



2025 Market Update Final Report

for

Codington County, South Dakota

October 2025



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Introduction

Codington County, South Dakota, solicited the assistance of McGrath Human Resources Group in 2021 to develop its existing Salary Schedule. A recommendation from the original Study was to review salary ranges every 3-5 years, due to market conditions at that time.

Methodology

Assessment

The project involved several steps: collection of data and data analysis. The first step of this Study involved gathering data on current salaries and job descriptions and then collecting external market data. The Consultant also met with the Human Resources Director to discuss challenges in recruitment/retention the County may be experiencing, and to discuss new positions and any major position changes that may have occurred since 2021.

When complete, summary market findings and recommendations were reviewed with the Human Resources Director, followed by the County Commissioner.

Labor Market

McGrath requested market data from each comparable to ensure real-time survey results. The following comparable organizations were requested to provide the Minimum, Midpoint, and Maximum of the existing salary ranges:

Table 1: Comparable Organizations

County	City	Other Public
Beadle	Aberdeen	State Highway Patrol
Brookings	Brookings	Watertown School District
Brown	Watertown	
Clay		
Davison		
Hughes *		
Grant		
Lawrence		
Lincoln		
Meade		
Minnehaha		
Pennington		
Yankton		

*Did not provide data

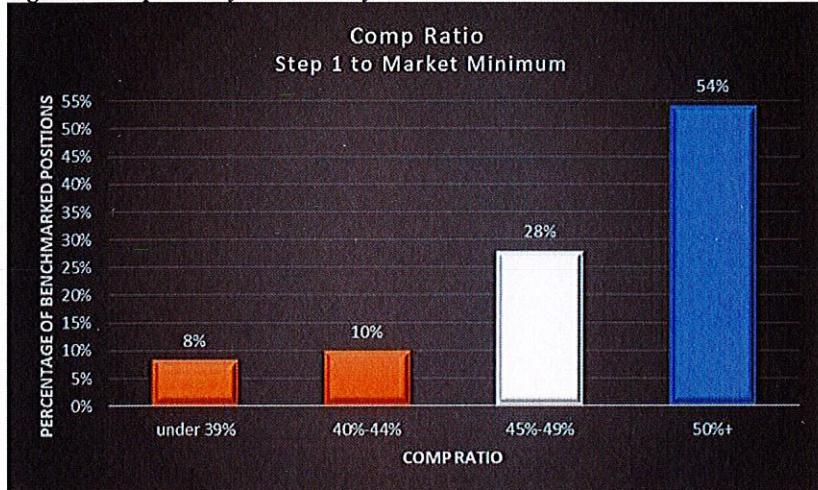
Market Analysis

In order to analyze the ranges, a comp ratio is used. This is a ratio of the County's salary in relation to the external market data at the average market, which is the County's existing compensation philosophy. A 50% comp ratio would mean that the salary is in line with the external market at the average market while utilizing +/-5% range around each data point. Thus, if a position has a comp ratio of 45% or greater, the employee is considered to be competitively compensated. However, given current labor market conditions, these comp ratios may or may not be addressing recruitment or retention challenges.

Minimum Salary Analysis

The analysis of the minimum salary range gives an initial indication of whether starting salaries are within an acceptable market range. Approximately 54% of the benchmarked job titles are at or above the average market, 28% of the positions are in a lower comp ratio that may be falling short of competitiveness, based upon the position type, and 18% are below market competitive rates. Figure 1 below provides a summary of findings.

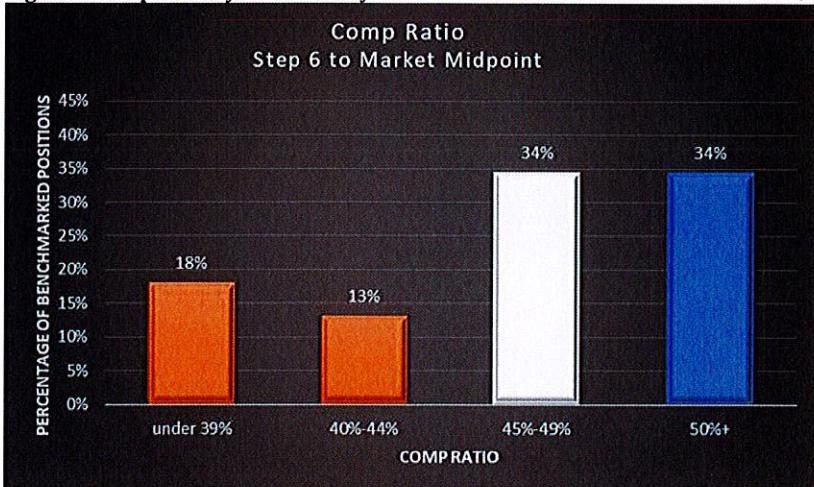
Figure 1: Step 1 Analysis Summary



Market Point Salary Analysis

The Consultant wanted to know if Step 6 of the existing salary schedule was aligned with the average market; therefore, that analysis was conducted. Again, a comp ratio less than 45% would indicate the salary ranges are not aligned to the market. Approximately 34% of the benchmarked job titles are at or above the market, 34% of the positions are in a lower comp ratio that may be falling short of competitiveness, and 31% are below market competitive rates. It would appear the County's competitiveness slipped slightly as the range progresses. The following is a summary of findings.

Figure 2: Step 6 Analysis Summary

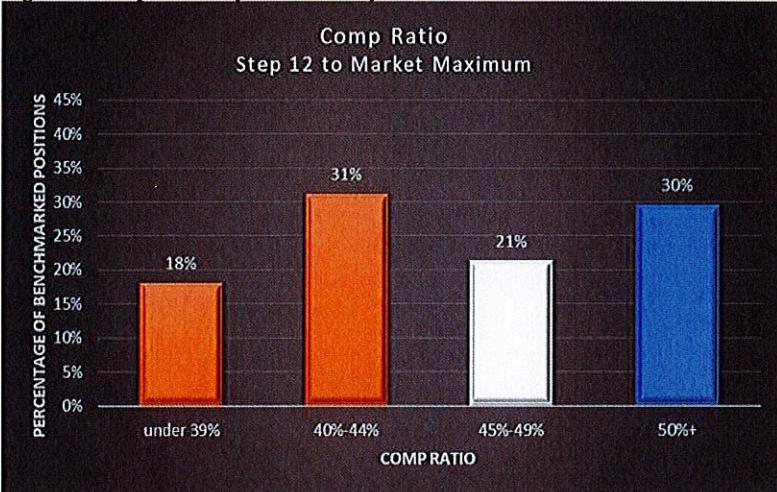


*May not total 100% due to rounding

Maximum Salary Analysis

The Consultant wanted to know how the maximum rates aligned with the average market; therefore, a maximum rate analysis was conducted. Approximately 30% of the benchmarked job titles are at or above the average market, 21% of the positions are in a lower comp ratio that may be falling short of competitiveness, and 49% are below market competitive rates. It is worth noting that maximum rates by the nature of compensation philosophy may vary significantly. The following is a summary of findings.

Figure 3: Step 12 Analysis Summary



*May not total 100% due to rounding

Market Summary

It would appear that some positions are losing competitiveness through the ranges. This indicates some positions need attention and must be moved to a new pay grade, while others simply will be corrected through an 'across the board' adjustment.

Recommendations

Salary Schedule

McGrath recommends the Salary Schedule be adjusted as follows:

1. Apply a 2.8% across the board adjustment to realign the ranges to the external market to realign the County to the 2025 market.
2. Adjust steps values in AA-DD to 30 cents per step.
3. Relabel the Steps from numbers to the alphabet
4. Drop Step 1 (A) and add a new Step 12 (L). The market will continue to be aligned to Step 6 (F).
5. Adjust range separation as follows:
 - a. AA/BB – reduce to 10%
 - b. BB/CC – reduce to 10%
 - c. 20/25 – reduce to 8%
 - d. 25/30 – increase to 8%
 - e. 30/35 – reduce to 8%
 - f. 35/40 – reduce to 8%
 - g. 40/45 – increase to 8%
 - h. 45/50 – reduce to 8%

These modifications result in actual range adjustments between 1.6%-6.4%.

6. A small number of positions changed pay ranges to better align with the external market. These changes do not disrupt any internal comparability factors.
7. Apply a Cost of living adjustment to the model for 2026, as established by the County Commission and negotiated with the collective bargaining units.

Employee Placement

For purposes of implementation of the market update, employees should be placed to the Minimum of the Pay Range if under Step A. If above Step A, an employee should be placed on a step closest to the current salary without a decrease in wages. Because the goal of a market update is to ensure salary ranges are aligned to the external market, as long as employees are placed within their given range, that goal is accomplished. Employees may then continue to have step opportunities up to the top step of the salary range in accordance with bargaining language/county policy, in lieu of maxing out at the top step more quickly.

Future Market Update

A Salary Schedule has a typical life span of 3-5 years, at which time market conditions typically necessitate a review. The County can continue to strive to prolong the life of their Schedule if it continues to commit to maintaining its competitiveness with the external market by ensuring market updates occur. The County's model has not held well to the labor market in South Dakota, so a market update is recommended in three (3) years and allow human resources-related metrics to determine if it can be pushed off a year.

Appendix A: Recommended Non-Represented Salary Schedule

Accountant Administrator	Auditor	\$26.96	\$27.63	\$28.32	\$29.03	\$29.76	\$30.50	\$31.26	\$32.04	\$32.84	\$33.66	\$34.50	\$35.36	
Correctional Officer	Sheriff/Corrections													
Correctional Officer (PT)	Sheriff/Corrections													
Court Security	Sheriff													
Deputy Transport	Maintenance													
Facilities Technician - Lead	Highway													
Highway Maintenance Tech II	States Attorney													
Legal Records Specialist	Auditor													
Payroll Specialist	Sheriff													
Records Administrator	Extension													
Sr Administrative Specialist	Highway													
Sr Administrative Specialist	Register of Deeds													
40	Title	Dept/Div.	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J	Step K	Step L
Appraiser II	Equalization	\$29.12	\$29.85	\$30.60	\$31.36	\$32.14	\$32.94	\$33.76	\$34.60	\$35.47	\$36.36	\$37.27	\$38.20	
Deputy Sheriff	Sheriff													
Veterans	Emergency Mgmt.													
Emergency Mgmt.	Register of Deeds													
First Deputy Register of Deeds	Treasurer													
First Deputy Treasurer	Highway													
Highway Maintenance Tech III	Highway													
Mechanic	Maintenance/Jail													
Sr Maintenance Tech	Community Services													
Substance Use and Justice Programs Coordinator	Dept/Div.	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J	Step K	Step L	
45	Title	\$31.43	\$32.22	\$33.03	\$33.86	\$34.71	\$35.58	\$36.47	\$37.38	\$38.31	\$39.27	\$40.25	\$41.26	
Equalization Data Base Coord	Equalization													
Correctional Sergeant	Sheriff/Corrections													
Victim Witness Services Coordinator	States Attorney													
Shop Foreman Mechanic	Highway													
50	Title	Dept/Div.	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J	Step K	Step L
Assistant Highway Superintendent	\$33.97	\$34.82	\$35.69	\$36.58	\$37.49	\$38.43	\$39.39	\$40.37	\$41.38	\$42.41	\$43.47	\$44.56		
Sergeant - Sheriff	Highway													
55	Title	Dept/Div.	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J	Step K	Step L
Veterans Services Director	\$35.67	\$36.56	\$37.47	\$38.41	\$39.37	\$40.35	\$41.36	\$42.39	\$43.45	\$44.54	\$45.65	\$46.79		
Community Services Director	Community Services													
60	Title	Dept/Div.	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J	Step K	Step L
Chief Deputy	Sheriff													
Chief of Corrections	Sheriff/Corrections													
Director of Facilities	Maintenance													
Director of Emergency Management	Emergency Mgmt.													
65E	Title	Dept/Div.	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J	Step K	Step L
County Auditor	\$41.20	\$42.23	\$43.29	\$44.37	\$45.48	\$46.62	\$47.79	\$48.98	\$50.20	\$51.46	\$52.75	\$54.07		
County Treasurer	Auditor													
Deputy States Attorney	Treasurer													
Director of Equalization	States Attorney													
Register of Deeds	Equalization													
McGrath Human Resources Group	Register of Deeds													
Codington County, SD - 2025 Market Update														

70	Title	Dept/Div.	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J	Step K	Step L
	Highway Superintendent	Highway	\$43.25	\$44.33	\$45.44	\$46.58	\$47.74	\$48.93	\$50.15	\$51.40	\$52.69	\$54.01	\$55.36	\$56.74
75E	Title	Dept/Div.	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J	Step K	Step L
	Sheriff	Sheriff	\$51.70	\$52.99	\$54.31	\$55.67	\$57.06	\$58.49	\$59.95	\$61.45	\$62.99	\$64.56	\$66.17	\$67.82
80E	Title	Dept/Div.	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J	Step K	Step L
	States Attorney	States Attorney	\$57.89	\$59.34	\$60.82	\$62.34	\$63.90	\$65.50	\$67.14	\$68.82	\$70.54	\$72.30	\$74.11	\$75.96