

RA Strategic Plan



Mission of Regional Administration

“Regional Administration provides enterprise services that are aligned with the Met Council’s mission.”

Vision of Regional Administration

“Regional Administration strives to be a trusted strategic partner by delivering integrated, collaborative, efficient, and responsive services.”

Regional Administration values

Service
Accountability
Integrity
Collaboration

Three pillars of our 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.





2025-2027 Regional Administration STRATEGIC PLAN

Three pillars of our strategic plan



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

Key outcomes:

- A well-trained workforce to meet our operational strategic objectives
- Improved organizational culture, higher employee satisfaction, and better retention

How we get there:

- Implement a divisional, unified recruitment plan to improve hiring efficiency.
- Build an RA staffing plan to improve succession planning, effective recruitment, and ensure cross-divisional resources.
- Create a plan to review and update select, prioritized cross-divisional policies and procedures.



TECHNOLOGY: Maintain a Council-wide safe environment, modernize systems, and streamline service delivery to support divisional objectives.

Key outcomes:

- Streamlined, clearer, more efficient business processes
- Better experience for customers and employees
- Modernized infrastructure and increased resilience

How we get there:

- Implement a cybersecurity plan that includes employee training and enhanced threat detection and response.
- Partner with stakeholders to develop a long-term plan to modernize enterprise and operational systems.
- Streamline service delivery including clearer and standardized processes, enhanced project delivery, and improved communication and partnerships.



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

Key outcomes:

- Improved and clearer decision-making and prioritization
- Reduced enterprise-wide risks
- Improved business outcomes, efficiency, and compliance

How we get there:

- Create clear pathways to transparent and effective decision-making.
- Develop a model to prioritize and address enterprise risks.
- Document and streamline the business processes of key support services to meet the needs of Council business units.

VISION:

Regional Administration provides enterprise services that are aligned with the Council's vision.

MISSION:

Regional Administration strives to be a trusted strategic partner by delivering integrated, collaborative, efficient, and responsive services.

**REGIONAL ADMINISTRATION
VALUES**

Service
Accountability
Integrity
Collaboration

IMAGINE 2050 VALUES

Equity
Leadership
Stewardship
Accountability



Unified recruitment strategy

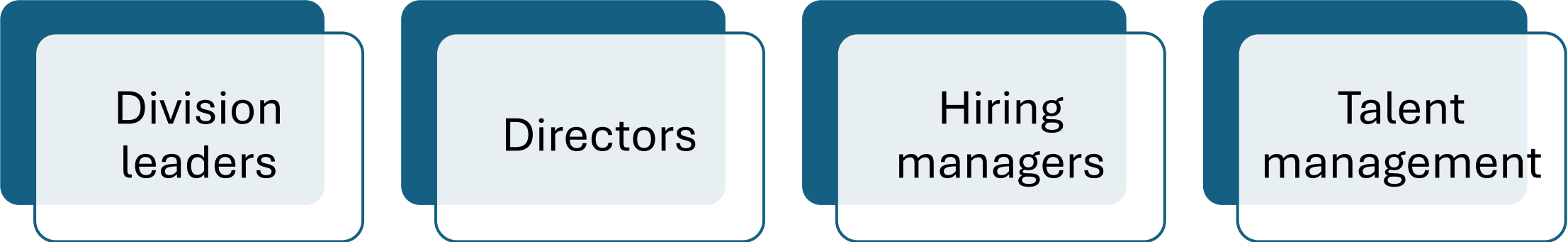
- To ensure effective, efficient recruitments by executing the strategic prioritization of hiring across the organization.



Unified recruitment plan

- A tool
- Leadership participants determine shared prioritization
- Workforce Taskforce and Regional Administration director meetings
- Includes all new 2025 approved FTE and 2024 outstanding requisitions
- Final decision-making falls to division leaders
- Human Resources follows the determined plan and alerts to stalled recruitment steps

What's my role?



Division
leaders

Directors

Hiring
managers

Talent
management

Information Services

2025 Workplan & 2024 Recap



March 2025 | Gretchen White

Technology Governance



Technology Oversight Committee (TOC)

- Align IT priorities with Council strategy and goals
- Assess and develop plan to managed enterprise technology risk
- Oversight of technology standards and practices
- Approver for technology efforts above a certain threshold
- Approve operating models to clarify responsibilities
- Strengthen relationships between IS and divisions

COMMITTEE MEMBERSHIP	
Individual	Title / Division
Gretchen White	CIO, Information Systems – Regional Administration
Brian Funk	Deputy GM, COO – Metro Transit
Alyssa Haugen	Assistant GM, Administrative and External Affairs – Metro Transit
Sara Smith	Assistant General Manager, Support Services – Environmental Services
Terri Smith	Director, Metro Housing & Redevelopment Authority – Community Development
Gerri Sutton	Director, Contracted Transit Services – Metropolitan Transportation Services
Sara Paradis	Coordinator, Administrative Support

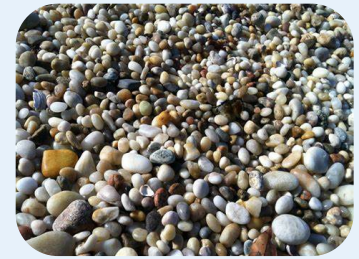
Technology Initiatives

Boulders



- Large financial impact
- High risk
- Need for significant operational financial support
- Impacts FTEs
- Requires complex operating model
- Large organizational change impact

Pebbles



- Routine upgrades
- Small enhancements
- Software used by small user group (low risk)

Technology



Data platform to support reporting across the divisions



Continued security improvements



Major system updates: fare collection, HASTUS



Implement a modern service management tool

Workforce



Create a pipeline for entry-level IT jobs



Hire 40+ FTEs in 2025



Preparing for the future – skills assessment



Build Community



2024 IS Accomplishments

PROJECT ACCOMPLISHMENTS

- Launched Umbraco CMS platform with MetroGIS and MNUCP websites migrated
- Launched Rider Alerts - a public notification feature alerting route service change
- Launched 3 new GIS web apps - Public Parcels, Local Flooding & Extreme Heat
- Integrated TRIP agents and managers into iDash
- Enabled support staff to reset customer accounts on Webstore
- Enabled Auto card registration on Transit Fare System
- AVD migration to the cloud in progress
- App Works in UAT
- Kicked off HASTUS upgrade project
- Cubic – funded 5 FTEs and started execution of project
- Peoplesoft upgrade to Fluid to improve user experience
- BPSI – hired additional staff to fully support the program
- Metro Move – improved mobile communications underway
- OEE0 – improved reporting capabilities
- Transit information systems – improved backlog management including requirements
- Data platform – proof of concept with key divisional partners
- Data visualization – created 200 dashboards and reports
- Network – Expansion of 131 new switches, replacement of 146 switches, multiple fiber and copper runs replaced, 96 assisted HVAC replacements, & thousands of cameras, real time signs, validator, and payment system replacements support efforts
- Facilities Support – print manager service improvements with vendor provided toner and repair services.
- Telecom – new Mitel support agreement in process, refined cell phone process for employees, and refresh of hundreds of iPhones w/End Point
- SharePoint – worked through backlog of requests with addition of a contractor
- Conference Rooms – PolyCom upgrades to Robert St conference rooms and upgraded software and digital signage

BUILD TRUST

- Regular touchpoints with MT and ES to review needs and highlight IS accomplishments
- Customer focus groups – ITSM discovery to collect needs
- Created Technology Oversight Committee (TOC)
- In-person gatherings to strengthen internal relationships
- Bringing in new leadership and support staff
- Increased investment in internal and external training and conferences
- Converted 7 temporary employees to permanent positions

IMPROVE INSIGHTS

- Strong understanding of ITR volume
- Unified backlog of project and functional needs within the department
- Continued understanding of services offered through SLs
- Implemented Application Insights for proactive monitoring of several critical apps
- Installed Azure Infra monitoring agents on cloud servers and on premises
- Upgraded Oracle Enterprise Manager and agents

IMPROVE SERVICE DELIVERY

- On-call rotation of Directors to improve communication
- On-call rotation for data team
- Keeping systems up and functional
- Reduced resolution time on service
- ITSM education across the department
- Created Roadmap for software development lifecycle process and tool maturity
- ITSM roadmap created for service delivery improvements
- Launched P1 incident management practice
- Formally launched 15 services (4 enterprise, 11 non-enterprise)
- Restarted Neurons efforts
- Streamlined intake processes for each team
- Pilot launch of solutioning team

REDUCE RISK

- Improved email filtering software – phishing protection
- Upgraded TLS versions of several Apps
- Implemented security awareness training
- Organizational risk register
- Improved endpoint protection
- Requested and received additional staff for 2025
- Retired Old Hyper-V servers
- Purchased comprehensive security platform including Palo Alto firewalls