



CIVIL SERVICE DEPARTMENT

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J.KELLY CHIGHIZOLA

DIRECTOR

EMILY FORET

ASSISTANT DIRECTOR

INTEROFFICE MEMORANDUM

TO: CITY COUNCIL
FROM: J. KELLY CHIGHIZOLA, CIVIL SERVICE DIRECTOR
SUBJECT: ANNUAL ADJUSTMENT TO THE CITY'S UNIFORM PLAN OF SALARY RANGES FOR 2027
DATE: 9/1/2026
CC: MAYOR CLEMENT, FINANCE DIRECTOR, AND HUMAN RESOURCE DIRECTOR

The City of Thibodaux's Civil Service Department requested a review of the City's Uniform Plan of Salary Ranges in accordance with Section 10(B) of the City Charter. Pursuant to the Charter, the Civil Service Director must submit the proposed plan to the Civil Service Board for approval, followed by submission to the City Council for final consideration.

The attached recommendation from Baker Tilly Advisory Group, LP was presented to the Civil Service Board for review. The Board approved the recommended 2.0% adjustment outlined on page five of Baker Tilly's proposal. If the City Council concurs, the City's Uniform Plan of Salary Ranges will be increased by 2.0% for the 2027 plan year. This adjustment would raise the minimums, midpoints, and maximums of each pay grade by 2.0%.

Enclosed is an updated version of the Uniform Plan of Salary Ranges reflecting the proposed adjustments. This document identifies the revised minimum, midpoint, and maximum salary levels for 2027 should the City Council approve the recommendation.

Please review the attached Baker Tilly US, LLP report, including its formal recommendation, along with the adjusted 2027 Uniform Plan of Salary Ranges.



June 26, 2026

Mr. J. Kelly Chighizola
Civil Service Director
City of Thibodaux
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RE: Market Study 2026

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 May 2026. 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 ten organizations indicated (*) returned or provided data to be included in the market analysis, including four (4) had data available through publicly accessible online sources.

- | | |
|-----------------------------|---|
| 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, Willis Towers Watson, Mercer, and Payscale.

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.

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

In 2025, four (4) of the organizations adjusted their structure and six (6) did not.

- Two (2) organizations adjusted their pay plan by 4.0%.
- One (1) organization adjusted its pay plan by 2.0%.
- One (1) organization adjusted its pay plan by 1.0%.

In 2026, three (3) of the organizations adjusted or plan to adjust their structure and seven (7) did not.

- One (1) organization adjusted its pay plan by 4.0%.
- Two (2) organizations adjusted their pay plan by 2.0%.

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

Salary Increase Budgets

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

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

In 2025, eight (8) organizations had specific increases planned, ranging from 1.5% to 4.0%. The other two (2) organizations did not have planned increases.

- One (1) organization had a planned increase of 4.0%.
- One (1) organization had a planned increase of 3.0%.
- One (1) organization had a planned increase of 1.5%.
- One (1) organization planned an increase of 3% for employees above their midpoint and 4% for those below the midpoint.
- Four (4) organizations had a planned increase of 2.0%.

In 2026, seven (7) organizations have specific increases planned. The other three (3) organizations do not have planned increases.

- One (1) organization has a planned increase of 4.0%.
- Two (2) organizations have a planned increase of 3.0%.
- Three (3) organizations have a planned increase of 2.0%.
- One (1) organization is planning an increase of 11.9%, a combination of: COLA, market and/or pay-plan adjustments regarding the salary survey, and employee merit increases via the annual evaluations.

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

Recommendations

Updates on Compensation Practices in Response to Evolving Economic and Labor Market Conditions

In 2026, organizations continue to adapt compensation strategies in response to a labor market that remains competitive despite moderating inflation and slower wage growth. While economic conditions have stabilized compared to the volatility experienced in 2022 and 2023, employers across both the public and private sectors still face ongoing challenges in recruiting and retaining qualified talent, particularly in specialized and hard to fill occupations.

Workforce shortages in key professions, changing employee expectations regarding workplace flexibility and career development, and continued pressure to balance fiscal responsibility with market competitiveness have shaped compensation decisions. As a result, many organizations have shifted from broad based salary increases toward more targeted pay adjustments, market reviews, and strategic investments in critical positions. Employers are increasingly focused on maintaining competitive compensation programs while ensuring long term sustainability and responsible stewardship of organizational resources.

- Willis Towers Watson projects U.S. salary budget increases to remain at 3.4% in 2026, unchanged from 2025 actual increases and reflecting a continued stabilization of compensation budgets following several years of elevated pay growth. Employers are increasingly focusing compensation investments on high performing employees and critical talent rather than broad based salary increases. The WTW Salary Budget Planning Survey was conducted from September through November 2025 and received approximately 36,960 responses from organizations across 156 countries, including 1,876 organizations in the United States.
- WorldatWork's 2025 to 2026 Salary Budget Survey reports that U.S. organizations provided average salary increases of 3.7% in 2025 and are projecting average salary increases of 3.6% for 2026, reflecting continued moderation and stabilization in compensation budgets. The survey results suggest that organizations are maintaining competitive pay practices while exercising greater budget discipline than in recent years. The survey closed in April 2025 and included 1,773 organizations representing 4,250 submissions across as many as 22 countries.
- Payscale's preview of its 2026 Compensation Best Practices Report shows median U.S. base pay increases are expected to remain at 3.5% in 2026, unchanged from 2025. While overall salary increase budgets have remained consistent, planned increases vary by industry, with construction organizations projecting median increases of 5.0%, government organizations 4.0%, and engineering and science employers 3.8%. The findings suggest compensation budgets have stabilized, although pay increase levels continue to vary by industry based on labor market conditions and talent demand. The survey was conducted at the end of 2025 and found that 76% of organizations plan to provide merit-based increases in 2026, while nearly half reported using market adjustments as a factor in pay increase decisions.
- Mercer's 2026 QuickPulse Survey indicates that salary increase budgets remain relatively stable, with employers reporting average merit increases of 3.1% and average total salary increases of 3.4% in 2026. Actual increases were slightly below the 3.2% merit and 3.5% total increases projected in late 2025, reflecting continued moderation in compensation spending. The survey was conducted in March 2026 and included 756 U.S. employers.
- The Bureau of Labor Statistics reports changes in real earnings on a rolling 12 month basis. From May 2025 to May 2026, real average hourly earnings for all employees decreased 0.8%, seasonally adjusted. The decline in real average hourly earnings, combined with a 0.6% increase in the average workweek, resulted in a 0.2% decrease in real average weekly earnings over the

same period. These findings suggest that inflation continued to offset a portion of wage growth during the period, limiting gains in employees' overall purchasing power.

Salary Structure

The compensation surveys reviewed for 2026 indicate that salary increase budgets have generally stabilized, with most organizations reporting planned pay increases in the range of 3.4% to 3.6%. While many employers continue to face recruitment and retention challenges in specialized and hard to fill positions, compensation strategies have increasingly shifted away from broad based structural adjustments and toward targeted market and equity adjustments for critical occupations.

Peer organizations continue to report limited movement in salary structures. Of the ten peer organizations that provided data, seven reported no salary structure adjustment for 2026. Among the three organizations implementing adjustments, one reported a 4.0% increase to its pay plan, while two reported 2.0% increases. Several organizations also reported no adjustments in 2025 and no planned adjustments for 2027. These responses reflect a broader trend in which organizations are maintaining existing salary structures while managing compensation costs through annual salary increases, cost of living adjustments, longevity pay, and targeted pay actions rather than frequent adjustments to salary ranges.

Based on current market data, peer practices, and the City's financial capacity, consideration may be given to a salary structure adjustment of approximately 2%. This range is generally consistent with national salary budget projections and would help maintain the competitiveness of the City's pay plan while supporting employee attraction and retention efforts.

While a salary structure adjustment may help maintain overall market competitiveness, it does not address potential misalignment between individual classifications and prevailing market rates. Given the continued use of targeted compensation strategies by employers and the varying labor market conditions across occupational groups, the City may also wish to conduct a comprehensive compensation study to evaluate pay relationships, classification alignment, internal equity, and external competitiveness. Such a review would provide a stronger foundation for future compensation decisions and help ensure that salary ranges remain aligned with current labor market conditions.

Annual Salary Increase

Typically, annual salary increases are based on a combination of market conditions, salary increase survey projections, organizational financial capacity, and recruitment and retention needs. Although inflation has moderated and wage growth has slowed compared to recent years, many employers continue to provide annual salary increases to maintain competitive compensation programs. Salary increase decisions vary based on local economic conditions, budget constraints, workforce challenges, and long-term compensation strategies. For 2026, nine peer organizations provided salary increase information. Two organizations reported no salary increase, while the remaining organizations reported increases ranging from 2.0% to 11.9%. Including the outlier increase of 11.9%, the average reported increase among responding peers was approximately 3.1%. Looking ahead to 2027, reported planned increases range from 0.0% to 5.0%, with an average of approximately 2.5% among organizations providing projections. The most common salary increases reported by peers fall within the 2.0% to 4.0% range, consistent with national salary increase survey results.

Based on peer organization practices and national compensation survey data, consideration may be given to a salary increase in the range of 3.5%. This range is generally consistent with current market projections from WTW, WorldatWork, Payscale, and Mercer, which indicate salary increase budgets averaging between 3.4% and 3.6%. While salary budgets have stabilized in recent years, employers continue to face recruitment and retention challenges in certain occupations and are increasingly using targeted compensation strategies to remain competitive. At the same time, many public sector employers are balancing compensation needs with budget constraints, rising operating costs, and long-term financial sustainability. A salary increase within this range would help the City maintain competitive pay practices while supporting employee attraction, retention, and fiscal responsibility.

Appendix I
City of Thibodaux
Uniform Plan of Salary Ranges for 2026

Approved by City Council on October 8, 2026 Effective 2026

City of Thibodaux
Classification Plan

Appendix I

Approved by Civil Service Board on May 13, 2025

Grade	Pay Frequency	Minimum	Midpoint	Maximum	FLSA	Position Titles
610	Annual 1950 & 2080	\$ 13.19	\$ 17.15	\$ 22.29	NE	Courier
		\$ 0.26	\$ 0.34	\$ 0.45	NE	Custodian I
		\$ 13.45	\$ 17.49	\$ 22.74	NE	Laborer Associate PT
					NE	Receptionist
					NE	Receptionist - PT
					NE	Recreation Helper - PT
					NE	Water Plant Intern Part-time
611	Annual 1950 & 2080	\$ 13.91	\$ 18.08	\$ 23.51	NE	Accounting Technician I
		\$ 0.28	\$ 0.36	\$ 0.47	NE	Custodian II
		\$ 14.19	\$ 18.44	\$ 23.98	NE	Housing Quality Standards Inspector - PT
					NE	Laborer I
					NE	Maintenance Worker
					NE	Waste Water Apprentice
					NE	Water Plant Appretenice
612	Annual 1950 & 2080	\$ 14.66	\$ 19.05	\$ 24.78	NE	Equipment Operator I (Parks)
		\$ 0.29	\$ 0.38	\$ 0.50	NE	Utility Service Agent
		\$ 14.95	\$ 19.43	\$ 25.28		
613	Annual 1950 & 2080	\$ 15.48	\$ 20.12	\$ 26.16	NE	Equipment Operator I (Public Works)
		\$ 0.31	\$ 0.40	\$ 0.52	NE	Gas & Water Detector Operator
		\$ 15.79	\$ 20.52	\$ 26.68	NE	Recreation Coordinator
					NE	Secretary
614	Annual 1950 & 2080	\$ 16.46	\$ 21.40	\$ 27.83	NE	Assistant Fire Inspector
		\$ 0.33	\$ 0.43	\$ 0.56	NE	Building Operations Supervisor
		\$ 16.79	\$ 21.83	\$ 28.39	NE	Equipment Operator II (Parks)
					NE	Laborer II
615	Annual 1950 & 2080	\$ 17.70	\$ 23.01	\$ 29.91	NE	Accounting Specialist
		\$ 0.35	\$ 0.46	\$ 0.60	NE	Computer Technician I
		\$ 18.05	\$ 23.47	\$ 30.51	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

Appendix I City of Thibodaux Uniform Plan of Salary Ranges for 2026 Approved by City Council on October 8, 2026 Effective 2026					City of Thibodaux Classification Plan Appendix I Approved by Civil Service Board on May 13, 2025	
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	\$ 19.01	\$ 24.71	\$ 32.13	NE	Administrative Assistant
		\$ 0.38	\$ 0.49	\$ 0.64	NE	Athletic Field Specialist
		\$ 19.39	\$ 25.20	\$ 32.77	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	\$ 20.44	\$ 26.57	\$ 34.55	NE	Building and Construction Inspector
		\$ 0.41	\$ 0.53	\$ 0.69	NE	Equipment Operator III (Public Works)
		\$ 20.85	\$ 27.10	\$ 35.24	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	\$ 21.97	\$ 28.56	\$ 37.13	NE	Building and Vehicle Maintenance Supervisor
		\$ 0.44	\$ 0.57	\$ 0.74	NE	Electrician
		\$ 22.41	\$ 29.13	\$ 37.87	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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Uniform Plan of Salary Ranges for 2026
 Approved by City Council on October 8, 2026 Effective 2026

City of Thibodaux
Classification Plan
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 Approved by Civil Service Board on May 13, 2025

Grade	Pay Frequency	Minimum	Midpoint	Maximum	FLSA	Position Titles
619	Annual 1950 & 2080	\$ 23.62	\$ 30.71	\$ 39.92	NE	Mechanical Maintenance Supervisor
		\$ 0.47	\$ 0.61	\$ 0.80	NE	Network & System Administrator
		\$ 24.09	\$ 31.32	\$ 40.72	NE	Parks Maintenance Supervisor
					NE	Senior Accounting Specialist
					NE	Streets and Drainage Supervisor
620	Annual 1950 & 2080	\$ 25.43	\$ 33.06	\$ 42.97	NE	Building Official
		\$ 0.51	\$ 0.66	\$ 0.86	NE	Gas and Water Superintendent
		\$ 25.94	\$ 33.72	\$ 43.83	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	\$ 28.65	\$ 37.25	\$ 48.42	NE	Accounting Manager
		\$ 0.57	\$ 0.74	\$ 0.97	NE	Water Plant Manager
		\$ 29.22	\$ 37.99	\$ 49.39		
I	Annual 1950 & 2080	\$ 23.31	\$ 30.30	\$ 39.39	NE	Assistant Civil Service Director
		\$ 0.47	\$ 0.61	\$ 0.79	NE	Assistant Council Administrator
		\$ 23.78	\$ 30.91	\$ 40.18	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	\$ 27.05	\$ 35.17	\$ 45.72	E	Administrative Assistant to Mayor Marketing/Economic Development
		\$ 0.54	\$ 0.70	\$ 0.91	E	Administrative Assistant to the Mayor
		\$ 27.59	\$ 35.87	\$ 46.63	E	Assistant Information Technology (IT) Director
					E	Assistant Public Works Director
III	Annual 1950 & 2080	\$ 31.41	\$ 40.83	\$ 53.08	E	Civil Service Director
		\$ 0.63	\$ 0.82	\$ 1.06	E	Council Administrator
		\$ 32.04	\$ 41.65	\$ 54.14	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	\$ 36.59	\$ 47.56	\$ 61.83	E	Finance Director
		\$ 0.73	\$ 0.95	\$ 1.24	E	Police Chief
		\$ 37.32	\$ 48.51	\$ 63.07	E	Public Works Director
P1	Annual 2080	\$ 15.88	\$ 20.64	\$ 26.84	NE	Police Support Technician
		\$ 0.32	\$ 0.41	\$ 0.54	NE	Trustee Guard
		\$ 16.20	\$ 21.05	\$ 27.38		
P2	Annual 2184	\$ 20.40	\$ 26.52	\$ 34.48	NE	Police Officer
		\$ 0.41	\$ 0.53	\$ 0.69		Administrative Positions:
		\$ 20.81	\$ 27.05	\$ 35.17		
P3	Annual 2184	\$ 24.91	\$ 32.39	\$ 42.10	NE	Police Sergeant
		\$ 0.50	\$ 0.65	\$ 0.84		Administrative Positions:
		\$ 25.41	\$ 33.04	\$ 42.94	NE	Crime Analyst
P4	Annual 2184	\$ 28.77	\$ 37.40	\$ 48.62	NE	Police Lieutenant
		\$ 0.58	\$ 0.75	\$ 0.97		Administrative Positions:
		\$ 29.35	\$ 38.15	\$ 49.59	NE	Public Information Officer (Lt.)
P5	Annual 2184	\$ 36.25	\$ 47.12	\$ 61.26	NE	Police Captain
		\$ 0.73	\$ 0.94	\$ 1.23		Administrative Positions:
		\$ 36.98	\$ 48.06	\$ 62.49	NE	Internal Affairs Officer (Administrative Captain)
P6	Annual 2184	\$ 17.29	\$ 22.48	\$ 29.22	NE	Communication Officer I
		\$ 0.35	\$ 0.45	\$ 0.58	NE	Technical Records Clerk
		\$ 17.64	\$ 22.93	\$ 29.80		
P7	Annual 2184	\$ 19.18	\$ 24.93	\$ 32.41	NE	Communication Officer II

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Grade	Pay Frequency	Minimum	Midpoint	Maximum	FLSA	Position Titles
		\$ 0.38	\$ 0.50	\$ 0.65		
		\$ 19.66	\$ 25.43	\$ 33.06		
P8	Annual 2184	\$ 20.40	\$ 26.62	\$ 34.48	NE	Communication Officer III
		\$ 0.41	\$ 0.53	\$ 0.69	NE	Technical Records Manager