0.00
FIRE LIEUTENANT	Fire Lieutenant	100%	28.22	28.22
FIRE MECHANIC				0.00
FIRE/HEALTH INSPECTOR				0.00
FIRE/LIFE SAFETY INSPECTOR				0.00
FIREFIGHTER ON CALL				0.00
FIREFIGHTER/EMTB	Firefighter/EMT-B	100%	21.82	21.82
FIREFIGHTER/EMT-I	Firefighter/EMT-I	100%	22.86	22.86
FIREFIGHTER/PARAMEDIC	Firefighter/Paramedic	100%	24.13	24.13
FLEET SUPERVISOR				0.00
GENERAL LEGAL COUNSEL				0.00
GROUNDSKEEPER I				0.00
GROUNDSKEEPER II				0.00
HEAVY EQUIPMENT MECHANIC I				0.00
HEAVY EQUIPMENT MECHANIC II	Heavy Equipment Mechanic	100%	21.38	21.38
HEAVY EQUIPMENT OPERATOR I				0.00
HEAVY EQUIPMENT OPERATOR II	Heavy Equipment Operator	100%	22.20	22.20
INFORMATION TECHNOLOGY ADMINISTRATOR	IT Analyst/Technician	100%	27.58	27.58
INVENTORY COORDINATOR				0.00
LABORER I				0.00
LABORER II	Laborer	100%	17.68	17.68
LIBRARIAN I				0.00
LIBRARIAN II	Librarian	100%	25.25	25.25

Dover_Salary Survey Crosswalk

Dover Classification	NHMA Title	Position Match	NHMA Selected Hourly (aged)	Weighted Rate
LIBRARY ASSISTANT I	Library Assistant	100%	18.25	18.25
LIBRARY ASSISTANT II				0.00
LIBRARY PAGE	Library Aide	100%	14.25	14.25
MAINTENANCE MECHANIC I				0.00
MAINTENANCE MECHANIC II				0.00
MAINTENANCE MECHANIC III	General Foreman	100%	26.03	26.03
MAINTENANCE SPECIALIST I	Light Equipment Operator	100%	18.56	18.56
MAINTENANCE SPECIALIST II				0.00
MAINTENANCE SPECIALIST III				0.00
MANAGEMENT ANALYST				0.00
OFFICE MANAGER	Office Manager	100%	22.11	22.11
PARKING CONTROL OFFICER				0.00
PARKING MANAGER				0.00
PAYROLL & BENEFITS ADMINISTRATOR				0.00
PERSONNEL ASSISTANT				0.00
PLANNER	Planner	100%	31.17	31.17
PLANT & PUMP STATION SUPERVISOR				0.00
PLUMBING INSPECTOR				0.00
POLICE CAPTAIN	Police Captain	100%	41.30	41.30
POLICE CHIEF	Police Chief	100%	54.04	54.04
POLICE COMMUNICATIONS SUPERVISOR	Police Dispatcher Supervisor	100%	25.05	25.05
POLICE DISPATCHER	Police Dispatcher	100%	21.49	21.49
POLICE LIEUTENANT	Police Lieutenant	100%	37.04	37.04
POLICE OFFICER I	Full-Time Police Officer	100%	26.78	26.78
POLICE OFFICER II (Advanced Career Track)				0.00
POLICE PREVENTION COORDINATOR				0.00
POLICE PREVENTION PROGRAMMER				0.00
POLICE PROSECUTOR				0.00
POLICE RECORDS SUPERVISOR				0.00
POLICE SERGEANT	Police Sergeant	100%	33.18	33.18
POLICE VICTIM/WITNESS ADVOCATE				0.00
PUBLIC WELFARE TECHNICIAN I				0.00
PUBLIC WELFARE TECHNICIAN II				0.00
PUBLIC WELFARE TECHNICIAN III				0.00
PUBLIC WORKS SUPERVISOR	SUPERINTENDENT OF PUBLIC WORKS & UTILITIES	100%	37.65	37.65
PUMP STATION OPERATOR I				0.00
PUMP STATION OPERATOR II				0.00
PUMP STATION OPERATOR III				0.00
PURCHASING AGENT				0.00
RECREATION PROGRAM ASSOCIATE I				0.00
RECREATION PROGRAM ASSOCIATE II				0.00
RECREATION PROGRAM ASSOCIATE III				0.00
RECREATION PROGRAM SPECIALIST I				0.00
RECREATION PROGRAM SPECIALIST II				0.00
RECREATION PROGRAM SPECIALIST III				0.00
RECREATION PROGRAM SPECIALIST IV				0.00
RECREATION PROGRAM SUPERVISOR				0.00
SEASONAL MAINTENANCE WORKER I				0.00
SEASONAL MAINTENANCE WORKER II				0.00
SEASONAL MAINTENANCE WORKER III				0.00
SECRETARY I				0.00
SECRETARY II	Secretary	100%	19.20	19.20
SOLID WASTE ASSISTANT	Landfill/Transfer Station/Recycling Attendant	100%	22.24	22.24
SOLID WASTE COORDINATOR	Landfill/Transfer Station/Recycling Supervisor	100%	26.18	26.18
SUPERINTENDENT OF FACILITIES, GROUNDS & CEMETERY				0.00
SUPERINTENDENT OF PUBLIC WORKS & UTILITIES	SUPERINTENDENT OF PUBLIC WORKS & UTILITIES	100%	37.65	37.65
TAX ASSESSING DATA TECHNICIAN				0.00
TEEN CENTER COUNSELOR				0.00
TELEVISION BROADCAST OPERATOR				0.00
TRUCK DRIVER	Truck Driver	100%	19.34	19.34
UTILITIES SYSTEM SUPERVISOR	Water/Wastewater Superintendent	100%	31.98	31.98
WORKING FOREMAN	General Foreman	100%	26.03	26.03
WWTP CHIEF OPERATOR				0.00
WWTP LAB TECHNICIAN				0.00
WWTP LAB/INDUSTRIAL PRETREATMENT COORDINATOR				0.00
WWTP OPERATOR I	Water/Wastewater Control, Plant Operator	100%	23.00	23.00
WWTP OPERATOR II				0.00

May 2015 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.

5/1/2015 Survey Date

Age Factor May 2015 to July 2016

1.5%

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			
ACCOUNT CLERK I	205367034	License Clerk	43-3021.02	Billing and Posting Clerks and Machine Operators	43-3021	50%	17.92	17.92	19.63	17.11	90%	10%	0%	0%	8.96	
ACCOUNT CLERK I	243367018	Town Clerk	43-3021.02	Billing and Posting Clerks and Machine Operators	43-3021	50%	17.92	17.92	19.63	17.11	90%	10%	0%	0%	8.96	
ACCOUNT CLERK II	241357010	Collection Clerk	43-3011.00	Bill and Account Collectors	43-3011	35%	13.05	15.35	19.38	16.82	80%	20%	0%	0%	4.73	
ACCOUNT CLERK II	219487010	Tax Clerk	43-3021.02	Billing and Posting Clerks and Machine Operators	43-3021	35%	17.92	17.92	19.63	17.11	80%	20%	0%	0%	6.27	
ACCOUNT CLERK II	216482010	Accounting Clerk	43-3031.00	Bookkeeping, Accounting, and Auditing Clerks	43-3031	30%	20.15	18.74	21.68	18.19	80%	20%	0%	0%	5.96	
ACCOUNTANT I	216482010	Accounting Clerk	43-3031.00	Bookkeeping, Accounting, and Auditing Clerks	43-3031	50%	20.15	18.74	21.68	18.19	80%	20%	0%	0%	9.93	
ACCOUNTANT I	160162018	Accountant	13-2011.01	Accountants and Auditors	13-2011	50%	29.89	31.36	37.55	32.80	60%	30%	100%	0%	15.55	
ACCOUNTANT II	160162018	Accountant	13-2011.01	Accountants and Auditors	13-2011	100%	29.89	31.36	37.55	32.80	30%	35%	35%	0%	33.09	
ADMINISTRATIVE ASSISTANT	119267026	Paralegal	43-6011.00	Executive Secretaries and Administrative Assistants	43-6011	100%	27.34	26.34	28.88	26.06	50%	40%	10%	0%	27.09	
ADMINISTRATIVE CLERK/CEMETERY COORDINATOR																
ANIMAL CONTROL OFFICER	379263010	Animal Treatment Investigator	33-9011.00	Animal Control Workers	33-9011	100%		16.45	18.94	16.33		60%	40%	0%	17.44	
AQUATIC FACILITY MANAGER	187167054	Manager, Aquatic Facility	11-9199.99	Managers, All Other	11-9199		61.77	49.25	57.74	51.19						
ARENA FACILITY MANAGER	187167230	Manager, Recreation Facility	11-9199.99	Managers, All Other	11-9199		61.77	49.25	57.74	51.19						
ARENA FACILITY MANAGER	187167146	Manager, Skating Rink	11-9199.99	Managers, All Other	11-9199		61.77	49.25	57.74	51.19						
ARENA PROGRAM & MARKETING SUPERVISOR	163117018	Manager, Promotion	11-2021.00	Marketing Managers	11-2021	80%	53.91	58.86	64.44	62.85	50%	20%	5%	5%	36.07	
ASSISTANT CITY CLERK	243367018	Town Clerk	43-3021.02	Billing and Posting Clerks and Machine Operators	43-3021	80%	17.92	17.92	19.63	17.11	90%	10%	0%	0%	14.34	
ASSISTANT CITY CLERK	205367034	License Clerk	43-4071.00	File Clerks	43-4071	10%	14.82	11.47	14.29	13.60	90%	10%	0%	0%	1.45	
ASSISTANT CITY CLERK	205367030	Election Clerk	43-4199.00	Information and Record Clerks, All Other	43-4199	10%	18.02	15.95	20.88	18.54	80%	10%	10%	0%	1.81	
ASSISTANT CITY ENGINEER																
ASSISTANT CITY MANAGER	169167082	Manager, Computer Operations	11-3021.00	Computer and Information Systems Managers	11-3021	50%	63.73	59.53	67.76	64.25	30%	30%	20%	20%	31.69	
ASSISTANT CITY MANAGER	186167034	Manager, Labor Relations	11-3121.99	Human Resources Managers	11-3121	50%		51.50	55.85	50.98		50%	30%	20%	26.35	
ASSISTANT CITY PLANNER																
ASSISTANT LIBRARY DIRECTOR																
ASSISTANT RECREATION DIRECTOR																
ASSISTANT TAX ASSESSOR	188167010	Appraiser	13-2021.01	Appraisers and Assessors of Real Estate	13-2021	50%		30.33	35.79	25.31		50%	30%	20%	15.48	
ASSISTANT TAX ASSESSOR	181267010	Appraiser, Real Estate	13-2021.02	Appraisers and Assessors of Real Estate	13-2021	50%		30.33	35.79	25.31		50%	30%	20%	15.48	
BOOKKEEPER	210382014	Bookkeeper	43-3031.00	Bookkeeping, Accounting, and Auditing Clerks	43-3031	100%	20.15	18.74	21.68	18.19	70%	20%	10%	0%	20.02	
BUILDING OFFICIAL																
CDBG PROGRAM COORDINATOR	199167014	Urban Planner	19-3051.00	Urban and Regional Planners	19-3051	100%		30.99	36.49	33.31		40%	40%	20%	33.66	
CITY CLERK/TAX COLLECTOR																
CITY CLERK/TAX COLLECTOR	188167074	Revenue Officer	13-2081.00	Tax Examiners, Collectors, and Revenue Agents	13-2081	100%		23.84	27.60	25.11		35%	65%	0%	26.28	
CITY ENGINEER	005061014	Civil Engineer	17-2051.00	Civil Engineers	17-2051	100%	33.38	34.65	41.45	40.14	40%	30%	20%	10%	36.05	
CITY MANAGER	188117114	Manager, City	11-1011.00	Chief Executives	11-1011	100%		77.11		85.49		50%		50%	81.30	
CITY TREASURER																
CLERK TYPIST I	237367018	Information Clerk	43-4171.00	Receptionists and Information Clerks	43-4171	50%	14.44	13.65	15.22	13.32	90%	10%	0%	0%	7.18	
CLERK TYPIST I	203582054	Data Entry Clerk	43-9021.00	Data Entry Keyers	43-9021	50%		13.69	17.16	14.38		100%	0%	0%	6.84	
CLERK TYPIST II	203362010	Clerk-Typist	43-9022.00	Office and Administrative Support Occupations	43-9022	33%	16.76	16.57	19.73	16.21	90%	10%	0%	0%	5.58	
CLERK TYPIST II	243367018	Town Clerk	43-4031.02	Court, Municipal, and License Clerks	43-4031	33%		17.82	22.31	17.50		100%	0%	0%	5.93	
CLERK TYPIST II	375362010	Police Clerk	43-9061.00	Office Clerks, General	43-9061	34%	16.57	16.98	17.32	14.44	90%	10%	0%	0%	5.65	
CONSTRUCTION MANAGER	182167026	Superintendent, Construction	11-9021.00	Construction Managers	11-9021	100%		42.31	52.64	42.67		70%	20%	10%	44.41	
CROSSING GUARD	371567010	Guard, School-Crossing	33-9091.00	Crossing Guards	33-9091	100%		12.89	12.56	12.26		100%	0%	0%	12.89	
CUSTODIAN	382664010	Janitor	37-2011.00	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	37-2011	100%	13.90	12.44	16.04	11.44	90%	10%	0%	0%	13.75	
DEPUTY TAX COLLECTOR																
DEPUTY CITY CLERK																
DEPUTY COMMUNITY SERVICES DIRECTOR																
DIRECTOR OF BUSINESS ASSISTANCE																
DIRECTOR OF COMMUNITY SERVICES																
DIRECTOR OF FINANCE	161117018	Treasurer	11-3031.01	Financial Managers	11-3031	100%	50.33	48.79	59.49	57.60	30%	30%	20%	20%	53.16	
DIRECTOR OF FINANCE	188117090	Director, Revenue	11-1011.01	Chief Executives	11-1011	0%		77.11		85.49		50%	50%	0%	0%	0.00
DIRECTOR OF HUMAN RESOURCES	166167034	Manager, Labor Relations	11-3121.99	Human Resources Managers	11-3121	100%		51.50	55.85	50.98		85%	10%	5%	51.91	
DIRECTOR OF INFORMATION TECHNOLOGY	169167082	Manager, Computer Operations	11-3021.00	Computer and Information Systems Managers	11-3021	100%	63.73	59.53	67.76	64.25	30%	30%	20%	20%	63.38	
DIRECTOR OF MAIN STREET PROGRAM																
DIRECTOR OF PLANNING & CDBG																
DIRECTOR OF PUBLIC LIBRARY																
DIRECTOR OF PUBLIC WELFARE	188117126	Welfare Director														
DIRECTOR OF RECREATION2																
ELECTRICAL INSPECTOR	168167034	Inspector, Electrical	47-4011.00	Construction and Building Inspectors	47-4011	100%	29.19	27.23	31.97	28.00	50%	30%	20%	10%	31.96	
ENGINEERING TECHNICIAN	005281010	Drafter, Civil	17-3011.02	Architectural and Civil Drafters	17-3011	50%		25.51	27.94	24.76		90%	10%	0%	12.88	
ENGINEERING TECHNICIAN	005261014	Civil Engineering Technician	17-3022.00	Civil Engineering Technicians	17-3022	50%		22.05		24.05		90%	10%	0%	9.92	
ENVIRONMENTAL PROJECTS MANAGER	029081010	Environmental Analyst	19-2041.00	Environmental Scientists and Specialists, Including Health	19-2041	100%	34.37	31.68	34.90	32.93	70%	20%	5%	5%	33.79	
EXECUTIVE SECRETARY	119287026	Paralegal	23-2011.00	Paralegals and Legal Assistants	23-2011	50%	24.78	23.64	23.65	23.63	60%	30%	10%	0%	12.16	
EXECUTIVE SECRETARY	169167014	Administrative Secretary	43-6011.00	Executive Secretaries and Administrative Assistants	43-6011	50%	27.34	26.34	28.88	26.06	60%	30%	10%	0%	13.60	
FACILITIES, GROUNDS & CEMETERY SUPERVISOR																
FIRE & RESCUE CHIEF	373117010	Fire Chief														
FIRE ASSISTANT CHIEF																
FIRE CAPTAIN	373134010	Fire Captain	33-1021.01	First-Line Supervisors/Managers of Fire Fighting and Prevention Workers	33-1021	100%	31.95	32.38	40.14	35.26	50%	40%	10%	0%	32.94	
FIRE DEPUTY CHIEF																
FIRE LIEUTENANT																
FIRE MECHANIC																
FIRE/HEALTH INSPECTOR																
FIRE/LIFE SAFETY INSPECTOR																
FIREFIGHTER ON CALL	373364010	Fire Fighter	33-2011.01	Fire Fighters	33-2011	100%	20.58	20.72	29.25	22.88	60%	30%	10%	0%	21.49	
FIREFIGHTER/MTB																
FIREFIGHTER/PARAMEDIC																
FLEET SUPERVISOR																
GENERAL LEGAL COUNSEL	110117022	Lawyer, Corporation	23-1011.00	Lawyers	23-1011	100%	47.91	48.21	68.28	56.55	40%	30%	20%	10%	52.94	
GROUNDKEEPER I																
GROUNDKEEPER II																
HEAVY EQUIPMENT MECHANIC I	620381022	Repairer, Heavy	49-3023.01	Automotive Service Technicians and Mechanics	49-3023	100%	22.89	20.81	22.18	18.48	70%	20%	10%	0%	22.40	
HEAVY EQUIPMENT MECHANIC II	825281010	Diesel Mechanic	49-3031.00	Bus and Truck Mechanics and Diesel Engine Specialists	49-3031	50%	20.34	21.80	26.93	21.73	70%	20%	10%	0%	10.65	
HEAVY EQUIPMENT MECHANIC II	620261022	Construction-Equipment Mechanic	49-3042.00	Mobile Heavy Equipment Mechanics, Except Engines	49-3042	50%	24.87	22.60		23.81	70%	20%	10%	0%	10.96	
HEAVY EQUIPMENT OPERATOR I																
HEAVY EQUIPMENT OPERATOR II	850683046	Utility-Tractor Operator	47-2073.01	Operating Engineers and Other Construction Equipment Operators	47-2073	100%	20.28	21.14	32.40	21.77	70%	20%	10%	0%	21.66	
INFORMATION TECHNOLOGY ADMINISTRATOR	033162018	Technical Support Specialist	15-1150.00	Computer Support Specialists	15-1150	30%				25.13				100%	7.54	
INFORMATION TECHNOLOGY ADMINISTRATOR	033162010															

Dover_OES Crosswalk

Dover Classification	DOT Code	DOT Title	SOC Code	SOC Title	Position Match	Selected Hourly Rate (Aged)				Labor Market Weight				Weighted Rate		
						Ports	N.H.	Boston	National	Ports	N.H.	Boston	National			
LABORER II	466654014	Construction Worker I	47-2061.00	Construction Laborers	47-2061	50%	16.65	16.30	25.72	15.58	70%	20%	10%	0%	8.74	
LIBRARIAN I																
LIBRARIAN II	100167018	Children's Librarian	25-4021.00	Librarians	25-4021	100%	30.76	26.34	33.55	27.77	60%	20%	10%	10%	29.85	
LIBRARY ASSISTANT I	100367018	Library Technical Assistant	25-4031.00	Library Technicians	25-4031	100%	15.60	16.93	20.97	15.78	80%	10%	10%	0%	16.27	
LIBRARY ASSISTANT II																
LIBRARY PAGE	249687014	Page	43-4121.00	Library Assistants, Clerical	43-4121	100%	12.04	12.56	14.73	11.95	90%	10%	0%	0%	12.09	
MAINTENANCE MECHANIC I	899684014	Highway-Maintenance Worker														
MAINTENANCE MECHANIC II			49-9041.00	Industrial Machinery Mechanics	49-9041	20%	29.05	26.05	27.95	24.26	70%	20%	10%	0%	5.67	
MAINTENANCE MECHANIC III			49-9071.00	Maintenance and Repair Workers, General	49-9071	80%	20.03	18.94	21.56	17.88	70%	20%	10%	0%	15.97	
MAINTENANCE SPECIALIST I	899131018	Utilities-and-Maintenance Supervisor	47-1011.01	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	47-1011	100%	31.79	27.73	37.74	30.30	40%	30%	20%	10%	31.62	
MAINTENANCE SPECIALIST II	209567010	Meter Reader	49-9041.00	Industrial Machinery Mechanics	49-9041	100%	29.05	26.05	27.95	24.26	70%	20%	10%	0%	28.34	
MAINTENANCE SPECIALIST III	954564010	Water-Meter Installer	49-9099.99	Installation, Maintenance, and Repair Workers, All Other	49-9099	100%	24.77	19.13	18.67	18.42	70%	20%	10%	0%	23.03	
MANAGEMENT ANALYST																
OFFICE MANAGER																
PARKING CONTROL OFFICER	375587010	Parking Enforcement Officer	33-3041.00	Parking Enforcement Workers	33-3041	100%		16.93	20.92	17.83		100%	0%	0%	16.93	
PARKING MANAGER																
PAYROLL & BENEFITS ADMINISTRATOR	215382014	Payroll Clerk	43-3051.00	Payroll and Timekeeping Clerks	43-3051	50%	19.98	21.37	23.56	20.01	70%	20%	10%	0%	10.31	
PAYROLL & BENEFITS ADMINISTRATOR	209362026	Personnel Clerk	43-4161.00	Human Resources Assistants, Except Payroll and Timekeeping	43-4161	50%	19.05	18.22	21.64	18.60	70%	20%	10%	0%	9.57	
PERSONNEL ASSISTANT	215382014	Payroll Clerk	43-3051.00	Payroll and Timekeeping Clerks	43-3051	50%	19.98	21.37	23.56	20.01	70%	20%	10%	0%	10.31	
PERSONNEL ASSISTANT	209362026	Personnel Clerk	43-4161.00	Human Resources Assistants, Except Payroll and Timekeeping	43-4161	50%	19.05	18.22	21.64	18.60	70%	20%	10%	0%	9.57	
PLANNER	199167014	Urban Planner	19-3051.00	Urban and Regional Planners	19-3051	100%	30.99	30.99	36.49	33.31	40%	40%	20%	0%	33.68	
PLANT & PUMP STATION SUPERVISOR	638131022	Maintenance-Mechanic Supervisor	49-1011.00	First-Line Supervisors/Managers of Mechanics, Installers, and Repairers	49-1011	50%	34.39	33.45	35.43	30.76	50%	40%	10%	0%	17.08	
PLANT & PUMP STATION SUPERVISOR	954132010	Supervisor, Water Treatment Plant	51-1011.00	Supervisor, Water Treatment Plant	51-1011	50%	33.37	28.81		27.51	50%	40%	10%	0%	14.10	
PLUMBING INSPECTOR	168167050	Inspector, Plumbing	47-4011.00	Construction and Building Inspectors	47-4011	100%	29.19	27.23	31.97	28.00	50%	30%	20%	0%	29.16	
POLICE CAPTAIN																
POLICE CHIEF	375117010	Police Chief														
POLICE COMMUNICATIONS SUPERVISOR	939137010	Chief Dispatcher	43-1011.01	First Line Supervisors/Managers of Office and Administrative Support Workers	43-1011	100%	26.03	25.16	29.67	25.69	60%	30%	10%	0%	26.13	
POLICE DISPATCHER	379362010	Dispatcher, Radio	43-5031.00	Police, Fire, and Ambulance Dispatchers	43-5031	100%		20.21	22.09	18.55		50%	0%	0%	21.15	
POLICE LIEUTENANT	375137034	Commanding Officer, Police	33-1012.00	First-Line Supervisors/Managers of Police and Detectives	33-1012	100%	36.28	37.12	45.98	40.08	50%	40%	10%	0%	37.59	
POLICE OFFICER I	375263014	Police Officer I	33-3051.01	Police and Sheriff's Patrol Officers	33-3051	100%	23.83	25.61	31.74	28.47	60%	30%	10%	0%	25.16	
POLICE OFFICER II (Advanced Career Track)																
POLICE PREVENTION COORDINATOR																
POLICE PREVENTION PROGRAMMER																
POLICE PROSECUTOR																
POLICE RECORDS SUPERVISOR	206137010	Supervisor, Files	43-1011.02	First Line Supervisors/Managers of Office and Administrative Support Workers	43-1011	100%	26.03	25.16	29.67	25.69	60%	30%	10%	0%	26.13	
POLICE SERGEANT																
POLICE VICTIM/WITNESS ADVOCATE																
PUBLIC WELFARE TECHNICIAN I	195267010	Eligibility Worker	43-4061.02	Eligibility Interviewers, Government Programs	43-4061	100%	20.75	18.64	25.03	21.07	80%	10%	10%	0%	20.96	
PUBLIC WELFARE TECHNICIAN II																
PUBLIC WELFARE TECHNICIAN III																
PUBLIC WORKS SUPERVISOR																
PUMP STATION OPERATOR I																
PUMP STATION OPERATOR II	630281018	Pump Servicer	49-9041.00	Industrial Machinery Mechanics	49-9041	50%	29.05	26.05	27.95	24.26	70%	20%	10%	0%	14.17	
PUMP STATION OPERATOR II	954382010	Pump-Station Operator, Waterworks	51-8031.00	Water and Liquid Waste Treatment Plant and System Operators	51-8031	50%	26.07	23.44	26.28	21.86	70%	20%	10%	0%	12.78	
PUMP STATION OPERATOR III																
PURCHASING AGENT	162167022	Manager, Procurement Services	11-3061.00	Purchasing Managers	11-3061	50%		48.08	57.14	52.78		70%	20%	10%	25.18	
PURCHASING AGENT	162157038	Purchasing Agent	13-1023.00	Purchasing Agents, Except Wholesale, Retail, and Farm Products	13-1023	50%	34.38	29.16	35.33	30.37	40%	30%	20%	10%	16.30	
RECREATION PROGRAM ASSOCIATE I	341367010	Recreation-Facility Attendant	39-3091.00	Amusement and Recreation Attendants	39-3091	100%	9.49	9.43	10.49	9.41	90%	10%	0%	0%	9.49	
RECREATION PROGRAM ASSOCIATE II																
RECREATION PROGRAM ASSOCIATE III	195227014	Recreation Leader	39-9032.00	Recreation Workers	39-9032	100%	14.36	12.46	12.20	11.38	90%	10%	0%	0%	14.17	
RECREATION PROGRAM SPECIALIST I	153227018	Instructor, Sports														
RECREATION PROGRAM SPECIALIST II			39-9031.00	Fitness Trainers and Aerobics Instructors	39-9031	100%	20.98	16.70		17.66	90%	10%	0%	0%	20.55	
RECREATION PROGRAM SPECIALIST III																
RECREATION PROGRAM SPECIALIST IV	379667014	Lifeguard	33-9092.00													
RECREATION PROGRAM SUPERVISOR																
SEASONAL MAINTENANCE WORKER I																
SEASONAL MAINTENANCE WORKER II																
SEASONAL MAINTENANCE WORKER III	408687014	Laborer, Landscape	37-3011.00	Landscaping and Groundskeeping Workers	37-3011	50%	13.81	13.99	16.04	12.22	90%	10%	0%	0%	6.91	
SEASONAL MAINTENANCE WORKER III	620664010	Construction-Equipment-Mechanic Helper	49-9098.00	Helpers-Installation, Maintenance, and Repair Workers	49-9098	50%	12.21	12.21	16.30	12.89	100%	0%	0%	0%	6.10	
SECRETARY I	201362030	Secretary	43-6014.00	Secretaries, Except Legal, Medical, and Executive	43-6014	100%	17.20	16.44	21.25	16.56	80%	10%	10%	0%	17.53	
SECRETARY II																
SOLID WASTE ASSISTANT																
SOLID WASTE COORDINATOR																
SUPERINTENDENT OF FACILITIES, GROUNDS & CEMETERY																
SUPERINTENDENT OF PUBLIC WORKS & UTILITIES	184161014	Superintendent, Water-And-Sewer Systems	11-3071.02	Transportation, Storage and Distribution Managers	11-3071	100%		48.80	44.93	42.29		0%	70%	20%	10%	47.23
TAX ASSESSING DATA TECHNICIAN																
TEEN CENTER COUNSELOR																
TELEVISION BROADCAST OPERATOR	194262022	Master Control Operator	27-4012.00	Broadcast Technicians	27-4012	20%			20.73	18.30		75%	20%	5%	1.01	
TELEVISION BROADCAST OPERATOR	143062022	Camera Operator	27-4031.00	Camera Operators, Television, Video, and Motion Picture	27-4031	80%		20.84	18.46	21.22		75%	20%	5%	15.43	
TRUCK DRIVER	902883010	Dump-Truck Driver	53-3032.01	Truck Drivers, Heavy	53-3032	100%		20.84	19.39			80%	20%	0%	20.55	
UTILITIES SYSTEM SUPERVISOR	899131018	Utilities-and-Maintenance Supervisor	47-1011.01	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	47-1011	100%	31.79	27.73	37.74	30.30	40%	30%	20%	10%	31.62	
WORKING FOREMAN	899131010	Labor-Crew Supervisor	47-1011.01	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	47-1011	34%	31.79	27.73	37.74	30.30	50%	40%	10%	0%	10.46	
WORKING FOREMAN	899131018	Utilities-and-Maintenance Supervisor	47-1011.01	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	47-1011	33%	31.79	27.73	37.74	30.30	50%	40%	10%	0%	10.24	
WORKING FOREMAN	899134010	Highway-Maintenance Supervisor	47-1011.01	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	47-1011	33%	31.79	27.73	37.74	30.30	50%	40%	10%	0%	10.24	
WWTP CHIEF OPERATOR	955130010	Supervisor, Wastewater-Treatment Plant	51-1011.00	First-Line Supervisors/Managers of Production and Operating Workers	51-1011	100%	33.37	28.81		27.51	50%	40%	10%	0%	28.21	
WWTP LAB TECHNICIAN	022261010	Chemical Laboratory Technician	19-4031.00	Chemical Technicians	19-4031	50%		19.26	25.11	21.80	25%	25%	25%	25%	8.27	
WWTP LAB TECHNICIAN	029361018	Laboratory Assistant	19-4091.00	Environmental Science and Protection Technicians, Including Health	19-4091	50%	17.03	19.23	21.99	21.01	25%	25%	25%	25%	9.91	
WWTP LAB/INDUSTRIAL PRETREATMENT COORDINATOR	022137010	Laboratory Supervisor														
WWTP OPERATOR I	630281038	Treatment-Plant Mechanic	49-9041.00	Industrial Machinery Mechanics	49-9041	50%	29.05	26.05	27.95	24.26	60%	30%	10%	0%	14.02	
WWTP OPERATOR I	955362010	Wastewater-Treatment-Plant Operator	51-8031.00	Water and Liquid Waste Treatment Plant and System Operators	51-8031	50%	26.07	23.44	26.28	21.86	60%	30%	10%	0%	12.65	
WWTP OPERATOR II																
WWTP SUPERVISOR																

Dover Classification	Analysis Grade	Union	Dover Mid-Point	NHMA Survey		ICMA Survey		OES Survey		Market Composite		Benchmark Job
				Rate	Match	Rate	Match	Rate	Match	Rate	Index	
CROSSING GUARD	8	non-union	13.45					12.89	100%	12.89	1.04	Yes
CUSTODIAN	9	DMEA	14.12	16.64	100%			13.75	100%	15.20	0.93	Yes
CLERK TYPIST II	11	DMEA	15.58	16.25	100%			17.16	100%	16.70	0.93	Yes
LIBRARY ASSISTANT I	11	DMEA	15.58	18.25	100%			16.27	100%	17.26	0.90	Yes
ACCOUNT CLERK II	13	DMEA	17.16	17.98	100%			16.96	100%	17.47	0.98	Yes
LABORER II	13	AFSCME	17.16	17.68	100%			17.49	100%	17.59	0.98	Yes
BOOKKEEPER	14	DMEA	18.02	20.53	100%			20.02	100%	20.27	0.89	Yes
SECRETARY II	14	DMEA	18.02	19.20	100%					19.20	0.94	Yes
TRUCK DRIVER	14	AFSCME	18.02	19.34	100%			20.55	100%	19.95	0.90	Yes
MAINTENANCE MECHANIC II	15	AFSCME	18.93					21.64	100%	21.64	0.87	Yes
PERSONNEL ASSISTANT	15	DPAAll	18.93					19.88	100%	19.88	0.95	Yes
ANIMAL CONTROL OFFICER	16	DPA	19.88	20.64	100%			17.44	100%	19.04	1.04	Yes
FIREFIGHTER/EMTB	17	IAFF	20.87	21.82	100%			21.49	100%	21.66	0.96	Yes
HEAVY EQUIPMENT MECHANIC II	17	AFSCME	20.87	21.38	100%			21.61	100%	21.49	0.97	Yes
HEAVY EQUIPMENT OPERATOR II	17	AFSCME	20.87	22.20	100%			21.66	100%	21.93	0.95	Yes
ACCOUNTANT I	18	DMEA	21.91	25.01	100%			25.48	100%	25.24	0.87	Yes
EXECUTIVE SECRETARY	18	non-union	21.91	24.80	100%			25.76	100%	25.28	0.87	Yes
WWTP OPERATOR I	18	AFSCME	21.91	23.00	100%			26.67	100%	24.84	0.88	Yes
ADMINISTRATIVE ASSISTANT	19	non-union	23.00	23.70	100%			27.09	100%	25.39	0.91	Yes
ENGINEERING TECHNICIAN	20	DPEA	24.15					22.80	100%	22.80	1.06	Yes
FIREFIGHTER/PARAMEDIC	20	IAFF	24.15	24.13	100%					24.13	1.00	Yes
POLICE OFFICER I	21	DPA	25.36	26.78	100%			25.16	100%	25.97	0.98	Yes
ELECTRICAL INSPECTOR	22	DMEA	26.63					31.96	100%	31.96	0.83	Yes
MAINTENANCE MECHANIC III	22	AFSCME	26.63	26.03	100%			31.62	100%	28.82	0.92	Yes
WORKING FOREMAN	22	DPEA	26.63	26.03	100%			30.95	100%	28.49	0.93	Yes
ASSISTANT TAX ASSESSOR	23	DMEA	27.96	29.38	100%			30.97	100%	30.17	0.93	Yes
WWTP CHIEF OPERATOR	23	DPEA	27.96					28.21	100%	28.21	0.99	Yes
FIRE CAPTAIN	25	DPFOA	30.82	31.23	100%			32.94	100%	32.08	0.96	Yes
CITY CLERK/TAX COLLECTOR	26	non-union	32.36					26.28	100%	26.28	1.23	Yes
DIRECTOR OF PUBLIC WELFARE	26	non-union	32.36	37.94	100%					37.94	0.85	Yes
DIRECTOR OF RECREATION	26	non-union	32.36	36.71	100%					36.71	0.88	Yes
PURCHASING AGENT	26	DMEA	32.36					41.48	100%	41.48	0.78	Yes
UTILITIES SYSTEM SUPERVISOR	26	DPEA	32.36	31.98	100%			31.62	100%	31.80	1.02	Yes
PLANNER	27	DMEA	33.98	31.17	100%			33.66	100%	32.41	1.05	Yes
POLICE LIEUTENANT	27	DPAAll	33.98	37.04	100%			37.59	100%	37.31	0.91	Yes
CITY ENGINEER	29	DPEA	37.46	41.35	100%			36.05	100%	38.70	0.97	Yes
DIRECTOR OF PUBLIC LIBRARY	29	non-union	37.46	43.53	100%					43.53	0.86	Yes
SUPERINTENDENT OF PUBLIC WORKS & UTILITIES	29	DPEA	37.46	37.65	100%			47.23	100%	42.44	0.88	Yes
POLICE CAPTAIN	30	DPAAll	39.35	41.30	100%					41.30	0.95	Yes
DIRECTOR OF PLANNING & CDBG	31	non-union	41.31	43.46	100%					43.46	0.95	Yes
DIRECTOR OF FINANCE	32	non-union	43.37	47.65	100%			53.16	100%	50.40	0.86	Yes
DIRECTOR OF INFORMATION TECHNOLOGY	33	non-union	45.55	41.95	100%			63.38	100%	52.66	0.86	Yes
FIRE & RESCUE CHIEF	33	non-union	45.55	48.95	100%					48.95	0.93	Yes
CITY MANAGER	40	non-union	64.08	66.58	100%			81.30	100%	73.94	0.87	Yes
ACCOUNT CLERK I	11	DMEA	15.58					17.92	100%	17.92	0.87	
ACCOUNTANT II	28	DMEA	35.68	35.94	100%			33.09	100%	34.52	1.03	
ADMINISTRATIVE CLERK/CEMETERY COORDINATOR	15	DMEA	18.93									
AQUATIC FACILITY MANAGER	22	DPEA	26.63									
ARENA FACILITY MANAGER	23	DPEA	27.96									
ARENA PROGRAM & MARKETING SUPERVISOR	21	DPEA	25.36					36.07	100%	36.07	0.70	
ASSISTANT CITY CLERK	13	DMEA	17.16					17.60	100%	17.60	0.97	
ASSISTANT CITY ENGINEER	24	DPEA	29.36									

Dover Classification	Analysis Grade	Union	Dover Mid-Point	NHMA Survey		ICMA Survey		OES Survey		Market Composite		Benchmark Job
				Rate	Match	Rate	Match	Rate	Match	Rate	Index	
ASSISTANT CITY MANAGER	32	non-union	43.37					58.04	100%	58.04	0.75	
ASSISTANT CITY PLANNER	24	DMEA	29.36									
ASSISTANT LIBRARY DIRECTOR	26	DMEA	32.36									
ASSISTANT RECREATION DIRECTOR	23	DPEA	27.96									
BUILDING OFFICIAL	28	DMEA	35.68									
CDBG PROGRAM COORDINATOR	27	DMEA	33.98					33.66	100%	33.66	1.01	
CITY TREASURER	24	non-union	29.36									
CLERK TYPIST I	9	DMEA	14.12					14.02	100%	14.02	1.01	
CONSTRUCTION MANAGER	26	non-union	32.36					44.41	100%	44.41	0.73	
DEPUTY CITY CLERK	15	DMEA	18.93	21.24	100%					21.24	0.89	
DEPUTY COMMUNITY SERVICES DIRECTOR	30	non-union	39.35									
DEPUTY TAX COLLECTOR	15	DMEA	18.93	21.69	100%					21.69	0.87	
DIRECTOR OF BUSINESS ASSISTANCE	23	non-union	27.96									
DIRECTOR OF COMMUNITY SERVICES	33	non-union	45.55	49.89	100%					49.89	0.91	
DIRECTOR OF HUMAN RESOURCES	29	non-union	37.46	39.49	100%			51.91	100%	45.70	0.82	
DIRECTOR OF MAIN STREET PROGRAM	23	non-union	27.96									
ENVIRONMENTAL PROJECTS MANAGER	27	DPEA	33.98					33.79	100%	33.79	1.01	
FACILITIES, GROUNDS & CEMETERY SUPERVISOR	23	DPEA	27.96									
FIRE ASSISTANT CHIEF	29	DPFOA	37.46	38.80	100%					38.80	0.97	
FIRE DEPUTY CHIEF	27	DPFOA	33.98									
FIRE LIEUTENANT	23	DPFOA	27.96	28.22	100%					28.22	0.99	
FIRE MECHANIC	11	non-union	15.58									
FIRE/HEALTH INSPECTOR	22	DMEA	26.63									
FIRE/LIFE SAFETY INSPECTOR	22	DMEA	26.63									
FIREFIGHTER ON CALL	17	non-union	20.87									
FIREFIGHTER/EMT	18	IAFF	21.91	22.86	100%					22.86	0.96	
FLEET SUPERVISOR	25	DPEA	30.82									
GENERAL LEGAL COUNSEL	33	non-union	45.55					52.94	100%	52.94	0.86	
GROUNDSKEEPER I	14	AFSCME	18.02									
GROUNDSKEEPER II	16	AFSCME	19.88									
HEAVY EQUIPMENT MECHANIC I	16	AFSCME	19.88					22.40	100%	22.40	0.89	
HEAVY EQUIPMENT OPERATOR I	16	AFSCME	19.88									
INFORMATION TECHNOLOGY ADMINISTRATOR	22	non-union	26.63	27.58	100%			30.67	100%	29.13	0.91	
INVENTORY COORDINATOR	17	AFSCME	20.87									
LABORER I	12	AFSCME	16.34					13.81	100%	13.81	1.18	
LIBRARIAN I	17	DMEA	20.87									
LIBRARIAN II	22	DMEA	26.63	25.25	100%			29.85	100%	27.55	0.97	
LIBRARY ASSISTANT II	13	DMEA	17.16									
LIBRARY PAGE	7	DMEA	12.81	14.25	100%			12.09	100%	13.17	0.97	
MAINTENANCE MECHANIC I	14	AFSCME	18.02									
MAINTENANCE SPECIALIST I	15	AFSCME	18.93	18.56	100%			28.34	100%	23.45	0.81	
MAINTENANCE SPECIALIST II	18	AFSCME	21.91									
MAINTENANCE SPECIALIST III	22	AFSCME	26.63									
MANAGEMENT ANALYST	17	non-union	20.87									
OFFICE MANAGER	15	DMEA	18.93	22.11	100%					22.11	0.86	
PARKING CONTROL OFFICER	10	DPA	14.83					16.93	100%	16.93	0.88	
PARKING MANAGER	24	non-union	29.36									
PAYROLL & BENEFITS ADMINISTRATOR	15	DMEA	18.93					19.88	100%	19.88	0.95	
PLANT & PUMP STATION SUPERVISOR	23	DPEA	27.96					31.16				
PLUMBING INSPECTOR	22	DMEA	26.63					29.16	100%	29.16	0.91	
POLICE CHIEF	33	non-union	45.55	54.04	100%					27.02	1.69	
POLICE COMMUNICATIONS SUPERVISOR	21	DPAAll	25.36	25.05	100%			26.13	100%	25.59	0.99	

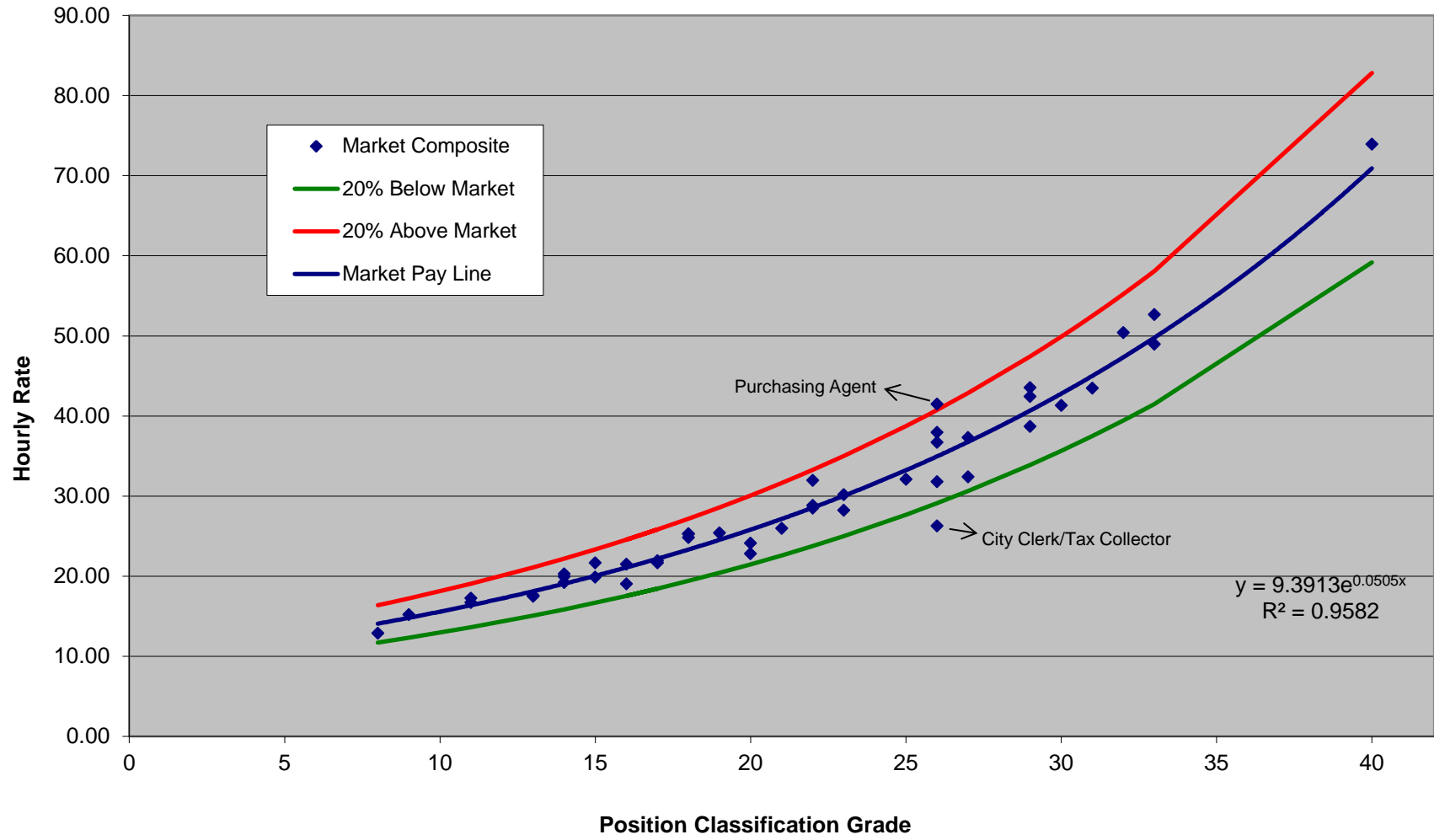
Dover Classification	Analysis Grade	Union	Dover Mid-Point	NHMA Survey		ICMA Survey		OES Survey		Market Composite		Benchmark Job
				Rate	Match	Rate	Match	Rate	Match	Rate	Index	
POLICE DISPATCHER	17	DPA	20.87	21.49	100%			21.15	100%	21.32	0.98	
POLICE OFFICER II (Advanced Career Track)	22	DPA	26.63									
POLICE PREVENTION COORDINATOR	22	non-union	26.63									
POLICE PREVENTION PROGRAMMER	16	non-union	19.88									
POLICE PROSECUTOR	27	DPAAIL	33.98									
POLICE RECORDS SUPERVISOR	21	DPAAIL	25.36					26.13	100%	26.13	0.97	
POLICE SERGEANT	24	DPAAIL	29.36	33.18	100%					33.18	0.88	
POLICE VICTIM/WITNESS ADVOCATE	20	non-union	24.15									
PUBLIC WELFARE TECHNICIAN I	18	DMEA	21.91					20.96	100%	20.96	1.04	
PUBLIC WELFARE TECHNICIAN II	19	DMEA	23.00									
PUBLIC WELFARE TECHNICIAN III	20	DMEA	24.15									
PUBLIC WORKS SUPERVISOR	23	DPEA	27.96	37.65	100%					37.65	0.74	
PUMP STATION OPERATOR I	16	AFSCME	19.88									
PUMP STATION OPERATOR II	18	AFSCME	21.91					26.95	100%	26.95	0.81	
PUMP STATION OPERATOR III	22	DPEA	26.63									
RECREATION PROGRAM ASSOCIATE I	2	non-union	10.04					9.49	100%	9.49	1.06	
RECREATION PROGRAM ASSOCIATE II	3	non-union	10.54									
RECREATION PROGRAM ASSOCIATE III	4	non-union	11.06					14.17	100%	14.17	0.78	
RECREATION PROGRAM SPECIALIST I	5	non-union	11.62									
RECREATION PROGRAM SPECIALIST II	7	non-union	12.81									
RECREATION PROGRAM SPECIALIST III	9	non-union	14.12					20.55				
RECREATION PROGRAM SPECIALIST IV	15	non-union	18.93									
RECREATION PROGRAM SUPERVISOR	17	DPEA	20.87									
SEASONAL MAINTENANCE WORKER I	3	non-union	10.54									
SEASONAL MAINTENANCE WORKER II	5	non-union	11.62									
SEASONAL MAINTENANCE WORKER III	7	non-union	12.81					13.02	100%	13.02	0.98	
SECRETARY I	13	DMEA	17.16					17.53				
SOLID WASTE ASSISTANT	18	AFSCME	21.91	22.24								
SOLID WASTE COORDINATOR	23	DPEA	27.96	26.18	100%					26.18	1.07	
SUPERINTENDENT OF FACILITIES, GROUNDS & CEMET	28	DPEA	35.68									
TAX ASSESSING DATA TECHNICIAN	15	DMEA	18.93									
TEEN CENTER COUNSELOR	22	DMEA	26.63									
TELEVISION BROADCAST OPERATOR	15	non-union	18.93					16.44	100%	16.44	1.15	
WWTP LAB TECHNICIAN	17	DPEA	20.87					18.18	100%	18.18	1.15	
WWTP LAB/INDUSTRIAL PRETREATMENT COORDINATOR	22	DPEA	26.63									
WWTP OPERATOR II	22	AFSCME	26.63									
WWTP SUPERVISOR	26	DPEA	32.36	31.98	100%					31.98	1.01	

Count of Market Position					
All Positions		Benchmark Positions			
Green Circle	6	7.0%	Green Circle	1	2.3%
Within Market	78	90.7%	Within Market	42	95.5%
Red Circle	2	2.3%	Red Circle	1	2.3%
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Dover Classification	Analysis Grade	Dover Grade	Union	Dover Median	Market Composite Median	Market Composite Index	Benchmark Job	Log Market Rate	Predicted Market Rate	20% Below Market	20% Above Market
CROSSING GUARD	8	8	non-union	13.45	12.89	1.07	Yes	1.11010824	14.04	11.70	16.38
CUSTODIAN	9	9	DMEA	14.12	15.20	0.96	Yes	1.18170088	14.77	12.30	17.23
CLERK TYPIST II	11	11	DMEA	15.58	16.70	0.93	Yes	1.22281045	16.34	13.62	19.06
LIBRARY ASSISTANT I	11	11	DMEA	15.58	17.26	0.89	Yes	1.23696189	16.34	13.62	19.06
ACCOUNT CLERK II	13	13	DMEA	17.16	17.47	0.96	Yes	1.2423186	18.08	15.07	21.09
LABORER II	13	13	AFSCME	17.16	17.59	1.05	Yes	1.24518084	18.08	15.07	21.09
BOOKKEEPER	14	14	DMEA	18.02	20.27	0.87	Yes	1.30695066	19.02	15.85	22.19
SECRETARY II	14	14	DMEA	18.02	19.20	0.96	Yes	1.28335274	19.02	15.85	22.19
TRUCK DRIVER	14	14	AFSCME	18.02	19.95	0.94	Yes	1.29984967	19.02	15.85	22.19
MAINTENANCE MECHANIC II	15	15	AFSCME	18.93	21.64	0.87	Yes	1.33529528	20.01	16.67	23.34
PERSONNEL ASSISTANT	15	15	DPAAll	18.93	19.88	0.94	Yes	1.29842603	20.01	16.67	23.34
ANIMAL CONTROL OFFICER	16	16	DPA	19.88	19.04	0.86	Yes	1.27977352	21.05	17.54	24.56
FIREFIGHTER/EMTB	17	17	IAFF	20.87	21.66	1.04	Yes	1.3356201	22.14	18.45	25.83
HEAVY EQUIPMENT MECHANIC II	17	16	AFSCME	20.87	21.49	0.96	Yes	1.33232935	21.05	17.54	24.56
HEAVY EQUIPMENT OPERATOR II	17	17	AFSCME	20.87	21.93	0.96	Yes	1.34104076	22.14	18.45	25.83
ACCOUNTANT I	18	18	DMEA	21.91	25.24	0.91	Yes	1.40215033	23.29	19.41	27.18
EXECUTIVE SECRETARY	18	18	non-union	21.91	25.28	0.93	Yes	1.40272385	23.29	19.41	27.18
WWTP OPERATOR I	18	18	AFSCME	21.91	24.84	1.00	Yes	1.39506676	23.29	19.41	27.18
ADMINISTRATIVE ASSISTANT	19	19	non-union	23.00	25.39	0.96	Yes	1.40471796	24.50	20.42	28.59
ENGINEERING TECHNICIAN	20	20	DPEA	24.15	22.80	0.98	Yes	1.35794034	25.78	21.48	30.07
FIREFIGHTER/PARAMEDIC	20	20	IAFF	24.15	24.13	1.07	Yes	1.38249304	25.78	21.48	30.07
POLICE OFFICER I	21	21	DPA	25.36	25.97	1.05	Yes	1.41446158	27.12	22.60	31.64
ELECTRICAL INSPECTOR	22	22	DMEA	26.63	31.96	0.95	Yes	1.50459856	28.53	23.77	33.28
MAINTENANCE MECHANIC III	22	22	AFSCME	26.63	28.82	0.96	Yes	1.45971973	28.53	23.77	33.28
WORKING FOREMAN	22	22	DPEA	26.63	28.49	0.98	Yes	1.4546624	28.53	23.77	33.28
ASSISTANT TAX ASSESSOR	23	23	DMEA	27.96	30.17	0.97	Yes	1.47959142	30.01	25.01	35.01
WWTP CHIEF OPERATOR	23	23	DPEA	27.96	28.21	1.03	Yes	1.45034759	30.01	25.01	35.01
FIRE CAPTAIN	25	25	DPFOA	30.82	32.08	1.00	Yes	1.50627996	33.21	27.67	38.74
CITY CLERK/TAX COLLECTOR	26	26	non-union	32.36	26.28	1.10	Yes	1.41969479	34.93	29.11	40.75
DIRECTOR OF PUBLIC WELFARE	26	26	non-union	32.36	37.94	0.95	Yes	1.57906909	34.93	29.11	40.75
DIRECTOR OF RECREATION	26	26	non-union	32.36	36.71	0.96	Yes	1.56484122	34.93	29.11	40.75
PURCHASING AGENT	26	26	DMEA	32.36	41.48	0.84	Yes	1.61787057	34.93	29.11	40.75
UTILITIES SYSTEM SUPERVISOR	26	26	DPEA	32.36	31.80	1.04	Yes	1.50237821	34.93	29.11	40.75
PLANNER	27	27	DMEA	33.98	32.41	1.10	Yes	1.51068521	36.75	30.62	42.87
POLICE LIEUTENANT	27	27	DPAAll	33.98	37.31	0.96	Yes	1.57187693	36.75	30.62	42.87
CITY ENGINEER	29	29	DPEA	37.46	38.70	1.00	Yes	1.58772849	40.67	33.89	47.44
DIRECTOR OF PUBLIC LIBRARY	29	29	non-union	37.46	43.53	0.96	Yes	1.63879122	40.67	33.89	47.44
SUPERINTENDENT OF PUBLIC WORKS & UTILITIES	29	29	DPEA	37.46	42.44	0.99	Yes	1.6278031	40.67	33.89	47.44
POLICE CAPTAIN	30	30	DPAAll	39.35	41.30	0.93	Yes	1.61598228	42.78	35.65	49.91
DIRECTOR OF PLANNING & CDBG	31	31	non-union	41.31	43.46	1.09	Yes	1.6381277	45.00	37.50	52.50
DIRECTOR OF FINANCE	32	32	non-union	43.37	50.40	0.95	Yes	1.70247035	47.34	39.45	55.23
DIRECTOR OF INFORMATION TECHNOLOGY	33	33	non-union	45.55	52.66	0.94	Yes	1.72151318	49.80	41.50	58.10
FIRE & RESCUE CHIEF	33	33	non-union	45.55	48.95	0.99	Yes	1.6897665	49.80	41.50	58.10
CITY MANAGER	40	40	non-union	64.08	73.94	0.95	Yes	1.86889293	70.99	59.16	82.83

Regression Statistics			
Coefficients		Multiple R	0.978839388
Intercept	0.97123936	R Square	0.958126547
X Variable 1	0.0219994	Adjusted R Square	0.95712956
		Standard Error	0.03420319
		Observations	44

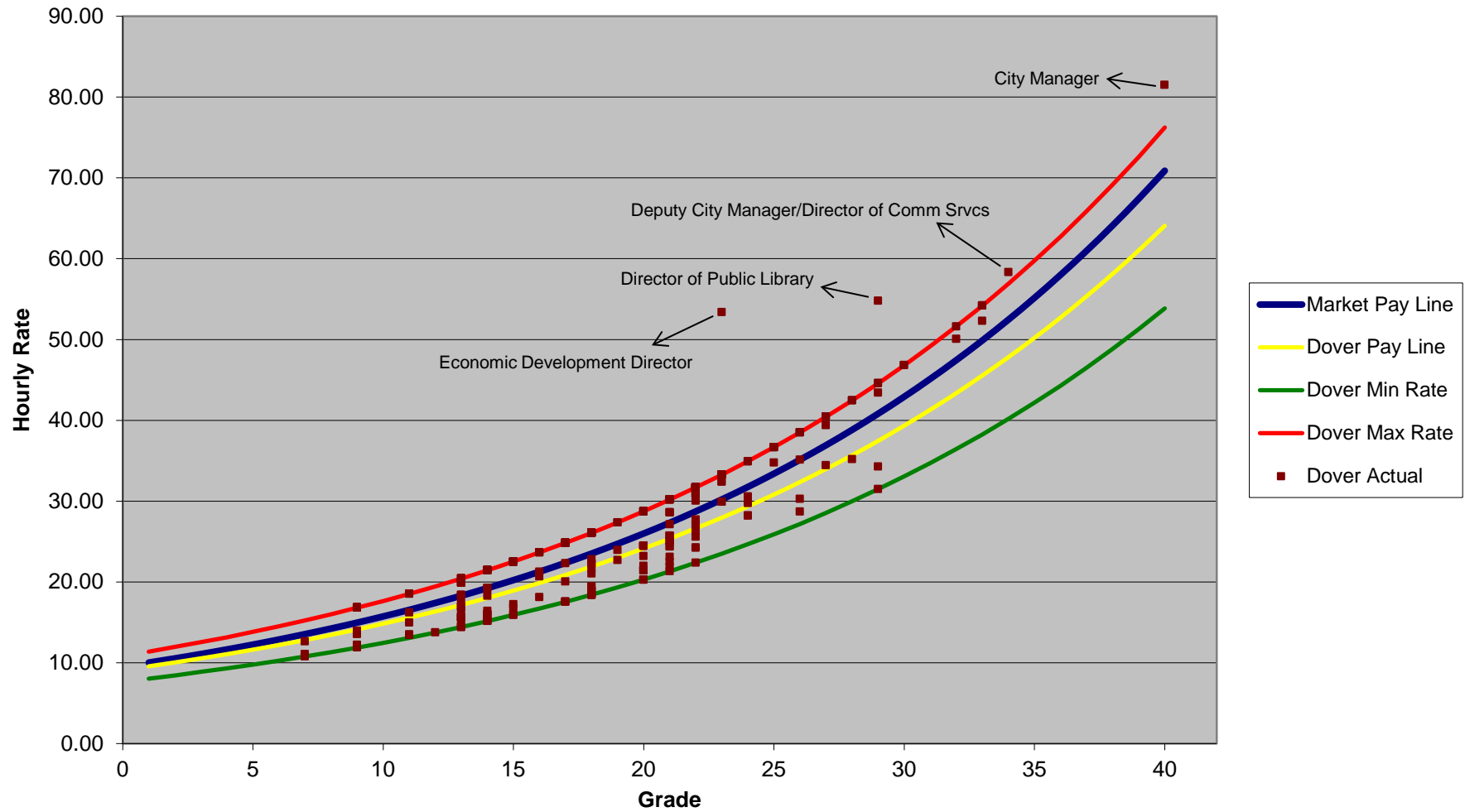
City of Dover
Market Model of Wage and Grade
 As of July, 2016



2016 Market Model Structure

Grade	20% Below	Market	20% Above
1	8.21	9.85	11.49
2	8.63	10.36	12.08
3	9.08	10.90	12.71
4	9.55	11.46	13.37
5	10.05	12.06	14.07
6	10.57	12.68	14.80
7	11.12	13.34	15.57
8	11.70	14.04	16.38
9	12.31	14.77	17.23
10	12.94	15.53	18.12
11	13.62	16.34	19.07
12	14.33	17.19	20.06
13	15.07	18.08	21.10
14	15.85	19.02	22.19
15	16.68	20.01	23.35
16	17.54	21.05	24.56
17	18.45	22.14	25.83
18	19.41	23.29	27.17
19	20.42	24.50	28.59
20	21.48	25.78	30.07
21	22.60	27.12	31.64
22	23.78	28.53	33.29
23	25.01	30.01	35.01
24	26.31	31.57	36.83
25	27.68	33.21	38.75
26	29.11	34.93	40.75
27	30.63	36.75	42.88
28	32.22	38.66	45.11
29	33.89	40.67	47.45
30	35.65	42.78	49.91
31	37.50	45.00	52.50
32	39.45	47.34	55.23
33	41.50	49.80	58.10
34	43.66	52.39	61.12
35	45.93	55.11	64.30
36	48.31	57.97	67.63
37	50.82	60.98	71.15
38	53.46	64.15	74.84
39	56.24	67.49	78.74
40	59.16	70.99	82.82

City of Dover
Dover Actual with Market Model
 As of July, 2016



FY2017 Pay Plan													Pay Plan Midpoint	Market Model Pay Line	Pay Plan to Model Differential
Grade/ Step	Min 1	2	3	4	5	6	7	8	9	10	11	Max 12			
1	\$8.03	\$8.25	\$8.47	\$8.70	\$9.17	\$9.42	\$9.69	\$9.95	\$10.21	\$10.78	\$11.07	\$11.38	9.56	9.85	3.1%
2	\$8.43	\$8.66	\$8.90	\$9.13	\$9.64	\$9.90	\$10.17	\$10.44	\$10.73	\$11.32	\$11.62	\$11.94	10.04	10.36	3.2%
3	\$8.86	\$9.09	\$9.34	\$9.59	\$10.12	\$10.40	\$10.68	\$10.97	\$11.26	\$11.89	\$12.21	\$12.55	10.54	10.90	3.4%
4	\$9.30	\$9.54	\$9.80	\$10.07	\$10.62	\$10.91	\$11.21	\$11.51	\$11.82	\$12.48	\$12.82	\$13.15	11.06	11.46	3.6%
5	\$9.76	\$10.02	\$10.30	\$10.57	\$11.16	\$11.46	\$11.77	\$12.10	\$12.41	\$13.09	\$13.45	\$13.82	11.62	12.06	3.8%
6	\$10.25	\$10.53	\$10.82	\$11.11	\$11.72	\$12.03	\$12.36	\$12.69	\$13.04	\$13.77	\$14.13	\$14.52	12.20	12.68	4.0%
7	\$10.76	\$11.05	\$11.35	\$11.65	\$12.30	\$12.63	\$12.98	\$13.33	\$13.69	\$14.43	\$14.82	\$15.23	12.81	13.34	4.2%
8	\$11.30	\$11.60	\$11.91	\$12.24	\$12.93	\$13.27	\$13.62	\$14.00	\$14.38	\$15.17	\$15.58	\$16.00	13.45	14.04	4.4%
9	\$11.86	\$12.19	\$12.52	\$12.86	\$13.56	\$13.93	\$14.31	\$14.70	\$15.10	\$15.93	\$16.36	\$16.81	14.12	14.77	4.6%
10	\$12.46	\$12.78	\$13.13	\$13.49	\$14.23	\$14.63	\$15.03	\$15.43	\$15.85	\$16.72	\$17.17	\$17.64	14.83	15.53	4.7%
11	\$13.08	\$13.44	\$13.81	\$14.18	\$14.95	\$15.36	\$15.79	\$16.21	\$16.65	\$17.56	\$18.03	\$18.52	15.58	16.34	4.9%
12	\$13.74	\$14.10	\$14.48	\$14.87	\$15.70	\$16.12	\$16.56	\$17.00	\$17.48	\$18.44	\$18.94	\$19.44	16.34	17.19	5.2%
13	\$14.41	\$14.81	\$15.21	\$15.62	\$16.48	\$16.93	\$17.38	\$17.88	\$18.36	\$19.36	\$19.87	\$20.43	17.16	18.08	5.4%
14	\$15.15	\$15.56	\$15.97	\$16.40	\$17.31	\$17.77	\$18.27	\$18.76	\$19.26	\$20.32	\$20.88	\$21.43	18.02	19.02	5.5%
15	\$15.91	\$16.33	\$16.78	\$17.23	\$18.17	\$18.67	\$19.18	\$19.70	\$20.22	\$21.34	\$21.91	\$22.51	18.93	20.01	5.7%
16	\$16.70	\$17.16	\$17.62	\$18.09	\$19.09	\$19.61	\$20.14	\$20.67	\$21.25	\$22.41	\$23.02	\$23.65	19.88	21.05	5.9%
17	\$17.53	\$18.00	\$18.49	\$18.99	\$20.05	\$20.58	\$21.15	\$21.72	\$22.30	\$23.53	\$24.18	\$24.83	20.87	22.14	6.1%
18	\$18.41	\$18.90	\$19.41	\$19.94	\$21.03	\$21.61	\$22.20	\$22.79	\$23.42	\$24.69	\$25.36	\$26.06	21.91	23.29	6.3%
19	\$19.33	\$19.84	\$20.40	\$20.94	\$22.09	\$22.69	\$23.30	\$23.93	\$24.59	\$25.93	\$26.63	\$27.36	23.00	24.50	6.5%
20	\$20.28	\$20.85	\$21.40	\$21.98	\$23.19	\$23.82	\$24.47	\$25.13	\$25.82	\$27.24	\$27.98	\$28.73	24.15	25.78	6.8%
21	\$21.31	\$21.88	\$22.47	\$23.08	\$24.36	\$25.02	\$25.70	\$26.39	\$27.11	\$28.60	\$29.38	\$30.19	25.36	27.12	6.9%
22	\$22.38	\$22.99	\$23.60	\$24.24	\$25.57	\$26.28	\$26.98	\$27.72	\$28.46	\$30.02	\$30.84	\$31.68	26.63	28.53	7.1%
23	\$23.49	\$24.13	\$24.78	\$25.46	\$26.84	\$27.58	\$28.33	\$29.10	\$29.89	\$31.53	\$32.39	\$33.26	27.96	30.01	7.4%
24	\$24.67	\$25.34	\$26.02	\$26.73	\$28.20	\$28.96	\$29.75	\$30.56	\$31.39	\$33.11	\$34.00	\$34.93	29.36	31.57	7.5%
25	\$25.90	\$26.60	\$27.32	\$28.06	\$29.59	\$30.40	\$31.23	\$32.07	\$32.94	\$34.76	\$35.70	\$36.67	30.82	33.21	7.8%
26	\$27.18	\$27.91	\$28.68	\$29.46	\$31.08	\$31.93	\$32.79	\$33.67	\$34.59	\$36.49	\$37.48	\$38.51	32.36	34.93	7.9%
27	\$28.55	\$29.33	\$30.11	\$30.94	\$32.64	\$33.53	\$34.43	\$35.36	\$36.33	\$38.31	\$39.37	\$40.43	33.98	36.75	8.2%
28	\$29.97	\$30.78	\$31.62	\$32.48	\$34.28	\$35.20	\$36.15	\$37.13	\$38.14	\$40.24	\$41.33	\$42.46	35.68	38.66	8.4%
29	\$31.48	\$32.33	\$33.21	\$34.11	\$35.99	\$36.95	\$37.96	\$38.99	\$40.05	\$42.26	\$43.40	\$44.59	37.46	40.67	8.6%
30	\$33.07	\$33.95	\$34.88	\$35.81	\$37.79	\$38.82	\$39.87	\$40.95	\$42.06	\$44.37	\$45.56	\$46.81	39.35	42.78	8.7%
31	\$34.71	\$35.65	\$36.62	\$37.60	\$39.67	\$40.75	\$41.86	\$42.99	\$44.16	\$46.59	\$47.86	\$49.15	41.31	45.00	8.9%
32	\$36.45	\$37.43	\$38.46	\$39.48	\$41.67	\$42.79	\$43.95	\$45.14	\$46.37	\$48.91	\$50.25	\$51.61	43.37	47.34	9.2%
33	\$38.26	\$39.31	\$40.36	\$41.47	\$43.74	\$44.94	\$46.16	\$47.40	\$48.69	\$51.35	\$52.76	\$54.19	45.55	49.80	9.3%
34	\$40.18	\$41.27	\$42.39	\$43.54	\$45.92	\$47.18	\$48.45	\$49.76	\$51.13	\$53.94	\$55.40	\$56.90	47.82	52.39	9.6%
35	\$42.19	\$43.33	\$44.51	\$45.72	\$48.24	\$49.53	\$50.88	\$52.25	\$53.68	\$56.63	\$58.16	\$59.75	50.21	55.11	9.8%
36	\$44.29	\$45.49	\$46.73	\$48.00	\$50.62	\$52.01	\$53.42	\$54.88	\$56.35	\$59.45	\$61.06	\$62.73	52.72	57.97	10.0%
37	\$46.51	\$47.78	\$49.07	\$50.40	\$53.17	\$54.61	\$56.11	\$57.62	\$59.18	\$62.43	\$64.13	\$65.88	55.36	60.98	10.2%
38	\$48.83	\$50.15	\$51.53	\$52.92	\$55.83	\$57.34	\$58.90	\$60.50	\$62.14	\$65.56	\$67.33	\$69.17	58.12	64.15	10.4%
39	\$51.28	\$52.66	\$54.10	\$55.57	\$58.63	\$60.21	\$61.84	\$63.52	\$65.24	\$68.83	\$70.69	\$72.62	61.03	67.49	10.6%
40	\$53.84	\$55.31	\$56.80	\$58.35	\$61.55	\$63.21	\$64.94	\$66.70	\$68.50	\$72.26	\$74.24	\$76.24	64.08	70.99	10.8%
													Average Differential	6.9%	
													Median Differential	6.9%	

New Hampshire Occupational Employment & Wages - 2016

Dover-Durham Area Occupational Employment & Wages	SOC Code	May 2015 Estimated Employment	June 2016			
			Entry Level Wage*	Mean (Average) Wage*	Median Wage*	Experienced Wage*
Total all occupations	00-0000	48,490	\$10.57	\$23.58	\$18.28	\$30.08
Management Occupations	11-0000	2,380	\$26.07	\$50.35	\$45.11	\$62.48
Chief Executives	11-1011	50	\$49.66	\$97.30	#	\$121.12
General and Operations Managers	11-1021	550	\$27.67	\$55.32	\$47.28	\$69.13
Marketing Managers	11-2021	50	\$44.18	\$68.00	\$61.81	\$79.91
Sales Managers	11-2022	70	\$42.55	\$64.22	\$58.65	\$75.06
Administrative Services Managers	11-3011	40	\$27.96	\$45.98	\$40.73	\$54.99
Computer and Information Systems Managers	11-3021	200	\$49.05	\$66.14	\$64.81	\$74.69
Financial Managers	11-3031	230	\$30.02	\$52.47	\$46.00	\$63.69
Industrial Production Managers	11-3051	70	\$31.54	\$44.92	\$44.01	\$51.62
Human Resources Managers	11-3121	30	\$31.18	\$48.81	\$47.70	\$57.63
Education Administrators, Preschool and Childcare Center/Program	11-9031	40	\$17.68	\$22.39	\$21.63	\$24.74
Education Administrators, Elementary and Secondary School	11-9032	100	\$72,155	\$88,222	\$88,606	\$96,257
Education Administrators, Postsecondary	11-9033	100	#	#	#	#
Architectural and Engineering Managers	11-9041	60	\$42.28	\$57.98	\$57.18	\$65.83
Food Service Managers	11-9051	100	\$14.45	\$22.52	\$21.36	\$26.56
Lodging Managers	11-9081	40	\$22.98	\$32.85	\$30.25	\$37.79
Medical and Health Services Managers	11-9111	110	\$31.11	\$47.59	\$45.60	\$55.82
Property, Real Estate, and Community Association Managers	11-9141	NP	\$21.36	\$24.63	\$22.58	\$26.26
Social and Community Service Managers	11-9151	70	\$20.30	\$25.47	\$23.85	\$28.06
Managers, All Other	11-9199	240	\$30.58	\$49.92	\$47.09	\$59.57
Business and Financial Operations Occupations	13-0000	2,300	\$22.36	\$35.66	\$31.02	\$42.31
Purchasing Agents, Except Wholesale, Retail, and Farm Products	13-1023	110	\$21.71	\$28.65	\$29.22	\$32.12
Claims Adjusters, Examiners, and Investigators	13-1031	380	\$23.79	\$34.36	\$31.21	\$39.65
Compliance Officers, Except Agriculture, Construction, Health and Safety, and Transportation	13-1041	50	\$15.98	\$30.73	\$32.01	\$38.10
Cost Estimators	13-1051	30	\$22.61	\$40.11	\$30.96	\$48.85
Human Resources Specialists	13-1071	140	\$21.18	\$35.63	\$29.73	\$42.86
Management Analysts	13-1111	210	\$26.65	\$47.06	\$35.65	\$57.26
Meeting, Convention, and Event Planners	13-1121	NP	\$21.42	\$23.24	\$23.00	\$24.14
Fundraisers	13-1131	30	\$22.18	\$25.60	\$26.38	\$27.30

* Some occupations, such as teachers, have a nonstandard workweek and are not paid by the hour. For these occupations, annual salaries are displayed instead of hourly wage. May 2015 occupational wages were updated to June 2016 using Employment Cost Index (ECI) factors.

New Hampshire Occupational Employment & Wages - 2016

Dover-Durham Area Occupational Employment & Wages	SOC Code	May 2015 Estimated Employment	June 2016			
			Entry Level Wage*	Mean (Average) Wage*	Median Wage*	Experienced Wage*
Compensation, Benefits, and Job Analysis Specialists	13-1141	50	\$18.19	\$23.05	\$21.81	\$25.48
Training and Development Specialists	13-1151	50	\$20.40	\$33.73	\$33.07	\$40.39
Market Research Analysts and Marketing Specialists	13-1161	130	\$23.54	\$31.92	\$30.19	\$36.10
Business Operations Specialists, All Other	13-1199	400	\$22.49	\$36.19	\$32.77	\$43.05
Accountants and Auditors	13-2011	350	\$25.44	\$36.36	\$33.04	\$41.82
Financial Analysts	13-2051	40	\$20.34	\$32.29	\$28.63	\$38.26
Loan Officers	13-2072	80	\$19.41	\$37.69	\$30.80	\$46.83
Tax Examiners and Collectors, and Revenue Agents	13-2081	30	\$15.77	\$20.35	\$20.47	\$22.62
Financial Specialists, All Other	13-2099	30	\$23.36	\$37.97	\$34.68	\$45.28
Computer Programmers	15-1131	80	\$23.07	\$30.08	\$28.44	\$33.59
Software Developers, Systems Software	15-1133	40	\$37.45	\$51.71	\$49.91	\$58.84
Web Developers	15-1134	30	\$24.26	\$38.42	\$35.66	\$45.50
Database Administrators	15-1141	NP	\$25.24	\$44.56	\$47.49	\$54.23
Network and Computer Systems Administrators	15-1142	270	#	#	#	#
Computer User Support Specialists	15-1151	200	\$19.40	\$25.67	\$25.17	\$28.80
Computer Occupations, All Other	15-1199	60	\$25.22	\$39.75	\$39.79	\$47.02
Operations Research Analysts	15-2031	270	\$28.74	\$41.18	\$41.79	\$47.40
Architecture and Engineering Occupations	17-0000	780	\$21.60	\$33.88	\$32.91	\$40.02
Civil Engineers	17-2051	40	\$31.93	\$42.50	\$42.50	\$47.79
Electrical Engineers	17-2071	90	\$30.16	\$43.00	\$38.01	\$49.42
Electronics Engineers, Except Computer	17-2072	50	\$31.56	\$39.70	\$38.93	\$43.78
Industrial Engineers	17-2112	120	\$26.00	\$31.97	\$30.07	\$34.94
Mechanical Engineers	17-2141	170	\$29.93	\$38.69	\$38.55	\$43.08
Engineers, All Other	17-2199	30	\$27.61	\$37.94	\$36.42	\$43.10
Electrical and Electronics Engineering Technicians	17-3023	30	\$14.81	\$18.71	\$17.39	\$20.66
Engineering Technicians, Except Drafters, All Other	17-3029	50	\$14.71	\$19.42	\$18.37	\$21.77
Life, Physical, and Social Science Occupations	19-0000	260	\$23.63	\$41.05	\$35.73	\$49.75
Biological Scientists, All Other	19-1029	NP	\$34.48	\$59.05	\$68.69	\$71.33
Physical Scientists, All Other	19-2099	60	\$26.12	\$33.44	\$31.06	\$37.10
Clinical, Counseling, and School Psychologists	19-3031	50	\$31.36	\$50.51	\$52.59	\$60.08
Community and Social Services Occupations	21-0000	680	\$14.29	\$22.05	\$19.22	\$25.93
Substance Abuse and Behavioral Disorder Counselors	21-1011	NP	\$19.24	\$21.38	\$21.82	\$22.45
Educational, Guidance, School, and Vocational Counselors	21-1012	100	\$21.23	\$27.36	\$26.91	\$30.42
Marriage and Family Therapists	21-1013	NP	\$16.93	\$27.58	\$28.32	\$32.91
Mental Health Counselors	21-1014	60	\$12.61	\$21.69	\$15.27	\$26.23

* Some occupations, such as teachers, have a nonstandard workweek and are not paid by the hour. For these occupations, annual salaries are displayed instead of hourly wage. May 2015 occupational wages were updated to June 2016 using Employment Cost Index (ECI) factors.

New Hampshire Occupational Employment & Wages - 2016

Dover-Durham Area Occupational Employment & Wages	SOC Code	May 2015 Estimated Employment	June 2016			
			Entry Level Wage*	Mean (Average) Wage*	Median Wage*	Experienced Wage*
Rehabilitation Counselors	21-1015	40	\$10.92	\$12.90	\$12.89	\$13.90
Child, Family, and School Social Workers	21-1021	50	\$16.54	\$20.24	\$18.42	\$22.10
Healthcare Social Workers	21-1022	80	\$17.37	\$24.90	\$24.36	\$28.66
Mental Health and Substance Abuse Social Workers	21-1023	40	\$14.12	\$28.81	\$27.95	\$36.16
Social and Human Service Assistants	21-1093	130	\$12.43	\$16.18	\$16.89	\$18.05
Community and Social Service Specialists, All Other	21-1099	60	\$13.12	\$15.81	\$16.22	\$17.16
Legal Occupations	23-0000	140	\$17.39	\$34.45	\$28.42	\$42.98
Lawyers	23-1011	70	\$32.89	\$50.18	\$40.90	\$58.83
Paralegals and Legal Assistants	23-2011	70	\$17.38	\$19.83	\$18.18	\$21.05
Education, Training, and Library Occupations	25-0000	4,590	\$13.85	\$27.18	\$24.31	\$33.84
Preschool Teachers, Except Special Education	25-2011	210	\$10.40	\$13.76	\$13.34	\$15.45
Kindergarten Teachers, Except Special Education	25-2012	60	\$28,844	\$41,110	\$37,482	\$47,245
Elementary School Teachers, Except Special Education	25-2021	460	\$42,394	\$55,217	\$55,216	\$61,629
Middle School Teachers, Except Special and Career/ Technical Education	25-2022	400	\$41,721	\$54,689	\$54,818	\$61,172
Secondary School Teachers, Except Special and Career/ Technical Education	25-2031	440	\$41,794	\$55,245	\$52,017	\$61,971
Career/Technical Education Teachers, Secondary School	25-2032	70	\$45,229	\$55,826	\$56,312	\$61,124
Special Education Teachers, Kindergarten and Elementary School	25-2052	100	\$43,082	\$55,119	\$54,134	\$61,137
Special Education Teachers, Middle School	25-2053	80	\$40,664	\$55,484	\$55,419	\$62,893
Special Education Teachers, Secondary School	25-2054	50	\$38,782	\$51,205	\$48,957	\$57,415
Self-Enrichment Education Teachers	25-3021	50	\$14.39	\$23.66	\$22.82	\$28.29
Teachers and Instructors, All Other, Except Substitute Teachers	25-3097	200	\$31,751	\$56,409	\$56,846	\$68,738
Substitute Teachers	25-3098	240	\$10.52	\$11.07	\$10.90	\$11.35
Librarians	25-4021	90	\$19.10	\$24.58	\$23.26	\$27.32
Library Technicians	25-4031	60	\$11.50	\$15.83	\$15.59	\$17.99
Teacher Assistants	25-9041	780	\$22,029	\$29,901	\$29,801	\$33,836
Education, Training, and Library Workers, All Other	25-9099	70	\$23.86	\$32.10	\$33.01	\$36.21
Arts, Design, Entertainment, Sports, and Media Occupations	27-0000	470	\$12.95	\$22.69	\$21.40	\$27.56
Graphic Designers	27-1024	70	\$14.89	\$20.17	\$19.41	\$22.81
Coaches and Scouts	27-2022	NP	\$31,331	\$59,830	\$49,975	\$74,080
Public Relations Specialists	27-3031	60	\$17.57	\$24.76	\$22.48	\$28.36

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New Hampshire Occupational Employment & Wages - 2016

Dover-Durham Area Occupational Employment & Wages	SOC Code	May 2015 Estimated Employment	June 2016			
			Entry Level Wage*	Mean (Average) Wage*	Median Wage*	Experienced Wage*
Editors	27-3041	50	\$21.86	\$23.34	\$22.89	\$24.08
Writers and Authors	27-3043	50	\$13.70	\$21.86	\$21.42	\$25.94
Healthcare Practitioners and Technical Occupations	29-0000	2,890	\$17.45	\$43.77	\$32.19	\$56.93
Dentists, General	29-1021	70	#	\$110.68	#	#
Pharmacists	29-1051	90	\$53.59	\$65.37	\$62.84	\$71.25
Family and General Practitioners	29-1062	40	\$71.92	\$100.87	\$89.36	\$115.34
Surgeons	29-1067	NP	#	\$146.44	#	#
Physicians and Surgeons, All Other	29-1069	240	#	\$120.83	#	#
Physician Assistants	29-1071	40	\$44.52	\$58.21	\$62.31	\$65.06
Occupational Therapists	29-1122	30	\$27.16	\$36.59	\$38.64	\$41.30
Physical Therapists	29-1123	90	\$33.46	\$39.72	\$39.50	\$42.85
Veterinarians	29-1131	30	\$27.84	\$41.48	\$42.98	\$48.31
Registered Nurses	29-1141	880	\$19.76	\$31.18	\$29.68	\$36.90
Nurse Practitioners	29-1171	80	\$38.21	\$52.39	\$54.44	\$59.49
Medical and Clinical Laboratory Technologists	29-2011	NP	\$25.70	\$32.42	\$32.71	\$35.79
Dental Hygienists	29-2021	100	\$32.88	\$36.86	\$36.03	\$38.85
Radiologic Technologists and Technicians	29-2034	NP	\$22.61	\$29.67	\$29.93	\$33.21
Emergency Medical Technicians and Paramedics	29-2041	130	\$10.57	\$15.41	\$11.79	\$17.84
Pharmacy Technicians	29-2052	110	\$10.39	\$13.51	\$12.67	\$15.08
Veterinary Technologists and Technicians	29-2056	80	\$12.21	\$15.49	\$15.00	\$17.13
Licensed Practical and Licensed Vocational Nurses	29-2061	130	\$19.28	\$22.97	\$22.70	\$24.81
Medical Records and Health Information Technicians	29-2071	50	\$14.81	\$19.99	\$18.37	\$22.57
Opticians, Dispensing	29-2081	40	\$15.25	\$19.99	\$19.88	\$22.35
Healthcare Practitioners and Technical Workers, All Other	29-9099	60	\$24.58	\$34.44	\$34.11	\$39.38
Healthcare Support Occupations	31-0000	1,390	\$11.91	\$16.10	\$15.36	\$18.19
Nursing Assistants	31-1014	800	\$11.18	\$14.28	\$13.92	\$15.83
Dental Assistants	31-9091	90	\$17.18	\$21.36	\$21.57	\$23.45
Medical Assistants	31-9092	260	\$12.65	\$16.83	\$16.91	\$18.92
Veterinary Assistants and Laboratory Animal Caretakers	31-9096	30	\$9.53	\$12.30	\$12.30	\$13.69
Phlebotomists	31-9097	90	\$15.52	\$19.46	\$20.29	\$21.43
Healthcare Support Workers, All Other	31-9099	NP	\$16.73	\$19.90	\$20.54	\$21.48
Protective Service Occupations	33-0000	710	\$14.92	\$22.70	\$22.02	\$26.59
First-Line Supervisors of Police and Detectives	33-1012	30	\$33.62	\$36.29	\$36.18	\$37.63
First-Line Supervisors of Fire Fighting and Prevention Workers	33-1021	40	\$22.45	\$30.69	\$31.06	\$34.81

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New Hampshire Occupational Employment & Wages - 2016

Dover-Durham Area Occupational Employment & Wages	SOC Code	May 2015 Estimated Employment	June 2016			
			Entry Level Wage*	Mean (Average) Wage*	Median Wage*	Experienced Wage*
Firefighters	33-2011	NP	\$16.33	\$21.43	\$20.04	\$23.98
Detectives and Criminal Investigators	33-3021	NP	\$24.55	\$31.57	\$32.58	\$35.08
Police and Sheriff's Patrol Officers	33-3051	260	\$19.55	\$24.56	\$24.31	\$27.06
Security Guards	33-9032	90	\$10.99	\$15.41	\$16.06	\$17.64
Food Preparation and Serving-Related Occupations	35-0000	4,430	\$8.40	\$10.72	\$9.40	\$11.87
Chefs and Head Cooks	35-1011	30	\$18.60	\$24.19	\$24.41	\$26.97
First-Line Supervisors of Food Preparation and Serving Workers	35-1012	290	\$11.04	\$15.83	\$14.57	\$18.21
Cooks, Fast Food	35-2011	NP	\$8.40	\$10.14	\$9.44	\$11.02
Cooks, Institution and Cafeteria	35-2012	170	\$11.38	\$14.83	\$14.18	\$16.55
Cooks, Restaurant	35-2014	330	\$10.15	\$13.43	\$13.53	\$15.05
Cooks, Short Order	35-2015	NP	\$8.42	\$8.95	\$8.90	\$9.21
Food Preparation Workers	35-2021	310	\$9.40	\$11.26	\$11.22	\$12.20
Bartenders	35-3011	140	\$8.37	\$9.34	\$8.85	\$9.82
Combined Food Preparation and Serving Workers, Including Fast Food	35-3021	1,200	\$8.40	\$9.29	\$9.00	\$9.73
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	35-3022	NP	\$8.44	\$8.95	\$8.86	\$9.19
Waiters and Waitresses	35-3031	800	\$8.36	\$10.69	\$8.97	\$11.84
Food Servers, Nonrestaurant	35-3041	NP	\$8.44	\$10.27	\$9.80	\$11.18
Dining Room and Cafeteria Attendants and Bartender Helpers	35-9011	NP	\$8.43	\$8.93	\$8.96	\$9.17
Dishwashers	35-9021	200	\$8.40	\$9.25	\$9.03	\$9.66
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	35-9031	250	\$8.44	\$8.90	\$8.94	\$9.12
Building and Grounds Cleaning and Maintenance Occupations	37-0000	1,630	\$9.55	\$12.94	\$12.09	\$14.64
First-Line Supervisors of Housekeeping and Janitorial Workers	37-1011	80	\$13.11	\$17.32	\$14.92	\$19.43
First-Line Supervisors of Landscaping, Lawn Service, and Groundsk	37-1012	NP	\$17.37	\$21.21	\$18.50	\$23.14
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	37-2011	780	\$9.95	\$12.84	\$12.13	\$14.28
Maids and Housekeeping Cleaners	37-2012	370	\$8.40	\$10.15	\$10.05	\$11.02
Landscaping and Groundskeeping Workers	37-3011	370	\$10.42	\$14.15	\$14.08	\$16.01

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New Hampshire Occupational Employment & Wages - 2016

Dover-Durham Area Occupational Employment & Wages	SOC Code	May 2015 Estimated Employment	June 2016			
			Entry Level Wage*	Mean (Average) Wage*	Median Wage*	Experienced Wage*
Personal Care and Service Occupations	39-0000	1,190	\$8.89	\$12.95	\$11.38	\$14.98
First-Line Supervisors of Personal Service Workers	39-1021	40	\$11.07	\$17.25	\$17.11	\$20.34
Nonfarm Animal Caretakers	39-2021	70	\$8.34	\$10.27	\$9.75	\$11.23
Hairdressers, Hairstylists, and Cosmetologists	39-5012	150	\$8.43	\$11.33	\$9.55	\$12.78
Childcare Workers	39-9011	230	\$9.02	\$10.31	\$10.58	\$10.95
Personal Care Aides	39-9021	NP	\$10.94	\$12.04	\$11.72	\$12.59
Fitness Trainers and Aerobics Instructors	39-9031	140	\$10.11	\$16.32	\$14.05	\$19.42
Recreation Workers	39-9032	150	\$10.07	\$13.83	\$13.54	\$15.70
Residential Advisors	39-9041	50	\$14.83	\$17.85	\$17.86	\$19.37
Personal Care and Service Workers, All Other	39-9099	70	\$8.42	\$10.11	\$9.66	\$10.95
Sales and Related Occupations	41-0000	4,870	\$8.98	\$19.39	\$13.37	\$24.59
First-Line Supervisors of Retail Sales Workers	41-1011	490	\$12.90	\$20.98	\$18.90	\$25.03
First-Line Supervisors of Non-Retail Sales Workers	41-1012	90	\$26.35	\$39.32	\$41.68	\$45.80
Cashiers	41-2011	1,540	\$8.46	\$10.37	\$9.77	\$11.33
Counter and Rental Clerks	41-2021	130	\$8.37	\$14.90	\$15.34	\$18.17
Parts Salespersons	41-2022	90	\$10.97	\$15.88	\$14.50	\$18.33
Retail Salespersons	41-2031	1,360	\$8.69	\$13.59	\$11.79	\$16.04
Insurance Sales Agents	41-3021	130	\$16.66	\$30.15	\$26.47	\$36.89
Securities, Commodities, and Financial Services Sales Agents	41-3031	NP	\$29.00	\$55.18	\$65.71	\$68.27
Sales Representatives, Services, All Other	41-3099	170	\$19.06	\$29.30	\$25.94	\$34.42
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	41-4011	170	\$23.64	\$41.64	\$35.26	\$50.63
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	41-4012	500	\$17.99	\$40.00	\$30.05	\$51.01
Telemarketers	41-9041	40	\$8.84	\$14.29	\$13.30	\$17.01
Sales and Related Workers, All Other	41-9099	30	\$8.50	\$12.39	\$11.11	\$14.33
Office and Administrative Support Occupations	43-0000	8,710	\$11.15	\$17.61	\$16.70	\$20.84
First-Line Supervisors of Office and Administrative Support Workers	43-1011	570	\$18.40	\$26.41	\$24.51	\$30.42
Switchboard Operators, Including Answering Service	43-2011	NP	\$14.07	\$21.04	\$21.59	\$24.54
Billing and Posting Clerks and Machine Operators	43-3021	200	\$16.48	\$19.63	\$19.02	\$21.22
Bookkeeping, Accounting, and Auditing Clerks	43-3031	700	\$14.47	\$19.96	\$20.28	\$22.71
Payroll and Timekeeping Clerks	43-3051	50	\$17.77	\$21.32	\$21.63	\$23.10
Procurement Clerks	43-3061	30	\$16.28	\$18.91	\$18.60	\$20.23
Tellers	43-3071	160	\$11.01	\$13.35	\$12.58	\$14.51

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New Hampshire Occupational Employment & Wages - 2016

Dover-Durham Area Occupational Employment & Wages	SOC Code	May 2015 Estimated Employment	June 2016			
			Entry Level Wage*	Mean (Average) Wage*	Median Wage*	Experienced Wage*
Court, Municipal, and License Clerks	43-4031	30	\$13.36	\$17.65	\$16.98	\$19.80
Customer Service Representatives	43-4051	590	\$13.88	\$22.02	\$19.21	\$26.09
Eligibility Interviewers, Government Programs	43-4061	30	\$15.80	\$19.10	\$19.17	\$20.75
Hotel, Motel, and Resort Desk Clerks	43-4081	60	\$9.06	\$11.00	\$10.94	\$11.95
Interviewers, Except Eligibility and Loan	43-4111	130	\$10.20	\$14.08	\$12.40	\$16.02
Library Assistants, Clerical	43-4121	60	\$8.73	\$11.79	\$11.48	\$13.33
Loan Interviewers and Clerks	43-4131	80	\$14.39	\$19.00	\$18.10	\$21.31
New Accounts Clerks	43-4141	40	\$14.27	\$16.85	\$16.65	\$18.13
Order Clerks	43-4151	40	\$9.22	\$16.35	\$15.16	\$19.90
Human Resources Assistants, Except Payroll and Timekeeping	43-4161	40	\$13.12	\$20.34	\$21.35	\$23.96
Receptionists and Information Clerks	43-4171	300	\$9.50	\$13.61	\$13.28	\$15.67
Information and Record Clerks, All Other	43-4199	NP	\$12.18	\$17.52	\$18.10	\$20.19
Couriers and Messengers	43-5021	310	\$10.93	\$11.00	\$11.08	\$11.04
Police, Fire, and Ambulance Dispatchers	43-5031	40	\$16.71	\$20.75	\$20.86	\$22.78
Dispatchers, Except Police, Fire, and Ambulance	43-5032	50	\$12.11	\$17.50	\$16.82	\$20.19
Postal Service Clerks	43-5051	30	\$21.16	\$26.06	\$28.15	\$28.52
Postal Service Mail Carriers	43-5052	120	\$18.14	\$25.19	\$28.22	\$28.70
Production, Planning, and Expediting Clerks	43-5061	80	\$18.35	\$23.64	\$23.57	\$26.28
Shipping, Receiving, and Traffic Clerks	43-5071	180	\$12.70	\$16.19	\$15.45	\$17.93
Stock Clerks and Order Fillers	43-5081	1,010	\$9.48	\$13.32	\$12.13	\$15.23
Executive Secretaries and Executive Administrative Assistants	43-6011	80	\$20.96	\$25.94	\$26.07	\$28.43
Legal Secretaries	43-6012	NP	\$10.96	\$13.97	\$11.61	\$15.48
Medical Secretaries	43-6013	150	\$14.31	\$18.16	\$17.84	\$20.09
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	43-6014	1,010	\$11.11	\$16.38	\$16.53	\$19.01
Computer Operators	43-9011	NP	\$13.81	\$21.14	\$21.33	\$24.80
Data Entry Keyers	43-9021	NP	\$12.26	\$14.42	\$13.94	\$15.50
Insurance Claims and Policy Processing Clerks	43-9041	100	\$13.53	\$17.64	\$17.84	\$19.70
Office Clerks, General	43-9061	1,330	\$11.76	\$16.82	\$16.14	\$19.35
Office Machine Operators, Except Computer	43-9071	NP	\$10.54	\$14.74	\$12.08	\$16.83
Office and Administrative Support Workers, All Other	43-9199	460	\$10.04	\$15.28	\$15.01	\$17.91
Farming, Fishing, and Forestry Occupations	45-0000	NP	\$10.18	\$14.19	\$12.08	\$16.18
Farmworkers, Farm, Ranch, and Aquacultural Animals	45-2093	60	\$10.32	\$12.61	\$11.59	\$13.75

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New Hampshire Occupational Employment & Wages - 2016

Dover-Durham Area Occupational Employment & Wages	SOC Code	May 2015 Estimated Employment	June 2016			
			Entry Level Wage*	Mean (Average) Wage*	Median Wage*	Experienced Wage*
Construction and Extraction Occupations	47-0000	1,010	\$14.58	\$20.71	\$20.34	\$23.76
First-Line Supervisors of Construction Trades and Extraction Work	47-1011	140	\$21.09	\$26.91	\$25.26	\$29.82
Carpenters	47-2031	140	\$17.28	\$21.63	\$21.25	\$23.81
Construction Laborers	47-2061	150	\$10.78	\$14.80	\$15.94	\$16.82
Operating Engineers and Other Construction Equipment Operators	47-2073	30	\$21.38	\$25.87	\$25.88	\$28.12
Electricians	47-2111	170	\$18.54	\$23.09	\$23.68	\$25.37
Painters, Construction and Maintenance	47-2141	NP	\$13.89	\$16.89	\$16.51	\$18.38
Construction and Building Inspectors	47-4011	30	\$20.01	\$25.68	\$26.05	\$28.52
Highway Maintenance Workers	47-4051	90	\$13.61	\$17.84	\$17.05	\$19.95
Installation, Maintenance, and Repair Occupations	49-0000	1,930	\$14.75	\$23.88	\$22.09	\$28.45
First-Line Supervisors of Mechanics, Installers, and Repairers	49-1011	150	\$27.07	\$37.27	\$35.84	\$42.38
Computer, Automated Teller, and Office Machine Repairers	49-2011	30	\$16.24	\$18.57	\$17.77	\$19.74
Telecommunications Equipment Installers and Repairers, Except Line Installers	49-2022	200	\$25.49	\$36.18	\$39.99	\$41.51
Automotive Body and Related Repairers	49-3021	50	\$14.01	\$18.53	\$18.73	\$20.79
Automotive Service Technicians and Mechanics	49-3023	300	\$14.66	\$22.74	\$22.06	\$26.79
Bus and Truck Mechanics and Diesel Engine Specialists	49-3031	40	\$18.52	\$23.42	\$24.23	\$25.87
Motorcycle Mechanics	49-3052	40	\$12.92	\$18.13	\$17.21	\$20.74
Tire Repairers and Changers	49-3093	NP	\$9.66	\$12.89	\$11.89	\$14.50
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	49-9021	170	\$16.58	\$21.78	\$21.64	\$24.40
Industrial Machinery Mechanics	49-9041	190	\$19.40	\$26.47	\$26.03	\$30.00
Maintenance and Repair Workers, General	49-9071	400	\$13.38	\$18.08	\$17.24	\$20.43
Helpers--Installation, Maintenance, and Repair Workers	49-9098	30	\$11.37	\$14.88	\$15.48	\$16.63
Installation, Maintenance, and Repair Workers, All Other	49-9099	40	\$13.97	\$18.17	\$17.71	\$20.28
Production Occupations	51-0000	3,900	\$10.99	\$16.67	\$15.29	\$19.51
First-Line Supervisors of Production and Operating Workers	51-1011	260	\$19.07	\$29.07	\$26.70	\$34.06
Electrical and Electronic Equipment Assemblers	51-2022	140	\$11.63	\$15.16	\$15.24	\$16.92
Electromechanical Equipment Assemblers	51-2023	150	\$13.34	\$16.89	\$15.67	\$18.67
Team Assemblers	51-2092	180	\$12.39	\$15.34	\$14.81	\$16.81
Assemblers and Fabricators, All Other	51-2099	30	\$11.10	\$15.93	\$15.11	\$18.33
Butchers and Meat Cutters	51-3021	40	\$14.14	\$18.45	\$18.83	\$20.60

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New Hampshire Occupational Employment & Wages - 2016

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			Entry Level Wage*	Mean (Average) Wage*	Median Wage*	Experienced Wage*
Computer-Controlled Machine Tool Operators, Metal and Plastic	51-4011	170	\$12.65	\$16.04	\$15.03	\$17.73
Extruding and Drawing Machine Setters, Operators, and Tenders, Metal and Plastic	51-4021	NP	\$12.74	\$15.17	\$15.22	\$16.38
Grinding, Lapping, Polishing, and Buffing Machine Tool Setters, Operators, and Tenders, Metal and Plastic	51-4033	40	\$10.95	\$14.79	\$13.95	\$16.71
Machinists	51-4041	200	\$16.57	\$22.53	\$21.69	\$25.51
Welders, Cutters, Solderers, and Brazers	51-4121	50	\$12.71	\$18.02	\$17.34	\$20.69
Metal Workers and Plastic Workers, All Other	51-4199	120	\$10.99	\$14.17	\$13.83	\$15.76
Printing Press Operators	51-5112	90	\$12.22	\$18.79	\$19.05	\$22.07
Laundry and Dry-Cleaning Workers	51-6011	100	\$8.55	\$11.88	\$11.51	\$13.54
Sewing Machine Operators	51-6031	30	\$10.37	\$12.85	\$11.62	\$14.09
Textile, Apparel, and Furnishings Workers, All Other	51-6099	40	\$10.25	\$13.25	\$13.24	\$14.75
Cabinetmakers and Bench Carpenters	51-7011	40	\$15.48	\$17.21	\$17.45	\$18.08
Water and Wastewater Treatment Plant and System Operators	51-8031	30	\$20.86	\$24.39	\$23.98	\$26.15
Extruding, Forming, Pressing, and Compacting Machine Setters, Operators, and Tenders	51-9041	NP	\$9.75	\$13.97	\$14.43	\$16.09
Inspectors, Testers, Sorters, Samplers, and Weighers	51-9061	280	\$13.99	\$19.59	\$18.47	\$22.38
Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	51-9121	30	\$12.49	\$15.60	\$16.12	\$17.16
Molders, Shapers, and Casters, Except Metal and Plastic	51-9195	80	\$11.64	\$14.82	\$14.16	\$16.41
Helpers--Production Workers	51-9198	350	\$8.52	\$10.64	\$10.17	\$11.70
Production Workers, All Other	51-9199	260	\$10.22	\$12.54	\$12.56	\$13.71
Transportation and Material Moving Occupations	53-0000	2,050	\$9.42	\$15.25	\$13.62	\$18.17
First-Line Supervisors of Transportation and Material-Moving Machine and Vehical Operators	53-1031	50	\$17.13	\$26.13	\$27.10	\$30.63
Driver/Sales Workers	53-3031	150	\$8.57	\$10.64	\$9.80	\$11.68
Heavy and Tractor-Trailer Truck Drivers	53-3032	370	\$17.02	\$21.49	\$21.41	\$23.71
Light Truck or Delivery Services Drivers	53-3033	210	\$8.43	\$12.85	\$10.23	\$15.06
Taxi Drivers and Chauffeurs	53-3041	60	\$8.51	\$11.78	\$10.15	\$13.40
Excavating and Loading Machine and Dragline Operators	53-7032	NP	\$17.53	\$20.99	\$20.72	\$22.72
Industrial Truck and Tractor Operators	53-7051	70	\$10.10	\$15.96	\$15.62	\$18.88
Cleaners of Vehicles and Equipment	53-7061	100	\$9.69	\$12.21	\$11.49	\$13.47
Laborers and Freight, Stock, and Material Movers, Hand	53-7062	590	\$9.11	\$12.61	\$11.63	\$14.35
Packers and Packagers, Hand	53-7064	140	\$9.83	\$12.87	\$12.21	\$14.38
Refuse and Recyclable Material Collectors	53-7081	30	\$10.48	\$14.74	\$14.34	\$16.87

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General Economic Data
Percent Change in Labor Market Information 2005-2015

Index	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
US Consumer Price Index-U*	3.4%	3.2%	2.8%	3.8%	-0.4%	1.6%	3.2%	2.1%	1.5%	1.6%	0.1%		
Boston/Portsmouth MSA	3.3%	3.1%	1.9%	3.5%	-0.7%	1.6%	2.7%	1.6%	1.4%	1.6%	0.6%		
Dover Tax Cap Change (fiscal year)	--	--	--	--	--	3.8%	0.0%	1.6%	1.17%	2.0%	1.9%	1.6%	1.2%
Employer Cost Index*													
Civilian Workers	2.6%	3.2%	3.4%	2.7%	1.5%	1.6%	1.4%	1.7%	1.9%	2.1%	2.1%		
State and Local Gov't	3.1%	3.5%	3.5%	3.1%	1.9%	1.2%	1.0%	1.1%	1.1%	1.6%	1.8%		
Total Personal Income													
New Hampshire**	1.1%	5.0%	1.1%	-0.2%	-1.3%	1.5%	2.7%	2.9%	-1.6%	2.8%	4.1%		
Per Capita Income													
New Hampshire**	0.4%	4.2%	0.7%	-0.5%	-1.3%	1.4%	2.6%	2.6%	-1.7%	2.4%	3.9%		
Average Weekly Wage - All Sectors													
New Hampshire**	4.7%	4.8%	3.0%	2.2%	-0.4%	2.6%	3.0%	2.4%					
Average Weekly Wage - Strafford County													
All Sectors**	-0.8%	-1.5%	-2.5%	3.6%	3.8%	2.3%	0.2%	-2.0%	0.1%	0.7%	3.4%		

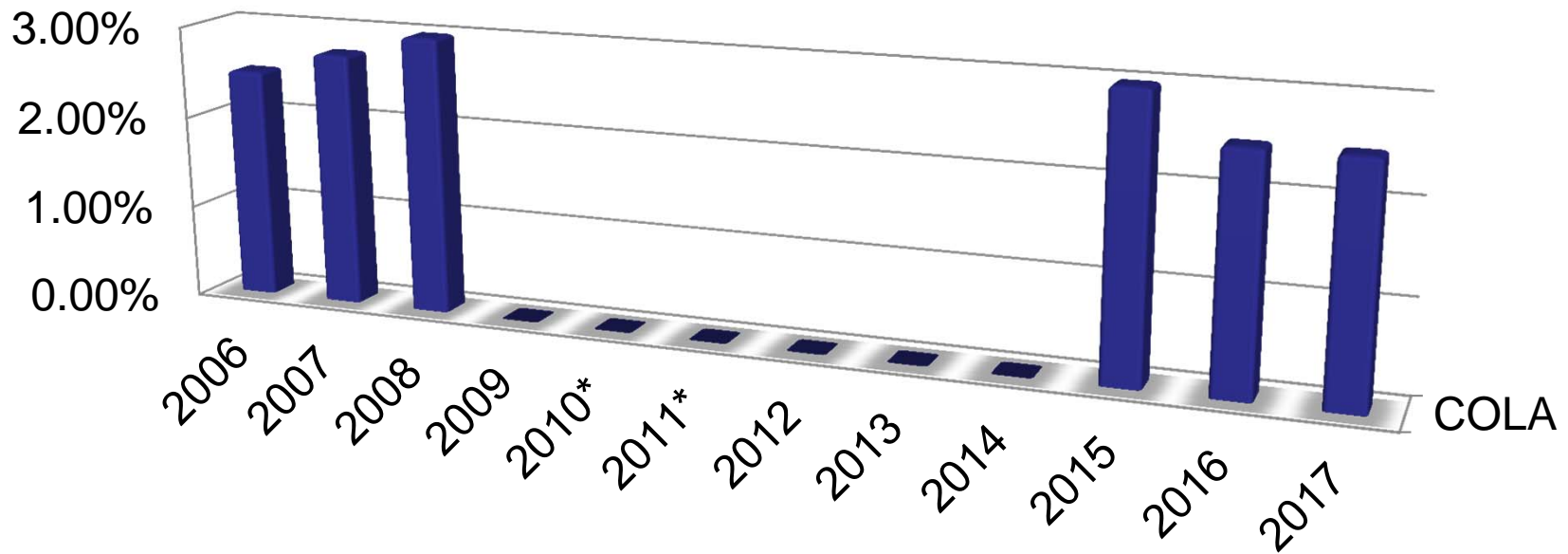
* Information provided by Bureau of Labor Statistics.

** Information provided by the NH - Regional Economic Analysis Project (REAP) with data provided by the Bureau of Economic Analysis.

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Salary Increases

Cost of Living Increases



	2006	2007	2008	2009	2010*	2011*	2012	2013	2014	2015	2016	2017
■ COLA	2.50%	2.75%	3.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	3.00%	2.50%	2.50%

*Voluntary employee wage freezes and wage reductions

City History of COLAs and Step/Merit

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

UNION and NON-UNION EMPLOYEES

Fiscal Year	Start Date	End Date	Union/Non-Union	COLA %	Step/Merit?	Lump Sum Bonus
09	7/1/08	6/30/09	All	0.00%	Y	None
10	7/1/09	6/30/10	All	0.00%	N	None
11	7/1/10	6/30/11	AFSCME, DPEA, DPA, DPAAII, & Non- Union	0.00%	Y	None
11	7/1/10	6/30/11	DMEA, IAFF, & DPFOA	0.00%	N (for a quid pro quo in the budget)	None
12	7/1/11	6/30/12	All	0.00%	Y	None
13	7/1/12	6/30/13	All	0.00%	Y	\$1,250 if <u>not</u> eligible for step \$1,000 if eligible for step (Intended for foregoing step in FY10)
14	7/1/13	6/30/14	All	0.00%	Y	\$1,250 if <u>not</u> eligible for step \$1,000 if eligible for step (Intended for foregoing step in FY10)
15	7/1/14	6/30/15	All	3.00%	Y	None
16	7/1/15	6/30/16	All	2.50%	Y	None
17	7/1/16	6/30/17	All	2.50%	Y	None

DEPARTMENT HEADS

Department Heads receive annual, performance based merit increases on their anniversary date ranging from 0% to 5%. In FY2010, no department heads received a merit increase. In addition, eight Department Heads & the City Manager voluntarily reduced their salaries in FY2010.

Employer costs per hour worked for employee compensation and costs as a percent of total compensation: Local government - Dover, NH - September, 2016

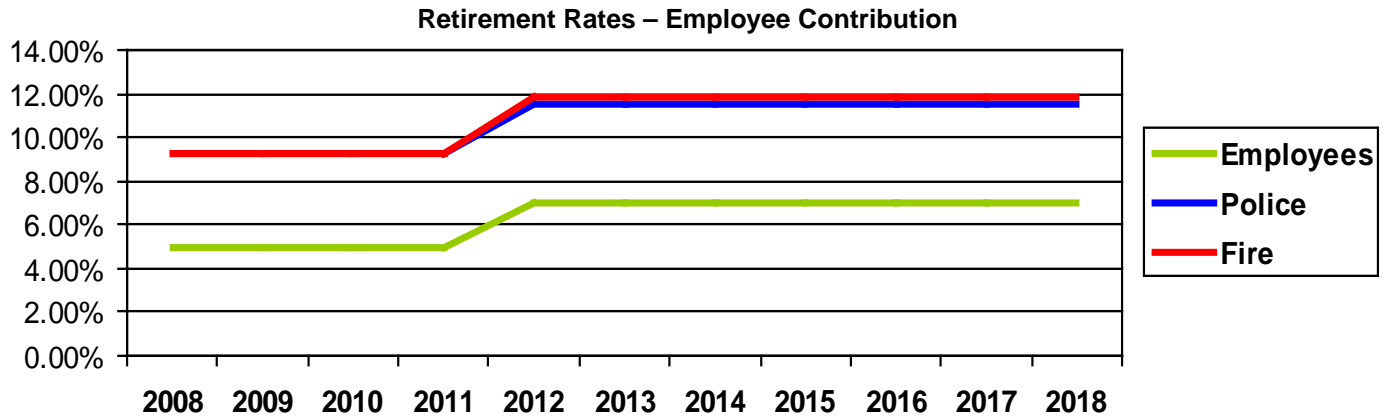
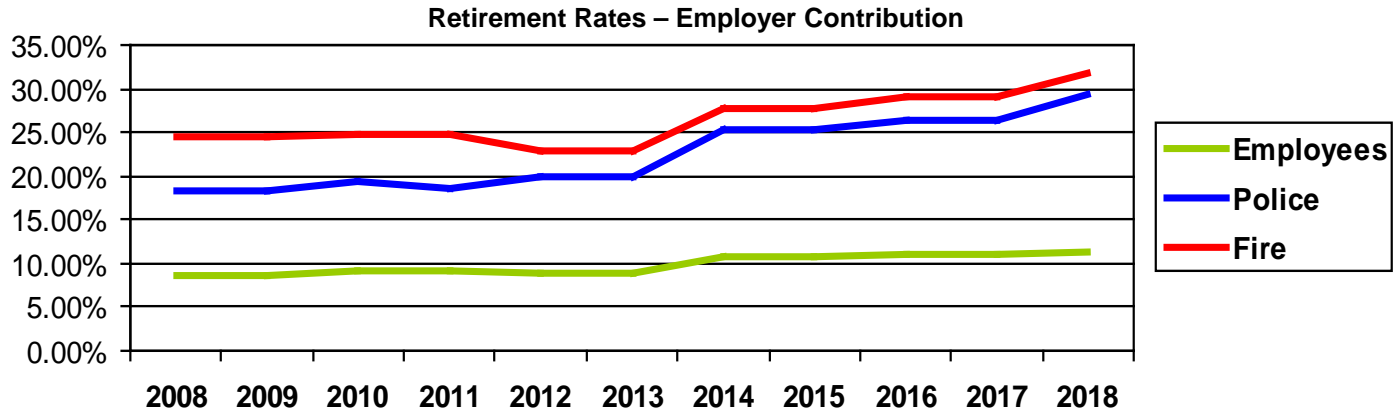
Revised 12/20/2016

BLS COMPARISON DATA

Compensation Component	City of Dover Workers September 2016		New England September 2016 Private Industry		North East Region September 2016 Private Industry		State & Local Gov't Workers (All) September 2016 Nationwide	
	Cost	Percent	Cost	Percent	Cost	Percent	Cost	Percent
Total Compensation	\$ 42.72	100.00%	\$ 38.92	100.0%	\$ 39.06	100.0%	\$ 45.93	100.0%
Wages and Salaries	\$ 26.15	61.21%	\$ 27.33	70.2%	\$ 26.13	66.9%	\$ 29.06	63.3%
Total Benefits	\$ 15.96	37.36%	\$ 11.59	29.8%	\$ 12.93	33.1%	\$ 16.87	36.7%
Paid Leave	\$ 3.04	7.12%	\$ 2.86	7.3%	\$ 2.85	7.3%	\$ 3.28	8.4%
Vacation	\$ 1.56	3.65%	\$ 1.50	3.9%	\$ 1.46	3.8%	\$ 1.20	3.1%
Holiday	\$ 0.55	1.29%	\$ 0.85	2.2%	\$ 0.84	2.2%	\$ 0.95	2.4%
Sick	\$ 0.27	0.63%	\$ 0.34	0.9%	\$ 0.37	1.0%	\$ 0.87	2.2%
Personal	\$ 0.37	0.87%	\$ 0.17	0.4%	\$ 0.19	0.5%	\$ 0.26	0.7%
Bereavement	\$ 0.20	0.47%						
Comp Time	\$ 0.09	0.21%						
Supplemental Pay	\$ 2.95	6.91%	\$ 1.10	2.8%	\$ 2.44	6.3%	\$ 0.38	1.0%
Overtime and Premium	\$ 2.95	6.91%	\$ 0.25	0.6%	\$ 0.25	0.6%	\$ 0.21	0.5%
Shift Differentials	--	--	\$ 0.09	0.2%	\$ 0.08	0.2%	\$ 0.05	0.1%
Nonproduction Bonuses	--	--	\$ 0.76	2.0%	\$ 2.11	5.4%	\$ 0.13	0.3%
Insurance	\$ 3.90	9.13%	\$ 3.22	8.3%	\$ 3.21	8.2%	\$ 5.55	14.3%
Life	\$ 0.04	0.09%	\$ 0.04	0.1%	\$ 0.05	0.1%	\$ 0.06	0.2%
Health	\$ 3.46	8.10%	\$ 3.03	7.8%	\$ 3.02	7.8%	\$ 5.41	13.9%
Dental	\$ 0.15	0.35%	no data	no data	no data	no data	no data	no data
Short-term Disability	\$ 0.24	0.56%	\$ 0.09	0.2%	\$ 0.09	0.2%	\$ 0.03	0.1%
Long-term Disability	\$ 0.01	0.02%	\$ 0.06	0.2%	\$ 0.05	0.1%	\$ 0.04	0.1%
Retirement and Savings	\$ 4.74	11.10%	\$ 1.53	3.9%	\$ 1.42	3.6%	\$ 4.98	12.8%
Defined Benefit	\$ 4.74	11.10%	\$ 0.61	1.6%	\$ 0.63	1.6%	\$ 4.61	11.8%
Defined Contribution	--	--	\$ 0.92	2.4%	\$ 0.79	2.0%	\$ 0.37	1.0%
Legally Required Benefits	\$ 1.33	3.11%	\$ 2.88	7.4%	\$ 3.01	7.7%	\$ 2.67	6.9%
Social Security and Medicare	\$ 1.33	3.11%	\$ 2.19	5.6%	\$ 2.14	5.5%	\$ 2.00	5.1%
Social Security	\$ 0.93	2.18%	\$ 1.74	4.5%	\$ 1.69	4.3%	\$ 1.54	4.0%
Medicare	\$ 0.40	0.94%	\$ 0.45	1.2%	\$ 0.46	1.2%	\$ 0.47	1.2%
Federal Unemployment Insurance	--	--	\$ 0.04	0.1%	\$ 0.03	0.1%	\$ 0.01	0.0%
State Unemployment Insurance	--	--	\$ 0.26	0.7%	\$ 0.30	0.8%	\$ 0.08	0.2%
Workers' Compensation	\$ 0.60	1.40%	\$ 0.39	1.0%	\$ 0.54	1.4%	\$ 0.58	1.5%

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Trend In Retirement Rates





NHRS Employer and Member Contribution Rates since 1971

FY Fiscal Year	Employer Rates*					Member Rates**	
	Non-State Employees	State Employees	Teachers	Police	Fire	Group I	Group II
1971	2.85%	2.85%	3.10%	8.30%	8.30%	Variable	Variable
1972	2.61%	2.61%	3.55%	8.49%	8.86%	Variable	Variable
1973	2.96%	2.96%	3.88%	8.80%	9.05%	Variable	Variable
1974	2.77%	2.77%	4.30%	8.82%	8.31%	Variable	Variable
1975	1.90%	1.90%	2.61%	7.31%	6.76%	Variable	Variable
1976	1.59%	1.59%	1.79%	9.69%	9.52%	Variable	Variable
1977	2.43%	2.43%	3.89%	10.89%	18.44%	Variable	Variable
1978	3.03%	3.03%	2.88%	11.98%	19.05%	4.6%/9.2%	9.3%
1979	3.01%	3.01%	2.88%	11.98%	18.61%	4.6%/9.2%	9.3%
1980	3.00%	3.00%	2.96%	11.77%	13.14%	4.6%/9.2%	9.3%
1981	2.74%	2.74%	2.96%	11.71%	12.86%	4.6%/9.2%	9.3%
1982	2.55%	2.55%	1.80%	21.69%	17.29%	4.6%/9.2%	9.3%
1983	2.56%	2.56%	2.20%	21.40%	17.83%	4.6%/9.2%	9.3%
1984	2.39%	2.39%	0.88%	21.51%	23.12%	4.6%/9.2%	9.3%
1985	2.07%	2.07%	0.92%	21.71%	22.80%	4.6%/9.2%	9.3%
1986	1.27%	1.27%	0.88%	13.00%	15.54%	4.6%/9.2%	9.3%
1987	1.01%	1.01%	0.88%	11.60%	14.70%	4.6%/9.2%	9.3%
1988	2.74%	2.74%	0.65%	7.07%	13.99%	4.6%/9.2%	9.3%
1989	2.47%	2.47%	0.79%	8.20%	13.98%	5.0%	9.3%
1990	2.30%	2.30%	1.37%	9.31%	12.23%	5.0%	9.3%
1991	2.02%	2.02%	1.37%	10.22%	12.65%	5.0%	9.3%
1992	2.33%	2.33%	2.09%	7.97%	7.95%	5.0%	9.3%
1993	2.65%	2.65%	2.79%	5.07%	10.20%	5.0%	9.3%
1994-95	2.65%	2.65%	2.79%	5.07%	10.20%	5.0%	9.3%
1996-97	3.14%	3.14%	3.35%	3.81%	7.49%	5.0%	9.3%
1998-99	3.86%	3.86%	4.05%	5.22%	8.30%	5.0%	9.3%
2000-01	3.94%	3.94%	4.11%	7.13%	8.30%	5.0%	9.3%
2002-03	4.14%	4.14%	3.97%	8.20%	10.17%	5.0%	9.3%
2004-05	5.90%	5.90%	4.06%	12.11%	20.68%	5.0%	9.3%
2006-07	6.81%	6.81%	5.70%	14.90%	22.09%	5.0%	9.3%
2008-09	8.74%	8.74%	8.93%	18.21%	24.49%	5.0%	9.3%
2010-11	9.16%	11.05%	10.70%	19.51%	24.69%	5.0%***	9.3%
2012^	11.09%/8.80%	12.31%/10.08%	13.95%/11.30%	25.57%/19.95%	30.90%/22.89%	7.0%~	11.55%/11.8%~
2013	8.80%	10.08%	11.30%	19.95%	22.89%	7.0%	11.55%/11.8%
2014-15	10.77%	12.13%	14.16%	25.40%/25.30%∞	27.85%/27.74%∞	7.0%	11.55%/11.8%
2016-17	11.17%	12.50%	15.67%	26.38%	29.16%	7.0%	11.55%/11.8%
2018-19	11.38%	12.15%	17.36%	29.43%	31.89%	7.0%	11.55%/11.8%

* Employer Rates: (1) The rates listed above are the total employer contribution rates. In 2008, legislation was passed to include both a pension and a Medical Subsidy portion as part of the total employer contribution rate, which may result in a difference in the employer rates for state and non-state Employee members. Visit the NHRS website at <https://www.nhrs.org/employers/employer-contribution-rates> to view a breakdown of the pension and Medical Subsidy percentages. (2) Group II employers do not pay the Social Security tax, currently 6.2% on earnings up to \$118,500.

** Member Rates: (1) Group I includes Employee and Teacher members; Group II includes Police and Fire members. (2) Member rates are set by the New Hampshire Legislature. Prior to 1977, employee contribution rates were assessed on a sliding scale based on age, and, for Group I only, gender. Prior to 1989, Group I members contributed 4.60% up to the Social Security taxable wage limit and 9.20% on any excess.

*** The member contribution rate for Group I state employees whose employment began on or after July 1, 2009, was 7.0%.

^ Employer rates were recertified effective Aug. 1, 2011, to reflect 2011 legislative changes. Employers paid the higher rate shown for July 2011 only.

~ Effective July 1, 2011, the member contribution rates increased to 7.0% for all Group I members, 11.55% for all Group II Police members, and 11.80% for all Group II Fire members.

∞ The two rates listed in this column represent differing employer contribution rates for the state and political subdivisions, respectively. Group II employer contribution rates differed in this biennium only due to the timing of 2011 statutory changes in relation to the state payroll schedule.

Revised 9/2016

CITY OF DOVER

Taxes and Retirement Summary

FICA and Medicare Taxes

Cost Based on Percent of Wage

FICA and Medicare	Employer Cost	Employee Cost	CY2017 Maximum Wages Taxed
FICA	6.20%	6.20%	126,000
Medicare	1.45%	1.45%	All

Notes:

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

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

FICA Tax Wage Limit for CY2016 was \$118,500

NH Retirement System

Cost based on Percent of Wage

Fiscal Year	Employer Cost		
	Municipal	Police	Fire
2016 and 2017	11.17%	26.38%	29.16%
2018 and 2019	11.38%	29.43%	31.89%
State Cost			
Fiscal Year	Employee Cost		
	Municipal	Police	Fire
All Years listed above	7.00%	11.55%	11.80%

Normal Retirement Requirements

The New Hampshire Retirement System (NHRS) is a defined benefit plan. Pensions are calculated on a formula based on salary and years of service, not on the amounts contributed to the plan. Municipal (Group I) employees and Police and Fire (Group II) employees retirement age and years of service requirements vary based on date of hire and when the participant is vested in the plan.

Normal Retirement Benefits

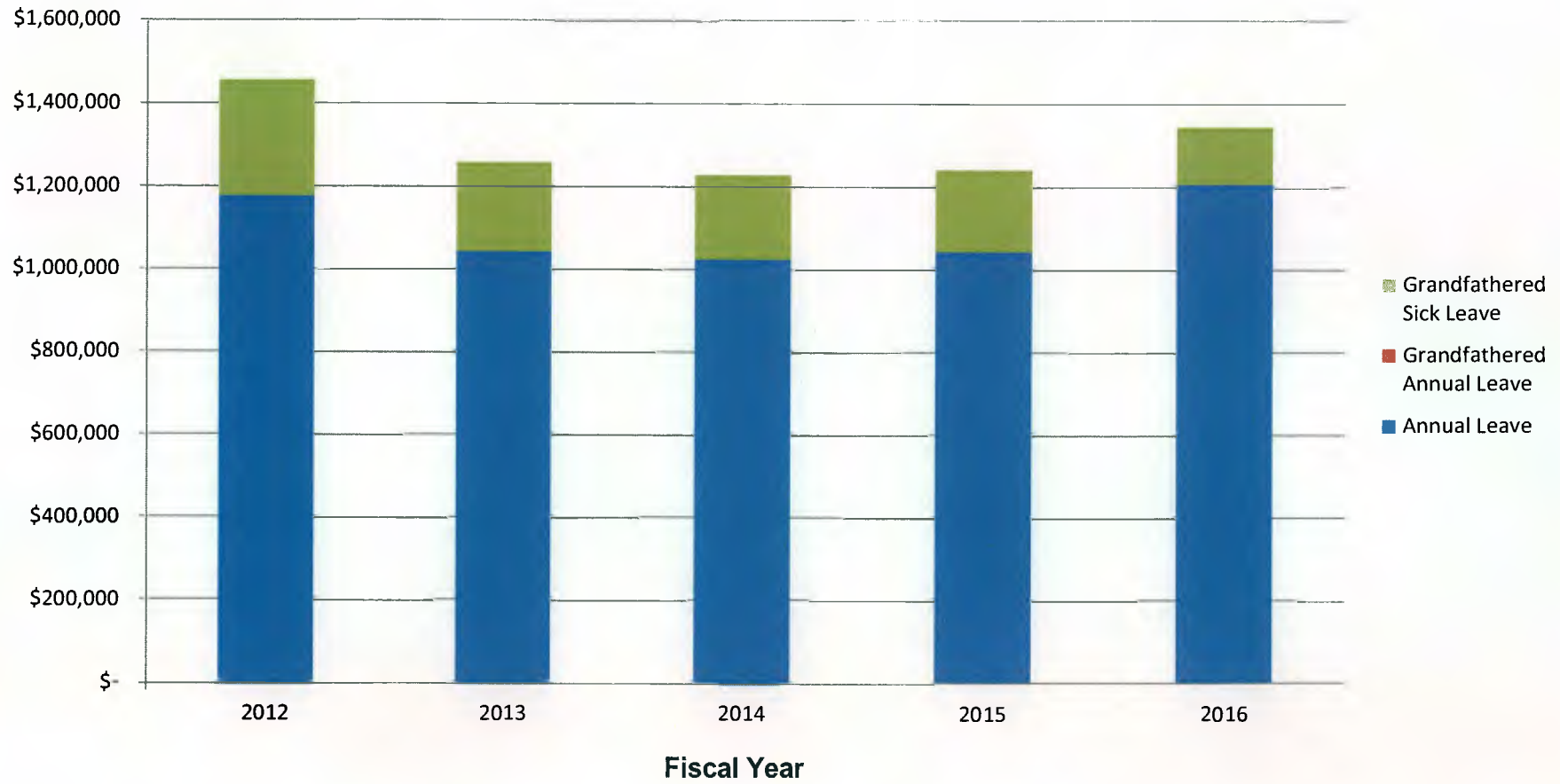
Municipal - Group I and Police & Firefighters - Group II:

Retirement Benefits vary based on each employee group, dates of hire, and when the participant is vested in the plan.

Retirement Health Care

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

Compensated Absences Liability Trend



City of Dover

Compensated Absences Liability

Compensated Absences Liability by Fiscal Year End

Fiscal Year	All funds		Total
	City	School	
2012	1,456,541	1,886,400	3,342,941
2013	1,258,209	2,274,016	3,532,225
2014	1,228,175	1,970,920	3,199,095
2015	1,241,147	2,131,140	3,372,287
2016	1,344,683	2,287,911	3,632,594

Breakdown of City Compensated Absences Liability by Leave Type

Fiscal Year	Annual Leave	Grandfathered Annual Leave	Total Annual Leave	Grandfathered Sick Leave	Total Liability
2013	1,042,805	-	1,042,805	215,404	1,258,209
2014	1,024,490	-	1,024,490	203,686	1,228,175
2015	1,043,203	-	1,043,203	197,944	1,241,147
2016	1,206,353	-	1,206,353	138,330	1,344,683

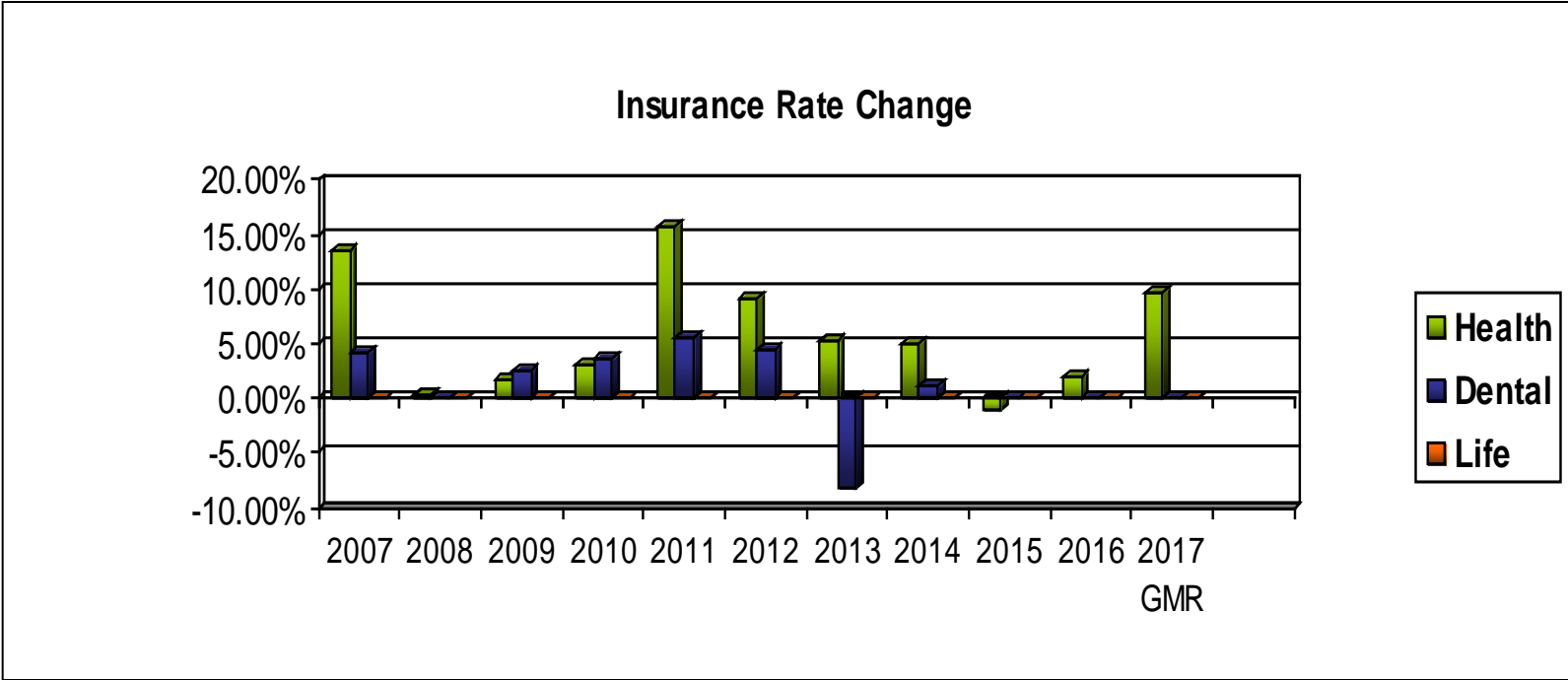
Fiscal Year 2016 City Compensated Absences Liability by Employee Group

Description	Annual Leave	Grandfathered Sick Leave	Total Liability
Dover Municipal Employee Association	203,445	24,270	227,715
Dover Professional Employees Association	158,793	47,843	206,636
Dover Police Administrators Association II	124,241	-	124,241
Merit Plan	79,942	-	79,942
Department Heads	101,306	52,263	153,570
Dover Police Association	178,507	2,258	180,765
International Association of Firefighters	155,708	-	155,708
Dover Professional Fire Officers Association	99,949	-	99,949
Total Leave Liability	1,206,353	138,330	1,344,683

Fiscal Year - City Compensated Absences Liability by Fund

Fund	2012	2013	2014	2015	2016
General Fund	1,250,715	1,071,372	1,034,211	1,053,447	1,105,583
Parking Fund	11,819	12,814	9,092	10,552	19,173
Total Governmental Funds	1,262,535	1,084,186	1,043,303	1,063,999	1,124,756
Other Funds:					
Water Fund	65,202	70,986	34,018	43,203	59,265
Sewer Fund	76,594	59,840	101,249	80,273	98,946
DBIDA Fund	7,451	6,989	10,622	10,871	14,475
DoverNet Fund	19,200	17,729	19,817	19,822	26,020
Fleet Maintenance Fund	25,560	18,480	19,167	22,979	21,220
Total Other Funds	194,006	174,023	184,872	177,148	219,927
Total Leave Liability	1,456,541	1,258,209	1,228,175	1,241,147	1,344,683

Trend In Insurance Rates



	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017 GMR	5 Yr. Avg.	10 Yr. Avg.
Health	8.5%	13.4%	0.30%	1.60%	3.00%	15.8%	9.1%	5.40%	4.9%	-1.1%	1.9%	9.6%	3.76%	5.43%
Dental	3.60%	4.20%	0.00%	2.60%	3.70%	5.50%	4.50%	-8.10%	1.2%	0.00%	0.00%	0.00%	-0.48%	1.36%
Life	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

City of Dover, NH
Flexible Benefits Program
FY2018 GMR Rates

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:															
BlueChoice (ee 20%)	\$12,353.64	\$24,707.40	\$33,354.96	\$9,882.91	\$19,765.92	\$26,683.97	\$2,470.73	\$4,941.48	\$6,670.99	\$51.47	\$102.95	\$138.98	\$823.58	\$1,647.16	\$2,223.66
Access Blue 15 (ee 5%)	\$10,557.60	\$21,115.08	\$28,505.40	\$10,029.72	\$20,059.33	\$27,080.13	\$527.88	\$1,055.75	\$1,425.27	\$11.00	\$21.99	\$29.69	\$835.81	\$1,671.61	\$2,256.68
Access Blue SOS (ee 0%)	\$8,659.20	\$17,318.40	\$23,379.72	\$8,659.20	\$17,318.40	\$23,379.72	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$721.60	\$1,443.20	\$1,948.31
Medicomp III (65 and over)	\$7,570.80	\$15,141.60		\$6,056.64	\$12,113.28										
Buyout fixed				\$5,685.00	\$11,370.00	\$15,350.00				\$109.33	\$218.65	\$295.19			
Dental Insurance:															
Delta Dental - Base	\$376.68	\$737.28	\$1,486.44	\$376.68	\$737.28	\$737.28	\$0.00	\$0.00	\$749.16	\$0.00	\$0.00	\$15.61	\$31.39	\$61.44	\$61.44
Delta Dental - Mid	\$544.92	\$1,047.84	\$1,837.80	\$376.68	\$737.28	\$737.28	\$168.24	\$310.56	\$1,100.52	\$3.51	\$6.47	\$22.93	\$31.39	\$61.44	\$61.44
Delta Dental - High	\$544.92	\$1,054.56	\$1,918.68	\$376.68	\$737.28	\$737.28	\$168.24	\$317.28	\$1,181.40	\$3.51	\$6.61	\$24.61	\$31.39	\$61.44	\$61.44
Buyout	(\$376.68)	(\$737.28)	(\$737.28)	(\$188.34)	(\$368.64)	(\$368.64)	(\$188.34)	(\$368.64)	(\$368.64)						
Life and AD&D Insurance:															
1x Life w/ 2x AD&D		\$.18 per \$1,000 of salary			\$.18 per \$1,000 of salary										
Other Available Benefits:															
Employee Assistance Program															
Slice of Life / Wellness Incentive Program															
Health Insurance: Monthly rates															
BlueChoice	\$1,029.47	\$2,058.95	\$2,779.58												
Access Blue 15	\$879.80	\$1,759.59	\$2,375.45												
Access Blue SOS	\$721.60	\$1,443.20	\$1,948.31												
Medicomp III (65 and over)	\$630.90	\$1,261.80	-												
Medicomp III NRX(65 and over)	\$239.71														
Medicomp III RX 10/20/45	\$599.37	\$1,198.74													
Subsidy no medicomp	\$375.56	\$751.12													
Subsidy with medicomp	\$236.84	\$473.68													
Dental Insurance: Monthly rates															
Delta Dental - Base 4	\$31.39	\$61.44	\$123.87												
Delta Dental - Mid 3	\$45.41	\$87.32	\$153.15												
Delta Dental - High 1	\$45.41	\$87.88	\$159.89												

FY2017

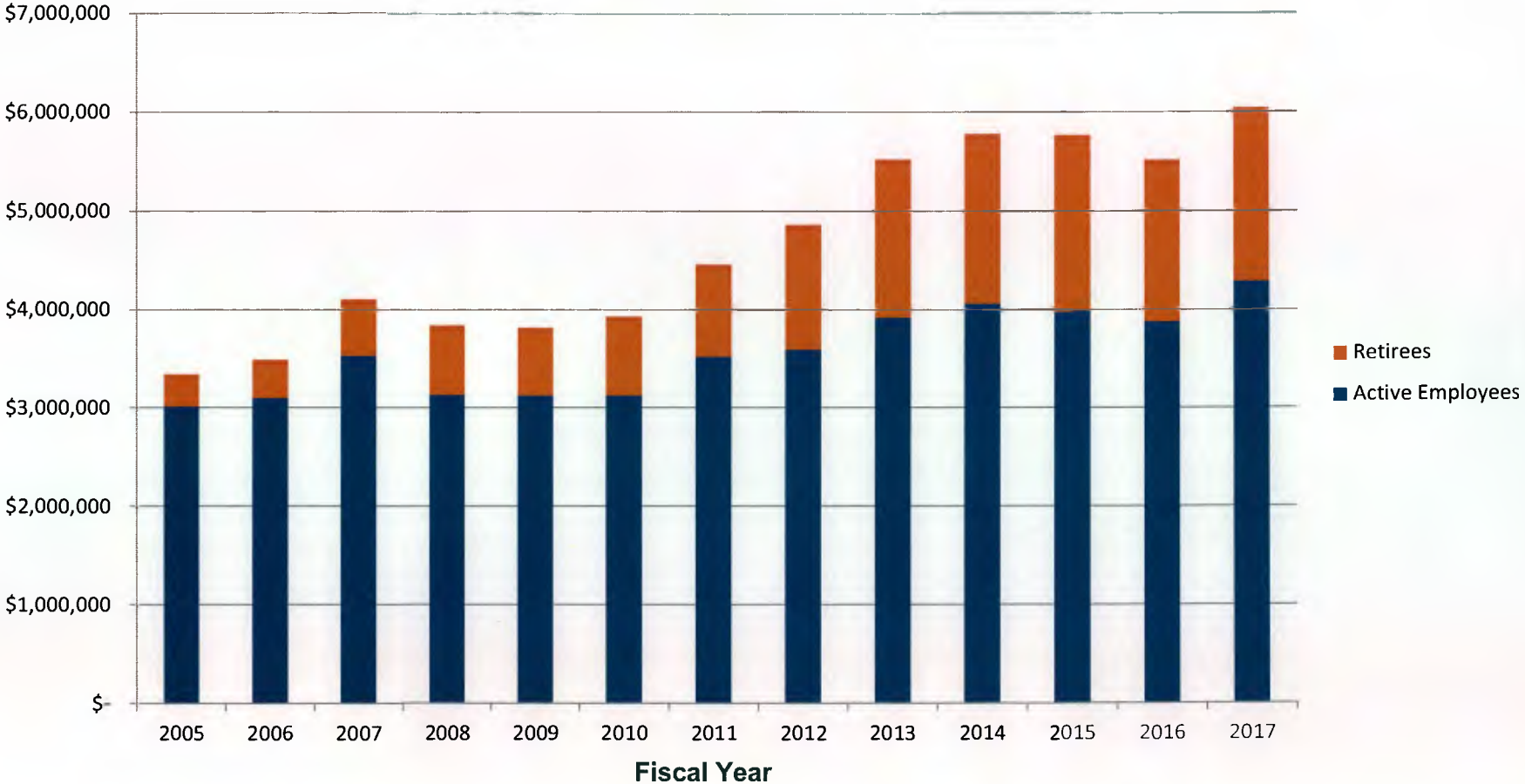
Health Insurance by Union

Plan	AFSCME	DMEA	DPA	DPAAIL	DPEA	DPFOA	DPFFA	N-U	TOTALS
BlueChoice Single	2	5	8	1	2	1	0	2	21
BlueChoice 2-Person	7	3	2	2	7	0	2	2	25
BlueChoice Family	6	5	3	3	5	6	10	3	41
Access Blue Single	3	2	8	0	0	1	10	2	26
Access Blue 2-Person	2	4	1	1	0	0	3	2	13
Access Blue Family	2	4	7	1	1	1	4	3	23
Access Blue SOS Single	1	2	0	0	0	0	1	0	4
Access Blue SOS 2-Person	0	0	0	0	0	1	0	0	1
Access Blue SOS Family	0	1	0	0	0	0	0	1	2
Health Buyout	15	15	20	10	4	5	10	12	91
TOTALS:	38	41	49	18	19	15	40	27	247

Dental Insurance by Union

Plan	AFSCME	DMEA	DPA	DPAAIL	DPEA	DPFOA	DPFFA	N-U	TOTALS
Dental - Base - Single	2	0	2	0	0	0	8	1	13
Dental - Base - 2 Person	4	0	3	1	1	0	2	1	12
Dental - Base - Family	2	3	2	1	3	3	5	2	21
Dental - Mid - Single	4	5	18	1	0	1	7	3	39
Dental - Mid - 2 Person	10	9	3	3	6	1	4	6	42
Dental - Mid - Family	6	5	10	7	3	5	7	7	50
Dental - High - Single	0	0	0	0	0	0	0	0	0
Dental - High - 2 Person	0	0	0	0	0	0	0	0	0
Dental - High - Family	2	2	2	1	1	1	1	1	11
Dental - Buyout	8	12	9	4	3	4	6	6	52
TOTALS:	38	36	49	18	17	15	40	27	240

Health Insurance Budgetary Cost Summary



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
2017	250	6,792,824	575,343	1,931,633	2,506,976	4,285,848	122	1,756,146	372	6,041,996
2016	237	6,128,073	629,504	1,620,140	2,249,644	3,878,429	122	1,640,761	359	5,519,190
2015	232	6,269,981	784,711	1,474,654	2,259,365	4,010,616	115	1,758,269	347	5,768,885
2014	228	6,266,956	790,195	1,416,830	2,207,025	4,059,831	111	1,720,885	339	5,780,816
2013	227	5,863,938	789,084	1,153,393	1,942,477	3,921,461	108	1,601,543	333	5,523,004
2012	223	5,300,065	738,190	965,472	1,703,662	3,596,403	100	1,264,708	323	4,861,111
2011	229	5,068,224	737,221	808,239	1,545,460	3,522,764	90	937,739	319	4,460,503
2010	232	4,424,003	621,299	675,014	1,296,313	3,127,690	80	804,294	312	3,931,984
2009	237	4,338,110	630,874	581,990	1,212,864	3,125,246	74	692,543	311	3,817,789
2008	240	4,267,909	714,561	417,039	1,131,600	3,136,309	70	706,923	310	3,843,232
2007	249	4,513,373	590,226	392,170	982,396	3,530,977	61	576,339	310	4,107,316
2006	245	3,790,004	400,868	291,197	692,065	3,097,938	47	393,790	292	3,491,728
2005	254	3,626,720	279,006	335,023	614,029	3,012,691	46	333,005	300	3,345,696
Totals		59,857,355	7,705,739	10,131,161	17,836,900	42,020,455		12,430,898		54,451,353

Fiscal Year	Percent of Premiums	8.5%	28.4%	36.9%	63.1%	% Total Cost	29.1%
2016	10.3%	26.4%	36.7%	63.3%	29.7%		
2015	12.5%	23.5%	36.0%	64.0%	30.5%		
2014	12.6%	22.6%	35.2%	64.8%	29.8%		
2013	13.5%	19.7%	33.1%	66.9%	29.0%		
2012	13.9%	18.2%	32.1%	67.9%	26.0%		
2011	14.5%	15.9%	30.5%	69.5%	21.0%		
2010	14.0%	15.3%	29.3%	70.7%	20.5%		
2009	14.5%	13.4%	28.0%	72.0%	18.1%		
2008	16.7%	9.8%	28.5%	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%		
Total %	12.9%	16.9%	29.8%	70.2%	22.8%		

Dental

Fiscal Year	Active Employees					Employer Cost	Retirees		Total Insured	
	Number	Premiums*	Withholdings	Buyout Savings	Total Savings		Number	City Cost	Number	City Cost
2017	254	271,440	99,172	18,620	117,792	153,648	10	13,297	264	166,945
2016	239	260,613	96,879	19,546	116,425	144,188	10	13,297	249	157,485
2015	240	272,261	106,347	16,040	122,387	149,874	10	13,297	250	163,171
2014	235	270,254	89,611	16,409	106,020	184,234	10	13,297	245	177,531
2013	235	284,113	87,056	14,578	101,634	162,479	10	14,487	245	176,966
2012	238	295,830	91,857	16,593	108,550	187,280	10	13,795	248	201,075
2011	235	274,919	92,320	14,555	106,875	168,044	9	12,064	244	180,108
2010	238	276,380	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	6,595	105,184	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	84,843	9,963	94,806	142,539	0	-	254	142,539
Totals		3,212,788	1,105,252	161,944	1,267,195	1,945,593		101,833		1,903,236

Fiscal Year	Percent of Premiums	36.5%	6.9%	43.4%	56.6%	% Total Cost	8.0%
2016	37.2%	7.5%	44.7%	55.3%	8.4%		
2015	39.1%	5.9%	45.0%	55.0%	8.1%		
2014	33.2%	6.1%	39.2%	60.8%	7.5%		
2013	33.0%	5.5%	38.5%	61.5%	8.2%		
2012	31.1%	5.6%	36.7%	63.3%	6.9%		
2011	33.6%	5.3%	38.9%	61.1%	6.7%		
2010	32.9%	4.8%	37.8%	62.2%	5.9%		
2009	32.8%	4.8%	37.5%	62.5%	5.8%		
2008	33.5%	3.8%	37.3%	62.7%	5.8%		
2007	35.7%	3.2%	38.8%	61.2%	2.3%		
2006	35.8%	3.8%	39.4%	60.6%	0.0%		
2005	35.7%	4.2%	39.9%	60.1%	0.0%		
Total %	34.4%	5.0%	39.4%	60.6%	57.1%		

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
2017		7,064,284	674,515	1,950,253	2,624,768	4,439,496		1,769,445		6,208,941
2016		6,388,686	726,383	1,639,686	2,366,069	4,022,617		1,654,058		5,676,675
2015		6,542,242	891,058	1,490,694	2,381,752	4,160,496		1,771,586		5,932,056
2014		6,537,210	879,806	1,433,239	2,313,045	4,224,165		1,734,282		5,958,447
2013		6,128,051	876,140	1,167,971	2,044,111	4,083,940		1,616,030		5,699,970
2012		5,595,895	830,147	982,065	1,812,212	3,783,683		1,278,503		5,062,186
2011		5,343,143	829,541	822,794	1,652,335	3,680,808		949,803		4,640,611
2010		4,700,363	712,340	688,393	1,400,733	3,299,630		815,016		4,114,646
2009		4,608,075	719,303	594,890	1,314,193	3,293,882		702,883		3,996,765
2008		4,527,938	801,687	426,923	1,228,610	3,299,328		716,942		4,016,270
2007		4,784,066	666,795	400,765	1,067,560	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
Totals		63,070,143	6,810,990	10,293,105	19,104,095	43,966,048		12,546,028		56,512,076

Fiscal Year	Percent of Premiums	9.5%	27.6%	37.2%	62.8%	% Total Cost	28.5%
2016	11.4%	25.7%	37.0%	63.0%	29.1%		
2015	13.6%	22.8%	36.4%	63.6%	29.9%		
2014	13.5%	21.9%	35.4%	64.6%	29.1%		
2013	14.3%	19.1%	33.4%	66.8%	28.4%		
2012	14.8%	17.5%	32.4%	67.6%	25.3%		
2011	15.5%	15.4%	30.9%	69.1%	20.5%		
2010	15.2%	14.6%	29.8%	70.2%	19.8%		
2009	15.6%	12.9%	28.5%	71.5%	17.9%		
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%		
Total %	14.0%	16.3%	30.3%	69.7%	22.2%		



Transmission of material in this release is embargoed until
 8:30 a.m. (EDT) Friday, October 28, 2016

USDL-16-2057

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 Media contact: (202) 691-5902 • pressoffice@bls.gov

EMPLOYMENT COST INDEX – SEPTEMBER 2016

Compensation costs for civilian workers increased 0.6 percent, seasonally adjusted, for the 3-month period ending in September 2016, the U.S. Bureau of Labor Statistics reported today. **Wages and salaries** (which make up about 70 percent of compensation costs) increased 0.5 percent, and **benefits** (which make up the remaining 30 percent of compensation) increased 0.7 percent. (See chart 1 and tables A, 1, 2, and 3.)

Chart 1. Three-month percent change, seasonally adjusted, civilian workers, compensation

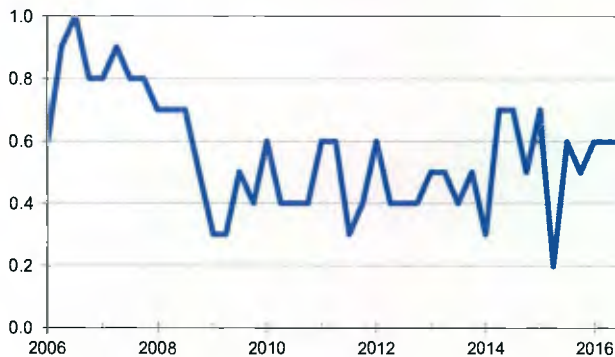
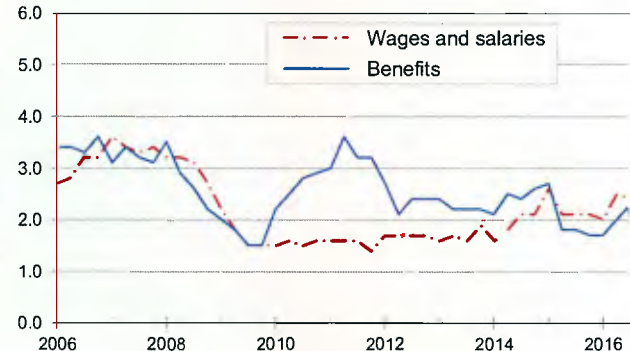


Chart 2. Twelve-month percent change, not seasonally adjusted, civilian workers, wages and salaries and benefits



Civilian Workers

Compensation costs for civilian workers increased 2.3 percent for the 12-month period ending in September 2016. In September 2015, compensation costs increased 2.0 percent. **Wages and salaries** increased 2.4 percent for the current 12-month period, and increased 2.1 percent for the 12-month period ending in September 2015. **Benefit costs** increased 2.3 percent for the 12-month period ending in September 2016. In September 2015, the increase was 1.8 percent. (See chart 2 and tables A, 4, 8, and 12.)

Private Industry Workers

Compensation costs for private industry workers increased 2.3 percent over the year, higher than the September 2015 increase of 1.9 percent. **Wages and salaries** increased 2.4 percent for the current 12-month period. In September 2015, the increase was 2.1 percent. The cost of **benefits** rose 1.8 percent for the 12-month period ending in September 2016, and rose 1.4 percent in September 2015. (See charts 3 and 4 and tables A, 5, 9, and 12.)

Chart 3. Twelve-month percent change, not seasonally adjusted, private industry, benefits and health benefits

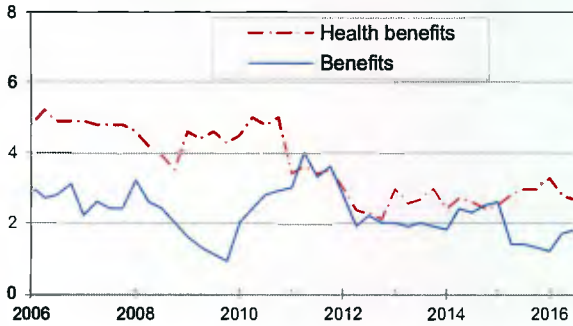
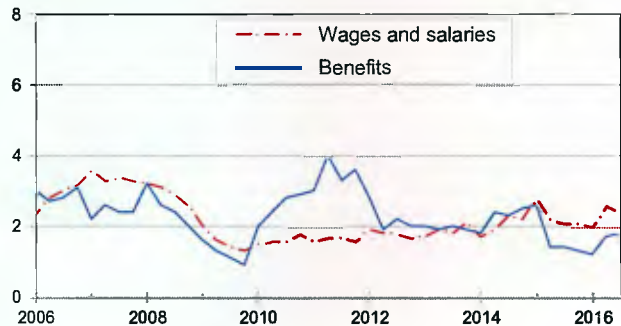


Chart 4. Twelve-month percent change, not seasonally adjusted, private industry, wages and salaries and benefits



Employer costs for **health benefits** increased 2.7 percent for the 12-month period ending in September 2016. (For further information, see www.bls.gov/web/eci/ehealth.pdf.)

Among **occupational groups**, compensation cost increases for private industry workers for the 12-month period ending in September 2016 ranged from 1.8 percent for management, professional, and related occupations to 3.2 percent for service occupations. (See table 5.)

Among **industry supersectors**, compensation cost increases for private industry workers for the current 12-month period ranged from 1.7 percent for professional and business services to 3.6 percent for leisure and hospitality. (See table 5.)

State and Local Government Workers

Compensation costs for state and local government workers increased 2.6 percent for the 12-month period ending in September 2016. In September 2015, the increase was 2.3 percent. **Wages and salaries** increased 2.0 percent for the 12-month period ending in September 2016. In September 2015, the increase was 1.8 percent. **Benefit costs** increased 3.7 percent for the 12-month period ending in September 2016, a higher rate than in the prior year when the increase was 3.0 percent. (See chart 5 and tables A, 7, 11, and 12.)

Chart 5. Twelve-month percent change, not seasonally adjusted, state and local government, wages and salaries and benefits

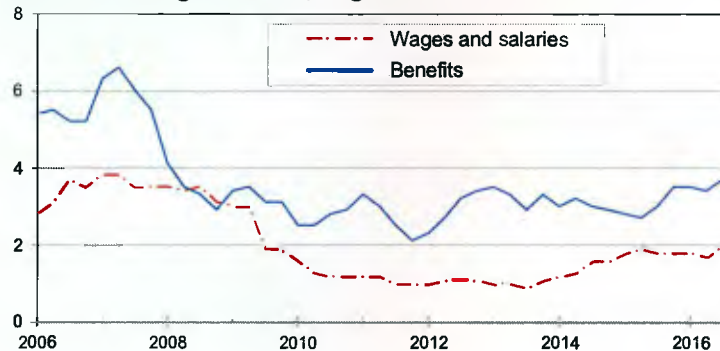


Table A. Major series of the Employment Cost Index

(Percent change)

Category	3-month, seasonally adjusted		12-month, not seasonally adjusted				
	June 2016	Sept. 2016	Sept. 2015	Dec. 2015	Mar. 2016	June 2016	Sept. 2016
CIVILIAN WORKERS¹							
Compensation ²	0.6	0.6	2.0	2.0	1.9	2.3	2.3
Wages and salaries	0.6	0.5	2.1	2.1	2.0	2.5	2.4
Benefits	0.5	0.7	1.8	1.7	1.7	2.0	2.3
PRIVATE INDUSTRY							
Compensation ²	0.6	0.5	1.9	1.9	1.8	2.4	2.3
Wages and salaries	0.6	0.5	2.1	2.1	2.0	2.6	2.4
Benefits	0.4	0.5	1.4	1.3	1.2	1.7	1.8
STATE AND LOCAL GOVERNMENT							
Compensation ²	0.5	0.9	2.3	2.5	2.4	2.3	2.6
Wages and salaries	0.4	0.7	1.8	1.8	1.8	1.7	2.0
Benefits	0.6	1.2	3.0	3.5	3.5	3.4	3.7

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

The Employment Cost Index for December 2016 is scheduled for release on Tuesday, January 31, 2017, at 8:30 a.m. (EST).

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EMPLOYER COSTS FOR EMPLOYEE COMPENSATION – SEPTEMBER 2016

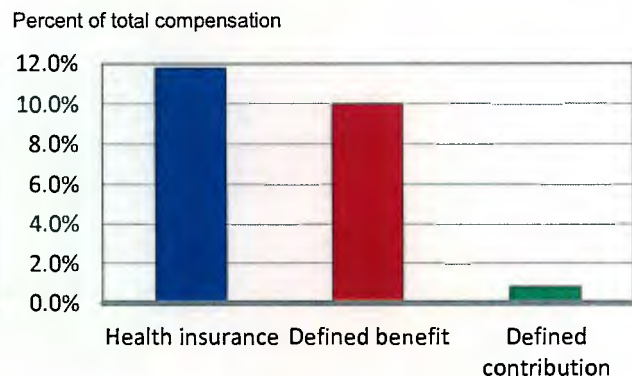
Employer costs for employee compensation averaged \$34.15 per hour worked in September 2016, the U.S. Bureau of Labor Statistics reported today. Wages and salaries averaged \$23.42 per hour worked and accounted for 68.6 percent of these costs, while benefits averaged \$10.73 and accounted for the remaining 31.4 percent. Total employer compensation costs for **private industry** workers averaged \$32.27 per hour worked in September 2016. Total employer compensation costs for **state and local government** workers averaged \$45.93 per hour worked in September 2016.

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

Chart 1. Employer retirement and savings costs, selected occupational groups, state and local government workers, September 2016



Chart 2. Percent of total compensation, selected benefits, state and local government workers, September 2016



Compensation costs in state and local government

State and local government employers spent an average of \$45.93 per hour worked for employee compensation in September 2016. Wages and salaries averaged \$29.06 per hour and accounted for 63.3 percent of compensation costs, while benefits averaged \$16.87 per hour worked and accounted for the remaining 36.7 percent. Total compensation costs for management, professional, and related workers averaged \$55.25 per hour worked. This major occupational group includes teachers, averaging \$62.39 per hour worked. Total compensation for sales and office workers averaged \$32.05 per hour worked and service workers averaged \$35.16. (See table 3 and 4.)

In September 2016, the average cost for **retirement and savings** benefits was \$4.98 per hour worked in state and local government, or 10.9 percent of total compensation. Retirement and savings costs for management, professional, and related workers averaged \$5.94 per hour worked, sales and office workers averaged \$3.09, and service workers averaged \$4.32. (See chart 1 and table 3.) Included in retirement and savings benefits were employer costs for defined benefit plans, which averaged \$4.61 per hour (10.0 percent of total compensation), and defined contribution plans, which averaged 37 cents (0.8 percent). (See chart 2 and table 3.) Defined benefit plans specify a formula for determining future benefits, while defined contribution plans specify employer contributions but do not guarantee the amount of future benefits.

For state and local government employees, employer costs for **insurance** benefits averaged \$5.55 per hour, or 12.1 percent of total compensation. Insurance benefit costs include life insurance, health insurance, and short-term and long-term disability. The largest component of insurance costs in September 2016 was health insurance, which averaged \$5.41, or 11.8 percent of total compensation. (See chart 2 and table 3.)

Two components of benefit costs are paid leave and legally required benefits. **Paid leave** benefit costs include vacation, holiday, sick leave, and personal leave. The average cost for paid leave was \$3.28 per hour worked for state and local government employees. Costs for **legally required benefits**, including Social Security, Medicare, unemployment insurance (both state and federal), and workers' compensation, averaged \$2.67 per hour worked. (See table 3.)

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

Benefit costs in private industry

Private industry employer costs for **paid leave** averaged \$2.21 per hour worked or 6.9 percent of total compensation, **supplemental pay** averaged \$1.16 or 3.6 percent, **insurance** benefits averaged \$2.59 or 8.0 percent, **retirement and savings** averaged \$1.25 or 3.9 percent, and **legally required benefits** averaged \$2.54 per hour worked or 7.9 percent. (See table A and table 5.)

Table A. Relative importance of employer costs for employee compensation, September 2016

Compensation component	Civilian workers ¹	Private industry	State and local government
Wages and salaries	68.6%	69.8%	63.3%
Benefits	31.4	30.2	36.7
Paid leave	6.9	6.9	7.1
Supplemental pay	3.1	3.6	0.8
Insurance	8.8	8.0	12.1
Health	8.4	7.6	11.8
Retirement and savings	5.2	3.9	10.9
Defined benefit	3.2	1.7	10.0
Defined contribution	1.9	2.2	0.8
Legally required	7.5	7.9	5.8

¹ Includes workers in the private nonfarm economy except those in private households, and workers in the public sector, except the federal government.

Table 2. Employer costs per hour worked for employee compensation and costs as a percent of total compensation: civilian workers, by occupational and industry group, September 2016

Series	Total compensation	Wages and salaries	Benefit costs					
			Total	Paid leave	Supplemental pay	Insurance	Retirement and savings	Legally required benefits
Cost per hour worked								
Civilian workers ¹	\$34.15	\$23.42	\$10.73	\$2.36	\$1.05	\$3.00	\$1.76	\$2.56
Occupational group								
Management, professional, and related	56.67	38.65	18.01	4.49	2.02	4.60	3.35	3.55
Management, business, and financial	68.73	45.96	22.77	6.10	4.34	4.74	3.42	4.17
Professional and related	51.56	35.56	16.00	3.81	1.04	4.54	3.33	3.29
Teachers ²	57.18	40.02	17.17	2.60	0.17	5.60	5.69	3.11
Primary, secondary, and special education school teachers	57.99	39.57	18.42	2.49	0.18	6.43	6.46	2.86
Registered nurses	52.28	35.05	17.23	4.60	1.61	4.70	2.71	3.60
Sales and office	24.95	17.56	7.38	1.65	0.58	2.37	0.90	1.88
Sales and related	24.19	18.13	6.06	1.41	0.62	1.55	0.62	1.85
Office and administrative support	25.40	17.22	8.18	1.80	0.56	2.87	1.06	1.89
Service	17.79	12.72	5.07	0.89	0.29	1.41	0.79	1.69
Natural resources, construction, and maintenance	34.94	23.34	11.61	1.86	1.03	3.26	2.10	3.35
Construction, extraction, farming, fishing, and forestry ³	36.31	23.99	12.32	1.55	0.99	3.28	2.67	3.83
Installation, maintenance, and repair	33.55	22.67	10.89	2.19	1.08	3.23	1.52	2.87
Production, transportation, and material moving	27.45	18.07	9.38	1.64	0.99	2.98	1.22	2.55
Production	26.83	17.87	8.96	1.63	1.15	2.88	0.93	2.37
Transportation and material moving	28.01	18.25	9.76	1.64	0.84	3.07	1.49	2.71
Industry group								
Education and health services	38.36	26.29	12.07	2.68	0.50	3.88	2.50	2.51
Educational services	48.03	32.46	15.58	2.85	0.19	5.31	4.54	2.69
Elementary and secondary schools	47.02	31.42	15.60	2.38	0.18	5.67	4.89	2.47
Junior colleges, colleges, and universities	53.29	36.28	17.00	4.19	0.21	5.05	4.35	3.20
Health care and social assistance	32.28	22.41	9.87	2.57	0.70	2.99	1.22	2.40
Hospitals	44.43	28.92	15.51	4.11	1.38	4.79	2.24	2.99
Percent of total compensation								
Civilian workers ¹	100.0	68.6	31.4	6.9	3.1	8.8	5.2	7.5
Occupational group								
Management, professional, and related	100.0	68.2	31.8	7.9	3.6	8.1	5.9	6.3
Management, business, and financial	100.0	66.9	33.1	8.9	6.3	6.9	5.0	6.1
Professional and related	100.0	69.0	31.0	7.4	2.0	8.8	6.5	6.4
Teachers ²	100.0	70.0	30.0	4.5	0.3	9.8	10.0	5.4
Primary, secondary, and special education school teachers	100.0	68.2	31.8	4.3	0.3	11.1	11.1	4.9
Registered nurses	100.0	67.0	33.0	8.8	3.1	9.0	5.2	6.9
Sales and office	100.0	70.4	29.6	6.6	2.3	9.5	3.6	7.5
Sales and related	100.0	74.9	25.1	5.8	2.6	6.4	2.6	7.7
Office and administrative support	100.0	67.8	32.2	7.1	2.2	11.3	4.2	7.4
Service	100.0	71.5	28.5	5.0	1.6	7.9	4.4	9.5
Natural resources, construction, and maintenance	100.0	66.8	33.2	5.3	3.0	9.3	6.0	9.6
Construction, extraction, farming, fishing, and forestry ³	100.0	66.1	33.9	4.3	2.7	9.0	7.3	10.5
Installation, maintenance, and repair	100.0	67.6	32.4	6.5	3.2	9.6	4.5	8.5
Production, transportation, and material moving	100.0	65.8	34.2	6.0	3.6	10.8	4.5	9.3
Production	100.0	66.6	33.4	6.1	4.3	10.7	3.5	8.8
Transportation and material moving	100.0	65.2	34.8	5.9	3.0	11.0	5.3	9.7
Industry group								
Education and health services	100.0	68.5	31.5	7.0	1.3	10.1	6.5	6.5
Educational services	100.0	67.6	32.4	5.9	0.4	11.0	9.4	5.6
Elementary and secondary schools	100.0	66.8	33.2	5.1	0.4	12.1	10.4	5.3
Junior colleges, colleges, and universities	100.0	68.1	31.9	7.9	0.4	9.5	8.2	6.0
Health care and social assistance	100.0	69.4	30.6	8.0	2.2	9.3	3.8	7.4
Hospitals	100.0	65.1	34.9	9.2	3.1	10.8	5.0	6.7

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

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

³ Farming, fishing, and forestry occupations were combined with construction and extraction occupational group as of December 2006.

Table 4. Employer costs per hour worked for employee compensation and costs as a percent of total compensation: state and local government workers, by occupational and industry group, September 2016

Series	Total compensation	Wages and salaries	Benefit costs					
			Total	Paid leave	Supplemental pay	Insurance	Retirement and savings	Legally required benefits
Cost per hour worked								
State and local government workers	\$45.93	\$29.06	\$16.87	\$3.28	\$0.38	\$5.55	\$4.98	\$2.67
Occupational group								
Management, professional, and related	55.25	36.43	18.83	3.56	0.28	6.03	5.94	3.03
Professional and related	54.18	35.93	18.25	3.18	0.27	6.03	5.89	2.89
Teachers ¹	62.39	42.76	19.62	2.81	0.17	6.50	6.99	3.15
Primary, secondary, and special education school teachers	62.91	42.44	20.47	2.68	0.20	7.18	7.45	2.97
Sales and office	32.05	18.83	13.22	2.78	0.22	5.15	3.09	1.97
Office and administrative support	32.22	18.88	13.34	2.81	0.22	5.21	3.13	1.97
Service	35.16	20.23	14.93	3.04	0.64	4.71	4.32	2.23
Industry group								
Education and health services	48.00	31.57	16.44	2.89	0.25	5.73	4.98	2.58
Educational services	49.27	32.68	16.59	2.77	0.18	5.80	5.26	2.58
Elementary and secondary schools	48.22	31.91	16.31	2.42	0.19	5.96	5.30	2.45
Junior colleges, colleges, and universities	53.05	35.49	17.56	4.03	0.15	5.18	5.17	3.03
Health care and social assistance	40.08	24.61	15.47	3.65	0.64	5.35	3.21	2.62
Hospitals	42.52	26.26	16.26	3.90	0.79	5.68	3.23	2.66
Public administration	43.84	25.79	18.05	4.02	0.61	5.41	5.22	2.80
Percent of total compensation								
State and local government workers	100.0	63.3	36.7	7.1	0.8	12.1	10.9	5.8
Occupational group								
Management, professional, and related	100.0	65.9	34.1	6.4	0.5	10.9	10.7	5.5
Professional and related	100.0	66.3	33.7	5.9	0.5	11.1	10.9	5.3
Teachers ¹	100.0	68.5	31.5	4.5	0.3	10.4	11.2	5.0
Primary, secondary, and special education school teachers	100.0	67.5	32.5	4.3	0.3	11.4	11.8	4.7
Sales and office	100.0	58.8	41.2	8.7	0.7	16.1	9.7	6.2
Office and administrative support	100.0	58.6	41.4	8.7	0.7	16.2	9.7	6.1
Service	100.0	57.5	42.5	8.6	1.8	13.4	12.3	6.3
Industry group								
Education and health services	100.0	65.8	34.2	6.0	0.5	11.9	10.4	5.4
Educational services	100.0	66.3	33.7	5.6	0.4	11.8	10.7	5.2
Elementary and secondary schools	100.0	66.2	33.8	5.0	0.4	12.4	11.0	5.1
Junior colleges, colleges, and universities	100.0	66.9	33.1	7.6	0.3	9.8	9.7	5.7
Health care and social assistance	100.0	61.4	38.6	9.1	1.6	13.3	8.0	6.5
Hospitals	100.0	61.8	38.2	9.2	1.9	13.4	7.6	6.3
Public administration	100.0	58.8	41.2	9.2	1.4	12.3	11.9	6.4

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

Table 9. Employer costs per hour worked for employee compensation and costs as a percent of total compensation: private industry workers, goods-producing and service-providing industries, by occupational group, September 2016

Series	Total compensation	Wages and salaries	Benefit costs					Retirement and savings	Legally required benefits
			Total	Paid leave	Supplemental pay	Insurance			
Cost per hour worked									
All workers in private industry	\$32.27	\$22.52	\$9.75	\$2.21	\$1.16	\$2.59	\$1.25	\$2.54	
Management, professional, and related	57.14	39.40	17.74	4.80	2.60	4.13	2.49	3.73	
Management, business, and financial	69.82	46.95	22.87	6.15	4.92	4.56	3.01	4.23	
Professional and related	50.43	35.40	15.03	4.08	1.37	3.90	2.21	3.47	
Sales and office	24.34	17.45	6.89	1.56	0.62	2.14	0.71	1.87	
Sales and related	24.16	18.14	6.02	1.40	0.63	1.53	0.61	1.85	
Office and administrative support	24.47	16.99	7.48	1.66	0.61	2.55	0.78	1.88	
Service	15.09	11.55	3.54	0.56	0.23	0.90	0.24	1.60	
Natural resources, construction, and maintenance	34.51	23.38	11.13	1.71	1.07	3.06	1.87	3.42	
Construction, extraction, farming, fishing, and forestry ¹	36.16	24.27	11.89	1.36	1.02	3.11	2.44	3.96	
Installation, maintenance, and repair	32.88	22.50	10.39	2.05	1.11	3.02	1.32	2.89	
Production, transportation, and material moving	27.17	17.99	9.18	1.60	1.01	2.88	1.14	2.55	
Production	26.61	17.78	8.84	1.60	1.15	2.83	0.89	2.36	
Transportation and material moving	27.70	18.20	9.50	1.60	0.86	2.92	1.38	2.73	
All workers, goods-producing industries²	38.99	25.90	13.09	2.52	1.50	3.65	2.12	3.29	
Management, professional, and related	69.14	46.31	22.83	5.96	2.53	5.15	4.72	4.47	
Sales and office	33.30	22.94	10.35	2.31	1.03	3.21	1.21	2.59	
Natural resources, construction, and maintenance	37.02	24.60	12.42	1.52	1.22	3.39	2.38	3.91	
Production, transportation, and material moving	28.42	18.48	9.93	1.72	1.35	3.31	1.02	2.53	
All workers, service-providing industries³	30.87	21.82	9.06	2.15	1.09	2.37	1.06	2.39	
Management, professional, and related	55.44	38.42	17.02	4.63	2.61	3.98	2.17	3.63	
Sales and office	23.74	17.08	6.65	1.51	0.59	2.06	0.68	1.82	
Service	15.06	11.54	3.52	0.56	0.23	0.89	0.24	1.60	
Natural resources, construction, and maintenance	31.06	21.69	9.36	1.96	0.86	2.62	1.18	2.74	
Production, transportation, and material moving	26.24	17.63	8.61	1.51	0.75	2.56	1.23	2.56	
Percent of total compensation									
All workers in private industry	100.0	69.8	30.2	6.9	3.6	8.0	3.9	7.9	
Management, professional, and related	100.0	68.9	31.1	8.4	4.6	7.2	4.4	6.5	
Management, business, and financial	100.0	67.2	32.8	8.8	7.1	6.5	4.3	6.1	
Professional and related	100.0	70.2	29.8	8.1	2.7	7.7	4.4	6.9	
Sales and office	100.0	71.7	28.3	6.4	2.5	8.8	2.9	7.7	
Sales and related	100.0	75.1	24.9	5.8	2.6	6.3	2.5	7.7	
Office and administrative support	100.0	69.4	30.6	6.8	2.5	10.4	3.2	7.7	
Service	100.0	76.5	23.5	3.7	1.6	5.9	1.6	10.6	
Natural resources, construction, and maintenance	100.0	67.7	32.3	4.9	3.1	8.9	5.4	9.9	
Construction, extraction, farming, fishing, and forestry ¹	100.0	67.1	32.9	3.8	2.8	8.6	6.8	10.9	
Installation, maintenance, and repair	100.0	68.4	31.6	6.2	3.4	9.2	4.0	8.8	
Production, transportation, and material moving	100.0	66.2	33.8	5.9	3.7	10.6	4.2	9.4	
Production	100.0	66.8	33.2	6.0	4.3	10.6	3.4	8.9	
Transportation and material moving	100.0	65.7	34.3	5.8	3.1	10.6	5.0	9.9	
All workers, goods-producing industries²	100.0	66.4	33.6	6.5	3.8	9.4	5.4	8.4	
Management, professional, and related	100.0	67.0	33.0	8.6	3.7	7.4	6.8	6.5	
Sales and office	100.0	68.9	31.1	6.9	3.1	9.6	3.6	7.8	
Natural resources, construction, and maintenance	100.0	66.5	33.5	4.1	3.3	9.1	6.4	10.6	
Production, transportation, and material moving	100.0	65.0	35.0	6.1	4.7	11.7	3.6	8.9	
All workers, service-providing industries³	100.0	70.7	29.3	7.0	3.5	7.7	3.4	7.7	
Management, professional, and related	100.0	69.3	30.7	8.4	4.7	7.2	3.9	6.5	
Sales and office	100.0	72.0	28.0	6.3	2.5	8.7	2.8	7.7	
Service	100.0	76.6	23.4	3.7	1.5	5.9	1.6	10.6	
Natural resources, construction, and maintenance	100.0	69.8	30.2	6.3	2.8	8.4	3.8	8.8	
Production, transportation, and material moving	100.0	67.2	32.8	5.8	2.9	9.8	4.7	9.7	

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

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

³ Includes utilities; wholesale trade; retail trade; transportation and warehousing; information; finance and insurance; real estate and rental and leasing; professional and technical services; management of companies and enterprises; administrative and waste services; educational services; health care and social assistance; arts, entertainment and recreation; accommodation and food services; and other services, except public administration.



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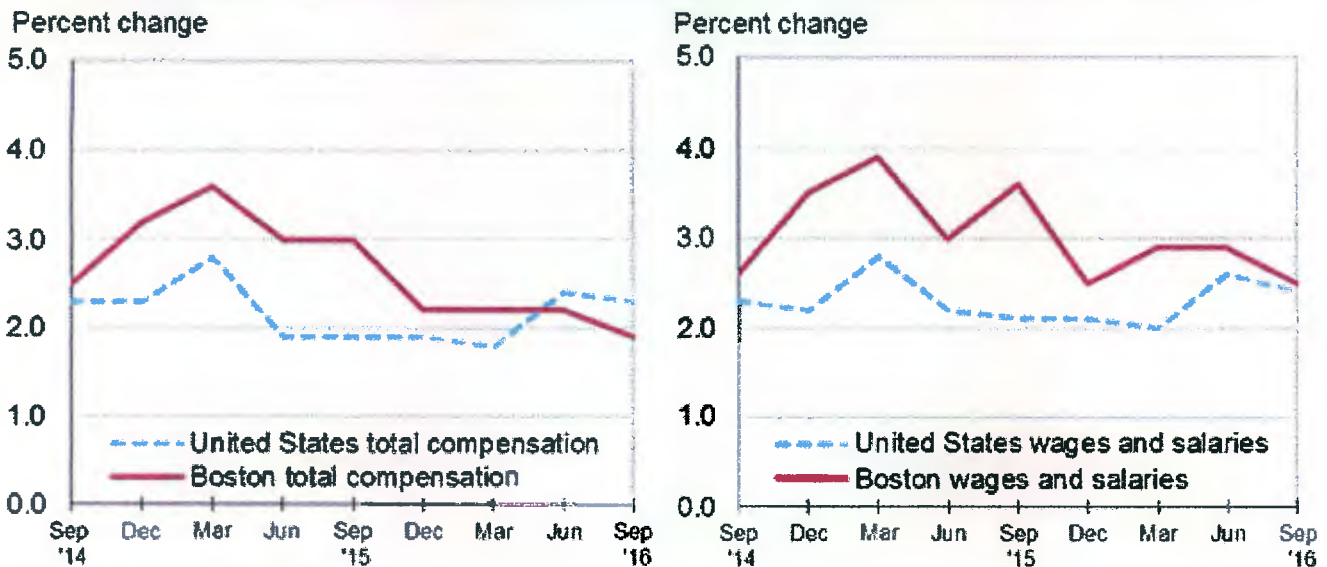
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Changing Compensation Costs in the Boston Metropolitan Area — September 2016

Total compensation costs for private industry workers increased 1.9 percent in the Boston-Worcester-Manchester, Mass.-N.H. metropolitan area for the 12-month period ending September 2016, the U.S. Bureau of Labor Statistics reported today. Regional Commissioner Deborah A. Brown noted that one year ago Boston experienced an annual gain of 3.0 percent in total compensation costs. Locally, wages and salaries, the largest component of total compensation costs, advanced at a 2.5-percent pace for the 12-month period ended September 2016. Nationwide total compensation costs rose 2.3 percent, while wages and salaries increased 2.4 percent over the same period. (See [chart 1](#) and [table 1](#).)

Chart 1. Twelve-month percent changes in the Employment Cost Index, private industry workers, United States and the Boston area, not seasonally adjusted, September 2014–September 2016



Source: U.S. Bureau of Labor Statistics

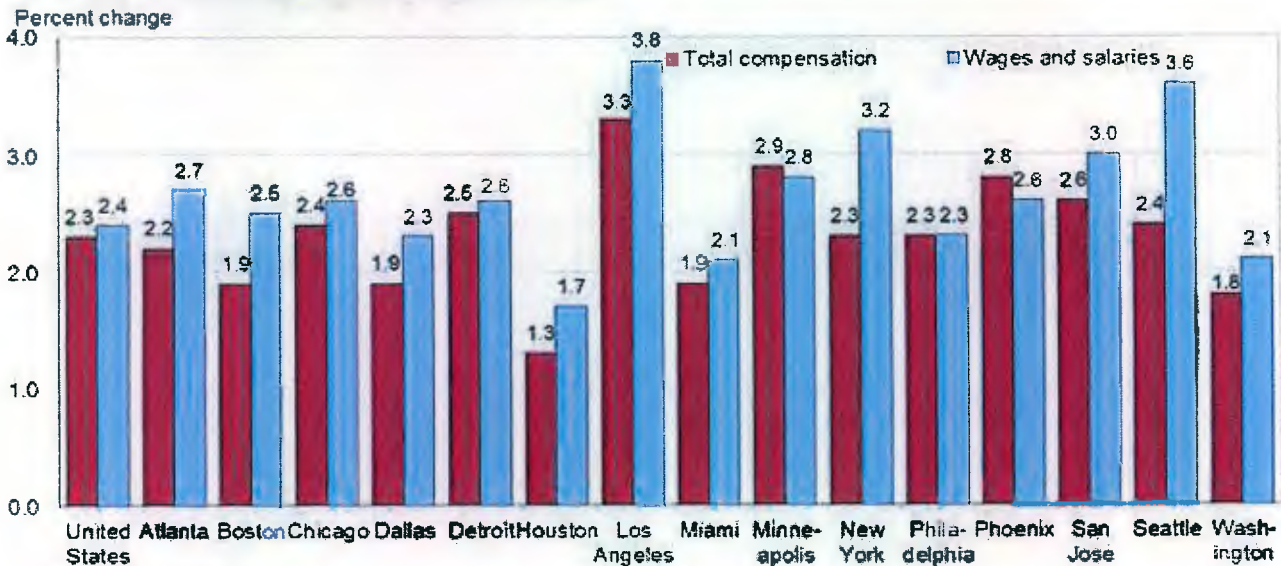
Boston is 1 of 15 metropolitan areas in the United States, and 1 of 3 areas in the Northeast region of the country, for which locality compensation cost data are available. Among these 15-largest areas, Boston was 1 of 10 metropolitan areas that had wage and salary growth that exceeded the U.S. average from September 2015 to September 2016. Boston was also 1 of 8 metropolitan areas with total compensation growth which matched or fell below the U.S. average over the period. Over-the-year growth rates in the cost of total compensation ranged from 3.3 percent in Los Angeles to 1.3 percent in Houston during September 2016.

Wage and salary annual growth rates ranged from 3.8 percent in Los Angeles to 1.7 percent in Houston. (See [chart 2.](#))

In comparison to the other metropolitan areas in the Northeast, the annual increase in total compensation costs in Boston (1.9 percent) was below that of Philadelphia (2.3 percent) and New York (2.3 percent). Boston's 2.5-percent gain in wages and salaries during September 2016 was above that of Philadelphia (2.3 percent) but below New York (3.2 percent).

Locality compensation costs are part of the national Employment Cost Index (ECI) which measures quarterly changes in total compensation costs, which include wages, salaries and employer costs for employee benefits. In addition to the 15 locality estimates provided in this release, ECI data for the nation, 4 geographical regions, and 9 geographical divisions are available. (Geographic definitions for the metropolitan areas mentioned in this release are included in the Technical Note.)

Chart 2. Twelve-month percent change in the Employment Cost Index, private industry workers, United States and localities, not seasonally adjusted, September 2016



Source: U.S. Bureau of Labor Statistics.

In addition to the geographic data, a comprehensive national report is available that provides data by industry, occupational group and union status, as well as for both private and state and local government employees. The report on the ECI and further technical information may be obtained from the U.S. Bureau of Labor Statistics, New England Information Office by calling 617-565-2327. The report is also available on the Internet at www.bls.gov/news.release/eci.toc.htm. Current and historical information for the Bureau programs may be accessed via our regional homepage at <http://www.bls.gov/regions/new-england/home.htm>. Information from the Employment Cost Index program is available to sensory impaired individuals upon request. Voice phone: (202) 691-5200; TDD message referral phone number: 1-800-877-8339.

The ECI for December 2016 is scheduled to be released on Tuesday, January 31, 2017 at 8:30 a.m. (ET).

Technical Note

The Employment Cost Index (ECI) is a measure of the change in the cost of labor, free from the influence of employment shifts among occupations and industries. The total compensation series includes changes in wages and salaries and employer costs for employee benefits.

Wages and salaries are defined as straight-time average hourly earnings or, for workers not paid on an hourly basis, straight-time earnings divided by the corresponding hours. Straight-time wage and salary rates are total earnings before payroll deductions, excluding premium pay for overtime, work on weekends and holidays, and shift differentials. Production bonuses, incentive earnings, commission payments, and cost-of-living adjustments are included in straight-time earnings, whereas nonproduction bonuses (such as Christmas or year-end bonuses) are excluded.

Selection of areas

Based on available resources and the existing ECI sample, it was determined that estimates would be published for 14 metropolitan areas. Since the ECI sample sizes by area are directly related to area employment, the areas with the largest private industry employment as of the year 2000 were selected. For each of these areas, 12-month percent changes and associated standard errors were computed for the periods since December 2006. (Note: The Seattle-Tacoma-Olympia area was added to the list in September 2009 to make a total of 15 metropolitan areas.)

The metropolitan area definitions of the 15 published localities are listed below.

Atlanta-Sandy Springs-Gainesville, Ga.-Ala. Combined Statistical Area (CSA) includes Barrow, Bartow, Butts, Carroll, Cherokee, Clayton, Cobb, Coweta, Dawson, DeKalb, Douglas, Fayette, Forsyth, Fulton, Gwinnett, Hall, Haralson, Heard, Henry, Jasper, Lamar, Meriwether, Newton, Paulding, Pickens, Pike, Polk, Rockdale, Spalding, Troup, Upson, and Walton Counties in Georgia and Chambers County in Alabama.

Boston-Worcester-Manchester, Mass.-N.H. CSA includes Essex, Middlesex, Norfolk, Plymouth, Suffolk, and Worcester Counties in Massachusetts and Belknap, Hillsborough, Merrimack, Rockingham, and Strafford Counties in New Hampshire.

Chicago-Naperville-Michigan City, Ill.-Ind.-Wis. CSA includes Cook, DeKalb, DuPage, Grundy, Kane, Kankakee, Kendall, Lake, McHenry, and Will Counties in Illinois; Jasper, Lake, LaPorte, Newton, and Porter Counties in Indiana; and Kenosha County in Wisconsin.

Dallas-Fort Worth, Texas CSA includes Collin, Cooke, Dallas, Delta, Denton, Ellis, Henderson, Hood, Hunt, Johnson, Kaufman, Palo Pinto, Parker, Rockwall, Somervell, Tarrant, and Wise Counties in Texas.

Detroit-Warren-Flint, Mich. CSA includes Genesee, Lapeer, Livingston, Macomb, Monroe, Oakland, St. Clair, Washtenaw, and Wayne Counties in Michigan.

Houston-Baytown-Huntsville, Texas CSA includes Austin, Brazoria, Chambers, Fort Bend, Galveston, Harris, Liberty, Matagorda, Montgomery, San Jacinto, Walker, and Waller Counties in Texas.

Los Angeles-Long Beach-Riverside, Calif. CSA includes Los Angeles, Orange, Riverside, San Bernardino, and Ventura Counties in California.

Miami-Fort Lauderdale-Pompano Beach, Fla. Metropolitan Statistical Area (MSA) includes Broward, Miami-Dade, and Palm Beach Counties in Florida.

Minneapolis-St. Paul-St. Cloud, Minn.-Wis. CSA includes Anoka, Benton, Carver, Chisago, Dakota, Goodhue, Hennepin, Isanti, McLeod, Ramsey, Rice, Scott, Sherburne, Stearns, Washington, and Wright Counties in Minnesota and Pierce and St. Croix Counties in Wisconsin.

New York-Newark-Bridgeport, N.Y.-N.J.-Conn.-Pa. CSA includes Bronx, Dutchess, Kings, Nassau, New York, Orange, Putnam, Queens, Richmond, Rockland, Suffolk, Ulster, and Westchester Counties in New York; Bergen, Essex, Hudson, Hunterdon, Mercer, Middlesex, Monmouth, Morris, Ocean, Passaic, Somerset, Sussex, and Union Counties in New Jersey; Fairfield, Litchfield, and New Haven Counties in Connecticut; and Pike County in Pennsylvania.

Philadelphia-Camden-Vineland, Pa.-N.J.-Del.-Md. CSA includes Bucks, Chester, Delaware, Montgomery, and Philadelphia Counties in Pennsylvania; Burlington, Camden, Cumberland, Gloucester, and Salem Counties in New Jersey; New Castle County in Delaware; and Cecil County in Maryland.

Phoenix-Mesa-Scottsdale, Ariz. MSA includes Maricopa and Pinal Counties in Arizona.

San Jose-San Francisco-Oakland, Calif. CSA includes Alameda, Contra Costa, Marin, Napa, San Benito, San Francisco, San Mateo, Santa Clara, Santa Cruz, Sonoma, and Solano Counties in California.

Seattle-Tacoma-Olympia, Wash. CSA includes Island, King, Kitsap, Mason, Pierce, Snohomish, and Thurston Counties in Washington.

Washington-Baltimore-Northern Virginia, D.C.-Md.-Va.-W.Va. CSA includes the District of Columbia; Baltimore City and Anne Arundel, Baltimore, Calvert, Carroll, Charles, Frederick, Harford, Howard, Montgomery, Prince George's, Queen Anne's, and St. Mary's Counties in Maryland; Alexandria, Fairfax, Falls Church, Fredericksburg, Manassas, Manassas Park, and Winchester Cities and Arlington, Clarke, Fairfax, Fauquier, Frederick, Loudoun, Prince William, Spotsylvania, Stafford, and Warren Counties in Virginia; and Hampshire and Jefferson Counties in West Virginia.

Definitions of the four geographic regions of the country are noted below.

Northeast: Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, and Vermont.

South: Alabama, Arkansas, Delaware, the District of Columbia, Florida, Georgia, Kentucky, Louisiana,

Maryland, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, and West Virginia.

Midwest: Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, and Wisconsin.

West: Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, and Wyoming.

Table 1. Employment Cost Index for total compensation and for wages and salaries, private industry workers, United States, Northeast region, and the Boston area, not seasonally adjusted

Area	Total compensation				Wages and salaries			
	12-month percent changes for period ended:				12-month percent changes for period ended:			
	March	June	Sep.	Dec.	March	June	Sep.	Dec.
United States.....								
2012.....	2.1	1.8	1.9	1.8	1.9	1.8	1.8	1.7
2013.....	1.9	1.9	1.9	2.0	1.7	1.9	1.8	2.1
2014.....	1.7	2.0	2.3	2.3	1.7	1.9	2.3	2.2
2015.....	2.8	1.9	1.9	1.9	2.8	2.2	2.1	2.1
2016.....	1.8	2.4	2.3		2.0	2.6	2.4	
Northeast.....								
2012.....	1.8	1.6	1.6	1.5	1.8	1.6	1.6	1.5
2013.....	1.9	2.0	1.8	2.0	1.6	1.7	1.7	1.8
2014.....	1.5	2.0	2.5	2.6	1.5	1.9	2.5	2.6
2015.....	4.0	2.1	2.0	1.9	4.4	2.2	2.1	2.0
2016.....	1.6	2.7	2.5		1.8	3.2	2.8	
Boston-Worcester-Manchester.....								
2012.....	1.9	1.2	1.5	1.6	1.6	0.8	1.1	1.3
2013.....	1.6	2.3	1.9	2.0	1.5	2.3	2.2	2.2
2014.....	2.0	2.5	2.5	3.2	2.2	2.8	2.6	3.5
2015.....	3.6	3.0	3.0	2.2	3.9	3.0	3.6	2.5
2016.....	2.2	2.2	1.9		2.9	2.9	2.5	

Table 2. Employment Cost Index for total compensation and for wages and salaries, private industry workers, United States, geographical regions, and localities, not seasonally adjusted

Area	Total compensation			Wages and salaries		
	12-month percent changes for period ended-			12-month percent changes for period ended-		
	Sep. 2015	Jun. 2016	Sep. 2016	Sep. 2015	Jun. 2016	Sep. 2016
United States.....	1.9	2.4	2.3	2.1	2.6	2.4
Northeast.....	2.0	2.7	2.5	2.1	3.2	2.8
Boston-Worcester-Manchester.....	3.0	2.2	1.9	3.6	2.9	2.5
New York-Newark-Bridgeport.....	1.6	1.5	2.3	1.7	2.1	3.2
Philadelphia-Camden-Vineland.....	2.1	1.9	2.3	2.2	2.0	2.3
South.....	1.6	1.6	1.5	1.9	1.9	1.7
Atlanta-Sandy Springs-Gainesville.....	2.0	2.4	2.2	2.2	3.2	2.7
Dallas-Fort Worth.....	2.0	1.7	1.9	3.3	1.8	2.3
Houston-Baytown-Huntsville.....	2.5	1.5	1.3	2.5	2.1	1.7
Miami-Fort Lauderdale-Pompano Beach.....	2.7	2.5	1.9	2.6	2.9	2.1
Washington-Baltimore-Northern Virginia.....	2.3	2.0	1.8	1.8	2.5	2.1
Midwest.....	1.7	2.6	2.6	2.1	2.7	2.8
Chicago-Naperville-Michigan City.....	1.1	1.9	2.4	1.8	2.0	2.6
Detroit-Warren-Flint.....	1.9	3.4	2.5	2.4	3.6	2.6
Minneapolis-St. Paul-St. Cloud.....	2.4	1.3	2.9	2.4	1.0	2.8
West.....	2.2	2.7	2.6	2.4	2.9	2.8
Los Angeles-Long Beach-Riverside.....	2.2	3.7	3.3	2.6	4.0	3.8
Phoenix-Mesa-Scottsdale.....	2.5	2.5	2.8	2.7	2.4	2.6
San Jose-San Francisco-Oakland.....	1.5	2.1	2.6	1.8	2.3	3.0
Seattle-Tacoma-Olympia.....	2.2	2.2	2.4	2.9	2.9	3.6