



Bi-Annual Department Director Report

Director Name: Terri Smith

Department: Human Resources

Date: October 17, 2026

Section 1: SWOT Analysis

Strengths

- Mission-aligned staff and established HR systems supporting efficient operations.
- Stable benefits program with continued carrier relationships.

Weaknesses

- Compensation competitiveness and budget constraints impacting recruitment and retention.
- Lean HR staffing and manual processes limiting operational efficiency.

Opportunities

- Compensation benchmarking through strategic planning.
- Improved workflows, role clarity, and technology utilization.

Threats

- Competition for qualified staff and rising benefit costs.
 - Increasing compliance requirements and Minnesota Paid Family Leave staffing impacts.
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Section 2: Addressing Weaknesses & Threats

- Compensation: Advance benchmarking through strategic planning to inform a sustainable, competitive compensation strategy.
 - Operational Efficiency: Improve processes, clarify responsibilities, and maximize existing HR systems.
 - Recruitment & Retention: Continue monitoring staffing trends and compensation competitiveness.
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Section 3: Budget / Department Planning

- Compensation: Align benchmarking recommendations with long-term financial planning.



- Benefits: FY27 renewal implemented July 1, 2026, with a 10% medical increase, 4.6% dental increase, and no vision increase. Continue monitoring costs, utilization, and affordability. Benefit year cycle aligned with calendar year.
- Minnesota Paid Family Leave: Monitor program utilization, employer costs, and staffing impacts.
- HR Operations: Continue leveraging Frontline, Employee Navigator, and other platforms to improve efficiency.

Section 4: Additional Notes & Future Planning

Next Steps / Priorities

- Continue compensation benchmarking and develop recommendations.
- Monitor recruitment, retention, and benefits costs.
- Improve HR workflows and process documentation.

Future Considerations

- Align benchmarking recommendations with FY28 budget
- Continue assessing benefits competitiveness and affordability
- Enhance employee experience while managing costs

Board Action Requested

Continued support for compensation benchmarking and development of a long-term compensation strategy aligned with strategic and financial priorities.