



Regional Administration Strategic Plan Update



Management Committee February 25, 2026

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Regional Administration Strategic Plan

Workforce

Create an **inclusive work environment** that **supports employee growth and retention** and meets the Met Council's strategic goals.

Technology

Maintain a Councilwide **safe environment, modernize systems, and streamline service delivery** to support divisional objectives.

Governance

Execute **enterprise-wide** solutions to **improve transparency, communication, and decision-making**. Promote **systems-thinking** and manage risk to achieve strategic objectives.



Workforce update – Human Resources

Cassandra Tabor

Recruitment Strategy and Workforce Development



Unified Recruitment Strategy

Unified Recruitment Plans

1. **Metro Transit:** launched 2024
2. **Other divisions:** launched 2025
 - Community Development
 - Environmental Services
 - Regional Administration
 - Metropolitan Transportation Services

Outcomes

- Prioritized recruitments by overall need and impact to divisions and Met Council
- Driven by executive leadership in alignment with goals
- Talent Acquisition Specialists invest a majority of their time in actual recruiting efforts

Recruitment Efforts

Metro Transit Police

- Community Service Officer (CSO) programming
- Dedicated recruiter

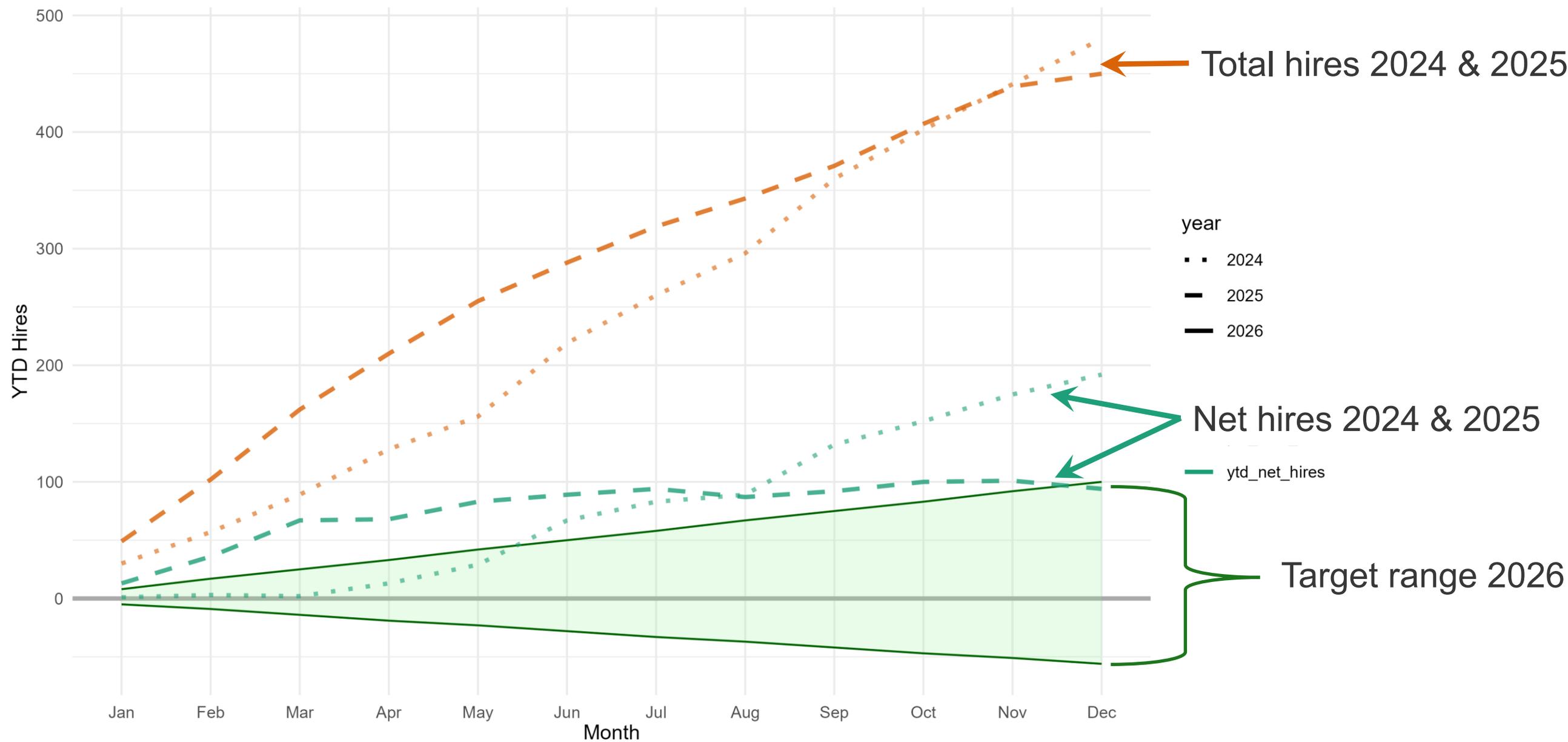
Information Services

- Information Services Network Training Tech program

Additional Programming

- Year-round internship programming, specific to departmental needs
- Pathway programming
- Bus technician apprenticeship
- Metropolitan Transportation Services – contracted services group and Transdev

Hiring Recap + 2026 outlook: Bus Operators

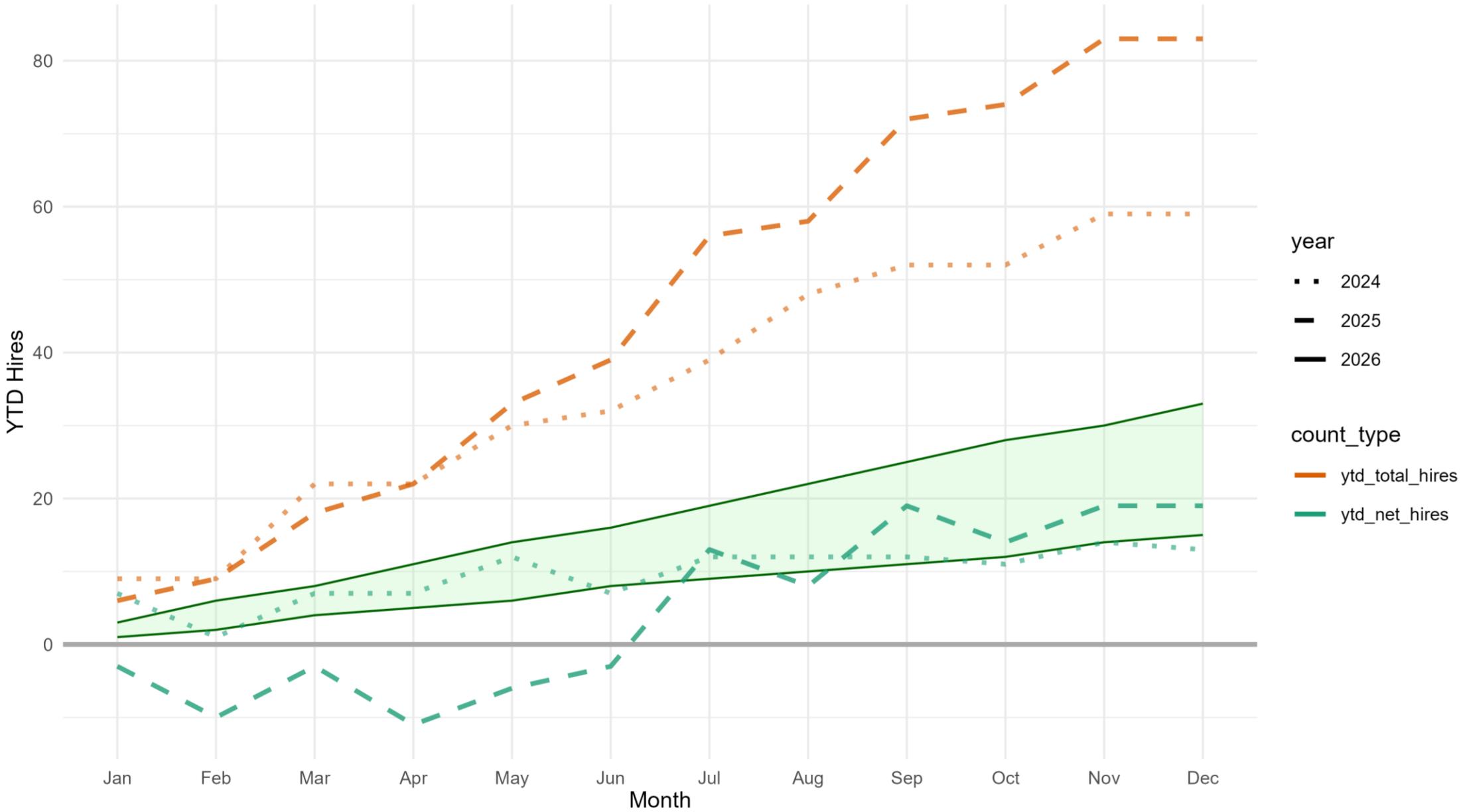


Source: [Metro Transit Workforce Reports](#)

*Budget targets are approximations and subject to change



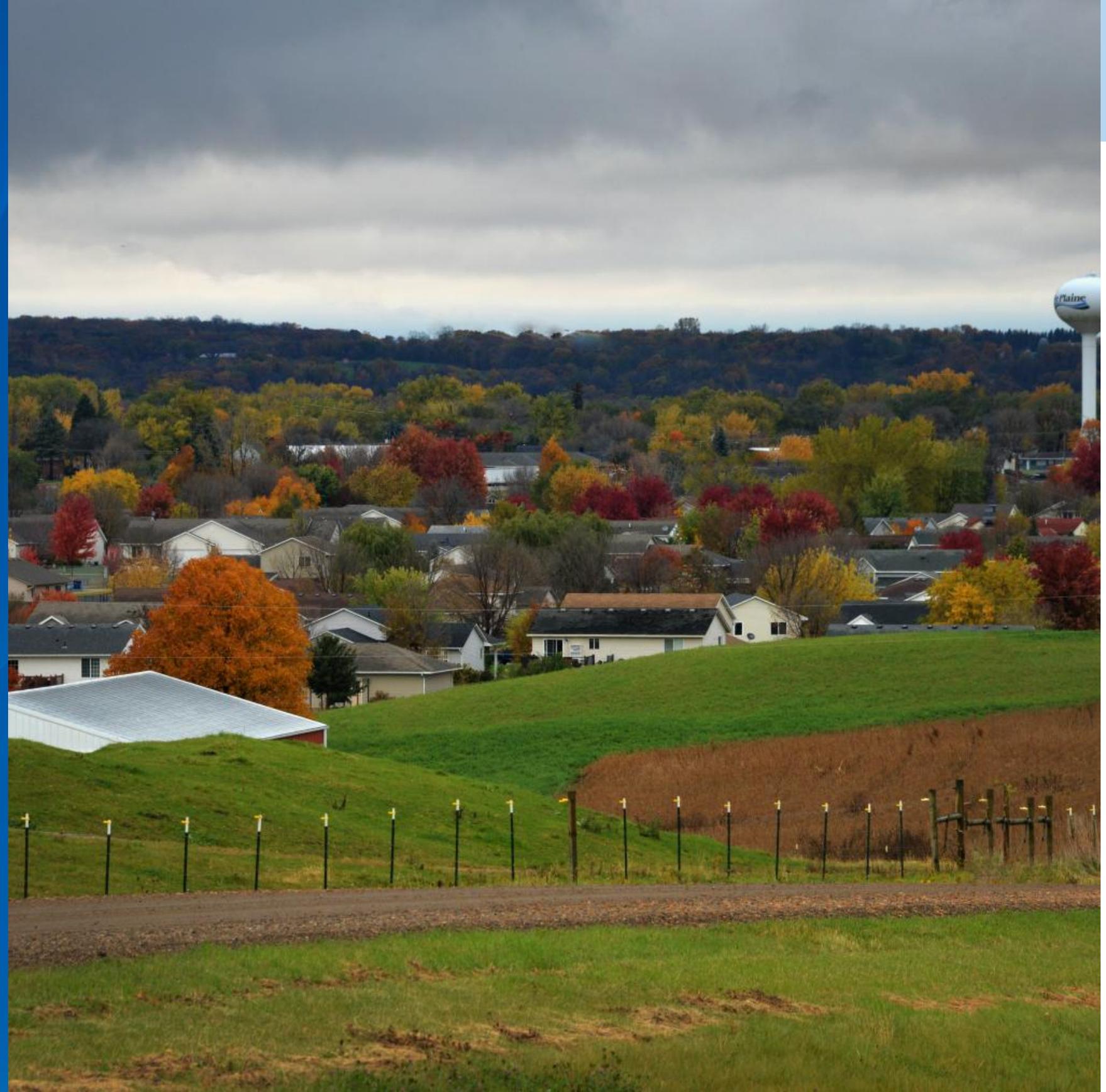
Hiring Recap + 2026 Outlook: Train Operators



Source: [Metro Transit Workforce Reports](#)

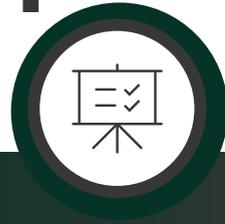
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Classification Audit



Metropolitan Council: Job Framework Audit

1.



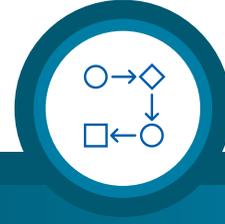
THE INITIATIVE

Review and update the existing job framework at Met Council to ensure the existing jobs and job ladders are reflective of the internal hierarchy of work within and across functions and divisions

PROBLEM: The Met Council has over 680 job titles for its 4,500 employees across the divisions, which may be outdated in the level/grade based on changes over time since initially evaluated.

VALUE: As the organization has grown and restructured many times since the initial job framework was established, the Met Council recognizes the need for a comprehensive audit of the hierarchy to ensure that the levels of jobs and the relationships across the organization accurately reflect job scope and complexity and provide a foundation for human resources programs including talent management and reward structures.

2.



THE STEPS

- 1. ORGANIZATION UNDERSTANDING:** Korn Ferry interviews leaders to ensure an understanding of the business divisions and functions and existing organization structure
- 2. JOB MATRIX CREATION:** Korn Ferry builds functional and divisional matrices to review the relationships of jobs across Met Council
- 3. JOB FRAMEWORK REVIEW:** Leaders and Korn Ferry review the current job levels and hierarchies and provide input regarding the titles, levels, and relationships within the vertical organizations
- 4. REFINEMENT OF THE JOB FRAMEWORK:** Based on feedback from leaders, Korn Ferry will update and refine the levels of all jobs within each vertical and conduct final review of all jobs across the Met Council

3.



THE BENEFITS

- ✓ **CALIBRATION** of Met Council's job framework to ensure appropriate job progressions in each function and division
- ✓ **CLEARLY OUTLINE CAREER PROGRESSION AND DEVELOPMENT** opportunities through the job framework for use in talent development
- ✓ **SIMPLIFICATION** of job framework and education on the value and uses of the framework for talent management and compensation
- ✓ Reduce complexity and administrative burden to **REDUCE JOB CREATION AND GRADE CREEP**
- ✓ Establish a **FOUNDATIONAL PROCESS** to support ongoing maintenance and sustainment of the job framework

Bargaining in Action



Bargaining Timeline Update

ATU

- Management bargaining survey
- Response review
- Bargaining team structure
- ATU coordination
- Bargaining meetings began
 - February
 - March

Non-ATU

- **Management bargaining survey**
 - Sent this week
 - Key stakeholders from each area should work with their teams to complete the survey
- **Response review**
 - Labor Relations team will categorize responses into councilwide, division-specific, union-specific and department-specific possible proposals
- **Bargaining team structure**
 - For AFSCME, would look to similar structure as ATU
- **Union coordination**
 - Will look to hold in-person meeting in April and May to discuss logistics
 - Aim to begin bargaining in June with most groups

2025 Human Resources Recap



2025 Successes

Labor Relations and manager development

- Supervisors and managers needed stronger Labor Relations skills to support their work. Human Resources delivered Labor Relations-focused manager training to six cohorts of 20-25 managers in Metro Transit.
- Leaders needed support to effectively deliver, manage, and close out performance improvement plans to support staff. Human Resources Business Partners delivered a Performance Improvement Plan Toolkit including FAQs, talking points and in-the-moment guides, as well as add-on resources.

2025 Successes

Leave programming and system updates

- We needed to be ready to implement and support Minnesota Paid Leave on Jan. 1, 2026. This supports ongoing work to improve employees' experience with leaves of absence and compliance with the Minnesota Paid Leave law.
- The Cabinet (division executives) asked that the PERFORM system to be updated to be reflective of the Met Council's culture values and ensure that competencies were related to each of the three values. The team delivered an updated 2025 performance process in time for the 2025 review cycle while reducing redundancy and improving clarity.
- We needed reliable data to measure the hiring process and ensure accurate future hiring analysis. The Talent Management team will be able to create an updated dashboard and provide supportive data for strategic hiring goals across the organization.



Technology update – Information Services

Sue Hauge

Serving the Met Council at a glance – 2025



149

IS staff



4,888

Council staff supported



190

Applications supported



974

Databases



866

Servers managed



575TB

Cloud storage



4.5M+

Chat messages sent



26.3M

Emails received



3.4M

Email threats intercepted



2395

Laptops



974

Desktops



4.12PB

On-premise storage



172

Resources on geospatial commons



1200

Visits to GIS catalogs



474

SharePoint sites



12,511

Incidents resolved



14,448

Service requests fulfilled



1,015

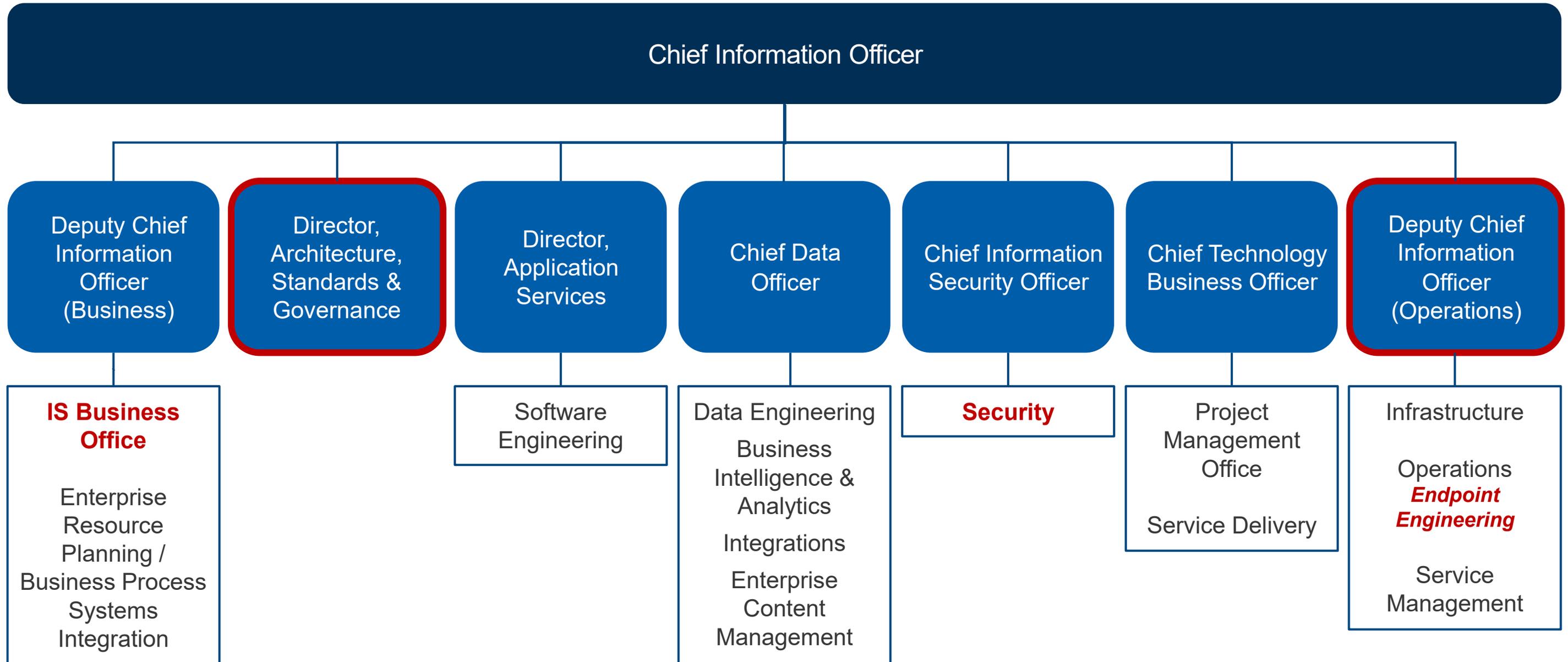
Mobile devices managed

Information Services workforce

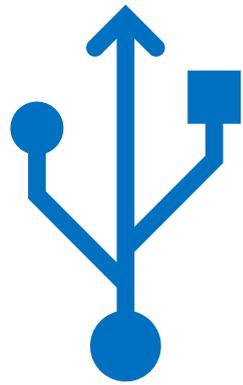


- 21 new positions added including key leadership roles
- Classification review and clarified career ladders
- Network Technician Trainee program to develop staff pipeline
- Staff augmentation to fill critical vacancies
- Coffee chats and emphasis on training to build culture

Information Services leadership buildout



Technology progress



- Strengthened security posture and email security controls
- Network infrastructure modernization including telephone and mobile stack enhancements
- Device refresh including replacement of 1,300+ computers
- New grants management system
- GIS enhancements
- Continuing to update critical systems such as fare collection (Cubic), bus scheduling (Hastus), and asset management.

Information Services Governance



- Technology Oversight Committee
- Project Management Office maturity with Leadership Action Board
- Artificial intelligence governance
- Enterprise resource planning strategy



Governance update – Risk and Compliance

Matt LaTour

Governance



Regional Administration Strategic Plan

Execute enterprise-wide solutions to improve transparency, communication, and decision-making. Promote systems-thinking and manage risk to achieve strategic objectives.

- Key outcomes:
 1. Improved and clearer decision-making and prioritization
 2. Reduced enterprise-wide risks
 3. Improved business outcomes, efficiency, and compliance
- How we get there:
 1. Create clear pathways to transparent and effective decision-making
 2. Develop a model to prioritize and address enterprise risks
 3. Document and streamline the business processes of key support services to meet the needs of Met Council business units

Enterprise Risk and Compliance



Risk and Compliance

Initial staffing changes – leveraging existing staff

- Chief Risk and Compliance Officer – Matt LaTour – Reclass from Chief Audit Executive
- Senior Project Manager – Nick Jelinek – Reclass from Audit Manager
- Director Enterprise Risk Management – Kathy Matter
- Manager, Business Continuity – Lisa Belland
- Assistant Director, Investigations Resolution Unit (OEEU) – Zecharias Hailu
- Manager, Investigations Resolution Unit (OEEU) – David Curry
- Senior Investigations and Resolutions Specialist – Thuzong Xiong
- Investigations and Resolutions Specialist – Loretta Garrett
- Investigations and Resolutions Specialist – Tyshia Riddley
- Audit Coordinator – Tami Rein

Risk and Compliance

Future hiring

5-10 additional staff

- Policies and procedures specialists – project manager and policy writer
 - Support from General Counsel, Communications
- Internal controls specialists
- Business continuity project lead, supplemental staff
- Enterprise risk management analysts
- Business system analysts

Risk and Compliance

Contracted services

- Third-party consulting services
 - Complaints and investigations consultation
 - Protiviti – additional internal controls documentation, control gap remediation
 - Aon – divisional risk assessment and enterprise risk register compilation
 - FH Black – Workiva implementation for audit process, internal controls and enterprise risk management modules
 - Investigative services

Policies and Procedures



Clear policies support positive organizational culture by reducing ambiguity and empowering employees.

Goals:

- **Creating clarity through better governance:** We're implementing a Policy on Policies that establishes clear ownership, approval processes, and accountability.
- **Empowering employees with clear guidance:** Our refreshed presentation of policies and procedures will provide accessible, comprehensive guidance on organizational expectations and practices.
- **Integrating risk and compliance:** New systems will connect policies directly to enterprise risk management and internal controls, ensuring cohesive risk mitigation.
- **Consistent with our culture driver of clarity,** helping ensure that expectations of employees clear and easy to find.

Business Continuity

The Met Council's Business Continuity Program has been proven effective through the recent pandemic and other significant crises, ensuring uninterrupted services to our community in the face of both anticipated and unforeseen challenges.

Goals:

- **Protecting service continuity:** Ensuring the Met Council can maintain critical services even during disruptions, with clear recovery time objectives for every service.
- **Testing preparedness through practice:** Regular tabletop exercises, functional drills, and crisis communications practice keep our teams ready for real events.
- **Leveraging technology for rapid response:** New enterprise crisis communications software enables faster, more coordinated responses when incidents occur.



Enterprise Risk Management



The Met Council has is developing a formal framework to systematically identify, assess, and manage risks, to make risk-informed strategic decisions, and helps the Met Council better assess and seize opportunities.

Goals:

- **Building a comprehensive risk register:** We're completing baseline risk assessments across all divisions to create a complete picture of organizational risks.
- **Enabling better decision-making:** Setting clear risk tolerance and appetite guidelines help leaders make informed choices that balance opportunity and protection.
- **Connecting risk to controls:** Integration with internal controls and other divisional risk management strategies ensures that identified risks are actively managed through documented, monitored processes.
- **Aligned with divisional risk management activities**

Internal Controls



A strong system of internal controls make fraud harder to commit, easier to detect, and more likely to complete investigations.

Goals:

- **Documenting what we do well:** We're systematically documenting controls across the organization, starting with financial controls and expanding enterprise wide.
- **Ensuring efficiency and effectiveness:** A comprehensive internal control framework helps us meet strategic objectives while staying compliant with laws and regulations.
- **Leveraging monitoring technology:** Integration with our new enterprise resource planning system and continuous monitoring capabilities will provide real-time insights into control effectiveness.
- **Consistent with our culture driver of clarity:** Ensuring employees work is clearly laid out and tied to organizational objectives.

Complaints and Investigations



A comprehensive ethics, complaints and investigations program where honesty, integrity, and accountability are the cornerstones of every action and decision.

Goals:

- **Cultivating a culture of integrity:** Build a program that makes ethical behavior the natural, expected norm.
- **Creating clear pathways for concerns:** A refreshed complaint and investigation process ensures employees have accessible, fair channels to raise concerns and see them addressed.
- **Dedicated expertise and support:** A specialized team of trained professionals will handle workplace complaints with consistency, fairness, and respect for all parties.
- **Continuous improvement through data:** Systematic tracking and reporting on complaints, resolutions, and outcomes enables us to identify patterns and better address both individual and cultural issues.

Connective Tissue





Questions?

