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July 2, 2025

Mr. J. Kelly Chighizola
Civil Service Director
City of Thibodaux
PO Box 5418
Thibodaux, LA 70302

RE: Market Study 2025

Dear Mr. Chighizola:

Baker Tilly is pleased to provide you with the City's completed market study. This report provides an overview of the methodology used to conduct the study, provides a summary of the findings, and provides recommendations regarding the appropriate structure and salary adjustments to ensure that the City of Thibodaux's pay plans are as market competitive as feasible, and absent a comprehensive study.

Introduction

The City of Thibodaux, Louisiana, retained Baker Tilly to conduct a Market Study in June 2025. The study represents a review of salary structure movement and salary increases in Thibodaux's defined competitive market, represented by the twelve (12) localities listed below.

To complete our analysis, Baker Tilly distributed a market survey to localities identified by the City based on characteristics such as demographics, services provided, and geographic proximity to Thibodaux. The twelve (12) benchmark organizations listed below were contacted via email, personal phone call or both, and invited to participate, and nine organizations indicated (*) returned or provided data to be included in the market analysis.

- | | |
|-----------------------------|---|
| 1. City of Baton Rouge, LA* | 7. City of New Iberia, LA |
| 2. City of Covington, LA* | 8. City of Slidell, LA* |
| 3. City of Hammond, LA* | 9. City of Sulphur, LA* |
| 4. City of Lafayette, LA* | 10. Lafourche Parish, LA* |
| 5. City of Mandeville, LA* | 11. St. Tammany Parish, LA |
| 6. City of Minden, LA | 12. Louisiana Dept. of State Civil Service* |

In addition to the benchmark entities, Baker Tilly researched and compiled data from various sources, including the U.S. Bureau of Labor Statistics, World at Work, and the Society for Human Resources Management (SHRM).

Methodology

Baker Tilly used the following methodology in conducting the market study for the City of Thibodaux.

1. Baker Tilly developed a market survey, which included requests for general information on compensation plan adjustments, including pay plan structure and salary increases, for the previous and upcoming fiscal years.
2. Baker Tilly staff also conducted extensive research of other public sources of data in order to identify salary trends.
3. Baker Tilly staff then analyzed the collected data and prepared recommendations based on those results.
4. Baker Tilly staff also collected research on current compensation considerations related to high inflation rates and increasingly competitive labor markets.

Major Findings

We evaluated the City's existing compensation program as it relates to the benchmark organizations included in this study, as well as national surveys and data analytics resources. Based upon our analysis of the study data and the survey information, we offer the findings regarding Salary Structure changes (**Attachment 1**), Salary Increases (**Attachment 2**). The salary structure data provides information regarding the rate at which the structure is increased and the frequency of recent structure changes. While the structure is expected to guide salary levels, the update processes often occur independently from each other.

Salary Structure Updates or Adjustments

The custom study indicates limited changes to the salary/pay structure in 2024 and 2025.

In 2024, all nine (9) of the organizations adjusted their structure.

- Five (5) organizations adjusted their pay plan 2.0-3.5%.
- Two (2) organizations adjusted their pay plan by 4.0%.
- Two (2) organizations adjusted their pay plans 7.5-7.7%.

In 2024, five (5) of the organizations adjusted their structure and four (4) did not.

- One (1) organization adjusted its pay plan by 2.0%.
- Three (3) organizations adjusted its pay plan by 4.0-5.0%.
- One (1) organization adjusted its pay plan by 6.1%.

In 2025, only one of the organizations provided information; the City of Sulphur is planning on a 4% adjustment.

Specific responses regarding the salary structure changes are provided in **Attachment 1**.

Salary Increase Budgets

In 2023, eight (8) organizations awarded increases, and one (1) did not.

- Four (4) organizations provided 2.0-3.2% increases.
- One (1) organization provided a 1.5-3% for Municipal or \$500 flat for Police.
- One (1) organization provided a 2% COLA and a 2% longevity increase to all employees.
- Two (2) organizations provided a 4.0% increase.

In 2024, six (6) organizations have specific increases planned, ranging from 1.0% to 5.0%. The other three (3) organizations do not have planned increases.

- Two (2) organizations have a planned increase of 1.0-1.5%.
- Two (2) organizations have a planned increase of 4.0%.
- One (1) organization is planning an increase of 3% for employees above their midpoint and 4% for those below the midpoint.
- One (1) organization has a planned increase of 5.0%.

In 2025, four (4) of the organizations did not provide information, three (3) organizations are planning a 2.0% increase, one (1) organization is planning a 3.0% increase, and one (1) organization is planning a 4.0% increase.

According to the World at Work 2023-2024 salary survey, published in July 2024, the average 2024 salary budget increase in the United States was 2.6%, down from 2.7% in the prior survey. The projected 2025 salary increase budget is 2.5%.

Specific responses regarding the salary increases are provided in **Attachment 2**.

Recommendations

Updates on Practices due to the economic impact of high inflation and increasingly competitive labor markets

In 2022 and 2023, organizations responded to rapid inflation and a highly competitive labor market with aggressive salary increases and rising pay structures. Now in 2025, while inflation has cooled from its peak and wage growth has moderated, public and private employers continue to face challenges, especially in attracting and retaining skilled workers in critical fields. Supply chain recovery, shifting workforce expectations, and public scrutiny over spending have all impacted compensation strategies differently than in the immediate post-pandemic period.

- Willis Towers Watson projects salary budget increases of about 3.7%-3.9% in 2025, with the overall median pay raise for 2024 at 4.1%, down from 4.5% in 2023. The Salary Budget Planning Report is compiled by WTW's Rewards Data Intelligence practice. The survey was conducted between September and the end of October 2024. Over 37,000 responses were received from companies across over 150 countries worldwide. In the U.S., 2,002 organizations responded.
- WorldatWork's 2024-2025 Salary Budget Survey finds U.S. organizations are budgeting mean salary increase rates of 3.8% for 2025, slightly lower than the 3.9% average actual increases in 2024. The survey also shows narrowing variation in salary budgets, with fewer employers recommending extremely high or low increases, hinting at more consistent and stable compensation planning across industries. Collected between April 8 and June 15, 2024, this survey gathered input from 2,249 organizations across 22 countries, including robust U.S. data based on 6,536 total responses.
- Payscale's 2024-2025 Salary Budget Survey reports U.S. employers plan for 3.5% average pay raises in 2025, down from the 3.6% average actual increases in 2024, with notable variation by sector. Specifically, government workers can expect around 4.5%, and those in engineering and science about 4.2%, well above the national average. Last year's Payscale report showed a 3.8% U.S. forecast for 2024, which was less than the 4% average actual pay increase for 2023. Payscale's study found that while most surveyed organizations (66%) anticipate their compensation budget will remain the same, those that forecast an increased budget or a decreased budget generally pointed to economic factors as the core reasons for a shift.
- Mercer's QuickPulse Survey indicates employers are planning 3.3% merit and 3.7% total salary increases in 2025, holding steady from 2024 actual rates. While initial projections were modestly higher (3.3% merit and 3.7% total), actual pay raises delivered in early 2025 fell slightly short, averaging 3.2% merit and 3.5% total, indicating stabilization in compensation budgeting. Fielded from October 21 to November 1, 2024, this survey included responses from over 850 U.S. organizations, assessing planned 2025 merit and total salary increases.
- The Bureau of Labor Statistics reports changes to earnings on a rolling 12-month basis. From May 2024 to May 2025, real average hourly earnings increased 1.4 percent, seasonally adjusted.

Salary Structure

Even though most peers have not increased their salary structure for 2025 or 2026, many organizations have continued to increase their salary budgets due to the ongoing challenges in recruitment and retention, particularly for hard-to-fill positions like Equipment Operators and Mechanics. One peer applied a significant 7.5% structure increase in 2024 but reported no planned increases for 2025 or 2026 due to budget constraints. Another peer applied a consistent 4% total increase across all departments (2% COLA plus 2% longevity), but with no variation across groups and no plans for equity or market-based adjustments.

There is clear evidence that while structural adjustments are stagnant, organizations are still dedicating funds to across-the-board salary increases to maintain competitiveness amid rising labor costs. However, several respondents explicitly noted that they are not pursuing broader compensation strategy changes, even in the face of recruitment issues, due to limited resources or financial concerns. Based on financial ability and observed practices among peer organizations, the City may want to consider a 3.0% to 4.0% increase in the wage rates of each pay grade for 2026. While peers are not uniformly increasing their structures, the tightening labor market and difficulty attracting skilled labor support the case for a more aggressive structure adjustment than in previous years.

However, this approach by itself overlooks the ongoing ambiguity of forward-looking data and the fact that prevailing rates adjust differently across job families. This is especially relevant given inflation fluctuations and varying labor market pressures across roles. To address this, the City may also want to conduct a comprehensive compensation study to realign job classifications and pay grades with broader market conditions.

Annual Salary Increase

Typically, annual salary increases are based on a mix of factors, including the Consumer Price Index (CPI), current market rates for jobs, and projections from salary increase surveys such as World at Work. Many organizations also factor in the long-term sustainability of their pay programs. As a result, salary structure increases may vary depending on financial feasibility and local market conditions. These variables make it difficult to predict how inflation and rising labor costs will affect the local market in any given year. Three (3) of the nine (9) peers indicated they did not have salary increases for 2024. The majority of peer organizations made an increase to their salaries. Four peers are not planning on giving salary increases in 2025. Three (3) organizations are planning a 2.0% increase, one (1) organization is planning a 3.0% increase, and one (1) organization is planning a 4.0% increase.

Based on the data and its projections, the recommendation would be for a 2.0%-2.3% salary increase for 2026, a slight decrease from our recommendation from 2023. While larger increases were common in the immediate post-COVID years to combat inflation and workforce shortages, most peer organizations are now scaling back to more moderate adjustments. Across Louisiana, local governments are navigating constrained budgets, rising utility and healthcare costs, and voter scrutiny over tax and spending decisions. Several cities, including Covington, Mandeville, Lafayette, and Sulphur, are approving modest pay increases for city employees, typically tied to cost-of-living considerations, while delaying or minimizing structural changes due to financial pressures. Recent Bureau of Labor Statistics data shows that wages continue to rise nationwide, but the pace has slowed compared to the surge seen in 2022-2023.

Attachment 1 - Salary Structure Responses

Pay Plan / Step Rates / Salary Ranges

Peer Organizations	2024 (Originally Proposed)	2024 Actual	2025 Originally Proposed	2025 Actual or Currently Proposed	2026 Proposed as of June 1, 2025
City of Baton Rouge, LA	3.5%	3.5%	0.0%	0.0%	0.0%
City of Covington, LA	3.0%	3.5%	4.0%	5.0%	N/A
City of Hammond, LA	2.3%	3.0%	0.0%	0.0%	0.0%
City of Lafayette, LA	0.0%	4.0%	4.0%	4.0%	0.0%
City of Mandeville, LA	3.2%	3.2%	2.5%	0.0%	0.0%
City of Sidell, LA	2.0%	2.0%	2.0%	2.0%	0.0%
City of Sulphur, LA	4.0%	4.0%	4.0%	4.0%	4.0%
Lafourche Parish Government	7.5%	7.5%	N/A	N/A	N/A
Louisiana Dept of State Civil Service	7.7%	7.7%	4.1%	6.1%	0.0%
Average (excluding 0%)	4.2%	4.3%	3.4%	4.2%	4.0%
Average (including 0%)	3.7%	4.3%	2.6%	2.6%	0.6%

Note: Baton Rouge, La provided 3.5% increases to police, fire, and unified.

Note: Sidell, LA Applied 2.0% COLA to both Municipal and Police Pay plan in 2024 and 2025, No COLA was awarded in 2026, but new Police pay plan implemented 20% above current rates.

Note: Lafourchse Parish COLA Increase to classified employees only.

Note: LA Dept of State Civil Service: PS: Eff. 1/5/24, adjusted the minimum of the lowest grade to \$12.00 per hour and adjusted the other pay grades to maintain a 7% differential between them.

TS: Eff. 1/5/24, adjusted midpoints by 6% and adjusted minimums and maximums as necessary to maintain a consistent range width for all pay grades.

Note: LA Dept of State Civil Service: PS: Eff. 8/19/24, adjusted maximums by 12.4% to align with current market standards.612 level and up.

AS: Eff. 3/3/25, increased minimums for all pay levels by 5% and increased maximums by 5% for the AS

Attachment 2 - Salary Increase Responses

Salary / Step / Longevity / Merit Increases

Peer Organizations	2024 (Originally Proposed)	2024 Actual	2025 Originally Proposed	2025 Actual or Currently Proposed	2026 Proposed as of June 1, 2025
City of Baton Rouge, LA	0.0%	0.0%	0.0%	0.0%	2.0%
City of Covington, LA	3.0%	4.0%	4.0%	5.0%	N/A
City of Hammond, LA	2.0%	3.0%	0.0%	1.0%	2.0%
City of Lafayette, LA	2.0%	2.0%	4.0%	4.0%	0.0%
City of Mandeville, LA	3.2%	3.2%	2.5%	0.0%	0.0%
City of Slidell, LA	2.3%	2.3%	1.5%	1.5%	3.0%
City of Sulphur, LA	4.0%	4.0%	4.0%	4.0%	2.0%
Lafourche Parish Government	7.5%	7.5%	N/A	N/A	N/A
Louisiana Dept. of State Civil Service	4.0%	4.0%	4.0%	4.0%	4.0%
Average (excluding 0%)	3.5%	3.7%	3.3%	3.3%	2.4%
Average (including 0%)	3.1%	3.3%	2.5%	2.4%	1.9%

July 2025 World at Work

Note: Lafayette, LA The salaries and related benefits include a one-time pay plan adjustment for eligible employees and is deemed to satisfy the mandated 2% longevity for eligible firefighters.

Note: Slidell, LA In 2024, 1.5-3% for Municipal or \$500 flat for Police. In 2025, 1.5% for all or \$510 flat for Police. In 2026, 3% for Municipal and 1.5% for Police (new plan).

Note: Sulphur, LA 2% Longevity and 2% COLA/ ATB Increase

Note: Lafourchse Parish COLA increase to classified employees only

Note: Louisiana Dept. of State Civil Service

- If the employee's hourly rate of pay is fixed at a point from the minimum up to the midpoint of the pay range, the employee's pay shall be increased by 4%.
- If the employee's hourly rate of pay is fixed at a point above the midpoint of the pay range, the employee's pay shall be increased by 3%.

Appendix I
City of Thibodaux
Uniform Plan of Salary Ranges for 2026
 Approved by Civil Service Board on 9/9/2025

City of Thibodaux
Classification Plan
 Appendix I
 Approved by Civil Service Board 9/9/2025

Grade	Pay Frequency	Minimum	Midpoint	Maximum	FLSA	Position Titles
610	Annual 1950 & 2080	\$ 12.93	\$ 16.81	\$ 21.85	NE	Courier
		\$ 0.26	\$ 0.34	\$ 0.44	NE	Custodian I
		\$ 13.19	\$ 17.15	\$ 22.29	NE	Laborer Associate PT
					NE	Receptionist
					NE	Receptionist - PT
					NE	Recreation Helper - PT
					NE	Water Plant Intern Part-time
611	Annual 1950 & 2080	\$ 13.64	\$ 17.73	\$ 23.05	NE	Accounting Technician I
		\$ 0.27	\$ 0.35	\$ 0.46	NE	Custodian II
		\$ 13.91	\$ 18.08	\$ 23.51	NE	Housing Quality Standards Inspector - PT
					NE	Laborer I
					NE	Maintenance Worker
					NE	Waste Water Apprentice
					NE	Water Plant Appretence
612	Annual 1950 & 2080	\$ 14.37	\$ 18.68	\$ 24.29	NE	Equipment Operator I (Parks)
		\$ 0.29	\$ 0.37	\$ 0.49	NE	Utility Service Agent
		\$ 14.66	\$ 19.05	\$ 24.78		
613	Annual 1950 & 2080	\$ 15.18	\$ 19.73	\$ 25.65	NE	Equipment Operator I (Public Works)
		\$ 0.30	\$ 0.39	\$ 0.51	NE	Gas & Water Detector Operator
		\$ 15.48	\$ 20.12	\$ 26.16	NE	Recreation Coordinator
					NE	Secretary
614	Annual 1950 & 2080	\$ 16.14	\$ 20.98	\$ 27.28	NE	Assistant Fire Inspector
		\$ 0.32	\$ 0.42	\$ 0.55	NE	Building Operations Supervisor
		\$ 16.46	\$ 21.40	\$ 27.83	NE	Equipment Operator II (Parks)
					NE	Laborer II
615	Annual 1950 & 2080	\$ 17.35	\$ 22.56	\$ 29.32	NE	Accounting Specialist
		\$ 0.35	\$ 0.45	\$ 0.59	NE	Computer Technician I
		\$ 17.70	\$ 23.01	\$ 29.91	NE	Domestic Violence Investigator Liaison
					NE	Equipment Operator II (Public Works)
					NE	Executive Secretary
					NE	Mechanic and Maintenance Worker
					NE	Section 8 Housing Specialist
					NE	Tax Collection Specialist

City of Thibodaux Classification Plan

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Grade	Pay Frequency	Minimum	Midpoint	Maximum	FLSA	Position Titles
					NE	Utility Collection Assistant
					NE	Wastewater Operator I
					NE	Water Plant Operator I
					NE	Utility Service Repair Technician I
616	Annual 1950 & 2080	\$ 18.64	\$ 24.23	\$ 31.50	NE	Administrative Assistant
		\$ 0.37	\$ 0.48	\$ 0.63	NE	Athletic Field Specialist
		\$ 19.01	\$ 24.71	\$ 32.13	NE	Automotive Mechanic
					NE	Business Manager
					NE	Equipment Operator III (Parks)
					NE	Equipment Operator Foreman
					NE	GIS Technician
					NE	Human Resources Generalist
					NE	Laborer Supervisor
					NE	Landscaping Specialist
					NE	Lift Station Mechanic I
					NE	Operations Manager
					NE	Payroll Technician
					NE	Purchasing Specialist
					NE	Utility Billing Assistant
					NE	Wastewater Operator II
					NE	Water Plant Operator II
					NE	Utility Service Repair Technician II
617	Annual 1950 & 2080	\$ 20.04	\$ 26.05	\$ 33.87	NE	Building and Construction Inspector
		\$ 0.40	\$ 0.52	\$ 0.68	NE	Equipment Operator III (Public Works)
		\$ 20.44	\$ 26.57	\$ 34.55	NE	Executive Assistant to the Chief of Police
					NE	Finance Administrative Assistant
					NE	Fire Inspector
					NE	Lift Station Mechanic II
					NE	Parks Foreman
					NE	Senior Tax Collection Specialist
					NE	Senior Water Plant Operator
					NE	Utility Collection Supervisor
					NE	Utility Service Crew Chief
					NE	Wastewater Operator III
					NE	Water Plant Operator III
618	Annual 1950 & 2080	\$ 21.54	\$ 28.00	\$ 36.40	NE	Building and Vehicle Maintenance Supervisor
		\$ 0.43	\$ 0.56	\$ 0.73	NE	Electrician
		\$ 21.97	\$ 28.56	\$ 37.13	NE	Gas & Water Distribution Supervisor
					NE	Lead Equipment Operator Specialist
					NE	Lead Water Plant Operator
					NE	Lift Station Mechanic Lead Operator
					NE	Utility Billing Supervisor

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619	Annual 1950 & 2080	\$ 23.16	\$ 30.11	\$ 39.14	NE	Mechanical Maintenance Supervisor
		\$ 0.46	\$ 0.60	\$ 0.78	NE	Network & System Administrator
		\$ 23.62	\$ 30.71	\$ 39.92	NE	Parks Maintenance Supervisor
					NE	Senior Accounting Specialist
					NE	Streets and Drainage Supervisor
620	Annual 1950 & 2080	\$ 24.93	\$ 32.41	\$ 42.13	NE	Building Official
		\$ 0.50	\$ 0.65	\$ 0.84	NE	Gas and Water Superintendent
		\$ 25.43	\$ 33.06	\$ 42.97	NE	HVAC/Refrigeration Mechanic
					NE	Parks & Recreation Team Leader
					NE	Parks and Recreation Projects Coordinator
					NE	Senior Electrician
					NE	Waste Water Treatment Plant Manager
621	Annual 1950 & 2080	\$ 28.09	\$ 36.52	\$ 47.47	NE	Accounting Manager
		\$ 0.56	\$ 0.73	\$ 0.95	NE	Water Plant Manager
		\$ 28.65	\$ 37.25	\$ 48.42		
I	Annual 1950 & 2080	\$ 22.85	\$ 29.71	\$ 38.62	NE	Assistant Civil Service Director
		\$ 0.46	\$ 0.59	\$ 0.77	NE	Assistant Council Administrator
		\$ 23.31	\$ 30.30	\$ 39.39	NE	Assistant Director of Harang Auditorium
					NE	Assistant Director of Housing and Community Development
					NE	Assistant Director of Human Resources
					NE	Assistant Finance Director
II	Annual 1950 & 2080	\$ 26.52	\$ 34.48	\$ 44.82	E	Administrative Assistant to Mayor Marketing/Economic Development
		\$ 0.53	\$ 0.69	\$ 0.90	E	Administrative Assistant to the Mayor
		\$ 27.05	\$ 35.17	\$ 45.72	E	Assistant Information Technology (IT) Director
					E	Assistant Public Works Director
III	Annual 1950 & 2080	\$ 30.79	\$ 40.03	\$ 52.04	E	Civil Service Director
		\$ 0.62	\$ 0.80	\$ 1.04	E	Council Administrator
		\$ 31.41	\$ 40.83	\$ 53.08	E	Director of Housing & Community Development
					E	Emergency Preparedness Director
					E	Grants Director and Airport Manager
					E	Harang Auditorium Director
					E	Human Resources Director
					E	IT Director
					E	Marketing and Public Relations Director
					E	Parks & Recreation Director

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Grade	Pay Frequency	Minimum	Midpoint	Maximum	FLSA	Position Titles
IV	Annual 1950 & 2080	\$ 35.87	\$ 46.63	\$ 60.62	E	Finance Director
		\$ 0.72	\$ 0.93	\$ 1.21	E	Police Chief
		\$ 36.59	\$ 47.56	\$ 61.83	E	Public Works Director
P1	Annual 2080	\$ 15.57	\$ 20.24	\$ 26.31	NE	Police Support Technician
		\$ 0.31	\$ 0.40	\$ 0.53	NE	Trustee Guard
		\$ 15.88	\$ 20.64	\$ 26.84		
P2	Annual 2184	\$ 20.00	\$ 26.00	\$ 33.80	NE	Police Officer
		\$ 0.40	\$ 0.52	\$ 0.68		Administrative Positions:
		\$ 20.40	\$ 26.52	\$ 34.48		
P3	Annual 2184	\$ 24.42	\$ 31.75	\$ 41.27	NE	Police Sergeant
		\$ 0.49	\$ 0.64	\$ 0.83		Administrative Positions:
		\$ 24.91	\$ 32.39	\$ 42.10	NE	Crime Analyst
P4	Annual 2184	\$ 28.21	\$ 36.67	\$ 47.67	NE	Police Lieutenant
		\$ 0.56	\$ 0.73	\$ 0.95		Administrative Positions:
		\$ 28.77	\$ 37.40	\$ 48.62	NE	Public Information Officer (LT.)
P5	Annual 2184	\$ 35.54	\$ 46.20	\$ 60.06	NE	Police Captain
		\$ 0.71	\$ 0.92	\$ 1.20		Administrative Positions:
		\$ 36.25	\$ 47.12	\$ 61.26	NE	Internal Affairs Officer (Administrative Captain)
P6	Annual 2184	\$ 16.95	\$ 22.04	\$ 28.65	NE	Communication Officer I
		\$ 0.34	\$ 0.44	\$ 0.57	NE	Technical Records Clerk
		\$ 17.29	\$ 22.48	\$ 29.22		
P7	Annual 2184	\$ 18.80	\$ 24.44	\$ 31.77	NE	Communication Officer II

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		\$ 0.38	\$ 0.49	\$ 0.64		
		\$ 19.18	\$ 24.93	\$ 32.41		
P8	Annual 2184	\$ 20.00	\$ 26.00	\$ 33.80	NE	Communication Officer III
		\$ 0.40	\$ 0.62	\$ 0.68	NE	Technical Records Manager