

Metro Transit Forward is the shared strategic framework that states our priorities, shapes our decisions, and guides our actions.

VISION AND MISSION

We connect people, strengthen communities, and improve lives by delivering high-quality public transportation.

REGIONAL CORE VALUES

The Metropolitan Council's regional core values shaping *Imagine 2050* guide our work: equity, leadership, accountability, and stewardship.

MEASURING PROGRESS

We know we are successfully advancing our mission when:

- ↑ Ridership increases
- ↑ Satisfaction with Metro Transit increases

STRATEGIC PRIORITIES

Employees

We value employees and continuously improve how we attract, retain, develop, and support our workforce.

- SIGNS OF SUCCESS**
- ↑ Overall employee satisfaction
 - ↑ Employees who report feeling safe while working
 - ↑ Employee retention rate
 - ✓ Achieve hiring targets
 - ✓ Achieve Affirmative Action Plan goals

Experience

We provide a consistently safe, clean, and welcoming experience on our system.

- SIGNS OF SUCCESS**
- ↑ Riders who report feeling safe while riding and waiting
 - ↑ Riders who report experiencing clean vehicles and stations
 - ↑ Rides taken through pass programs
 - ↑ Use and availability of transit information data & tools
 - ↓ Crime rate
 - ↓ Rates of safety events and passenger injuries

Service

We offer service that is convenient, reliable, and environmentally sustainable.

- SIGNS OF SUCCESS**
- ↑ Share of population with access to frequent service
 - ↑ Jobs accessible via transit
 - ↑ Trips that are on time
 - ↑ Percent of service delivered
 - ✓ Report greenhouse gas emissions and vehicle miles traveled reductions attributable to transit ridership



Our growing workforce

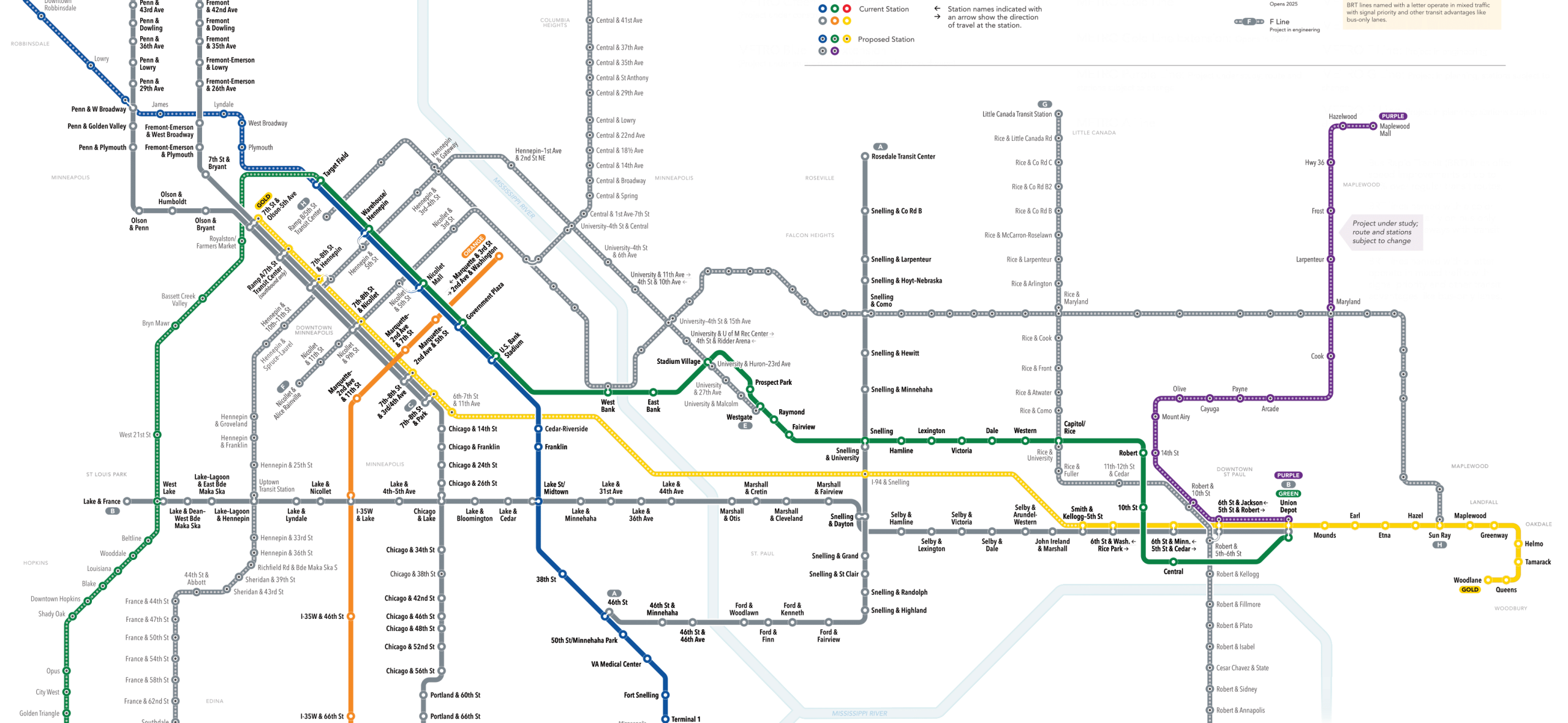
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Shanta Hejmadi | Senior Data Scientist, Strategic Initiatives

Workforce Update Agenda

- Where our workforce needs to be by end of 2030
- Where we are today & strategies for success
- Case study: the power of making relevant workforce data available to business units

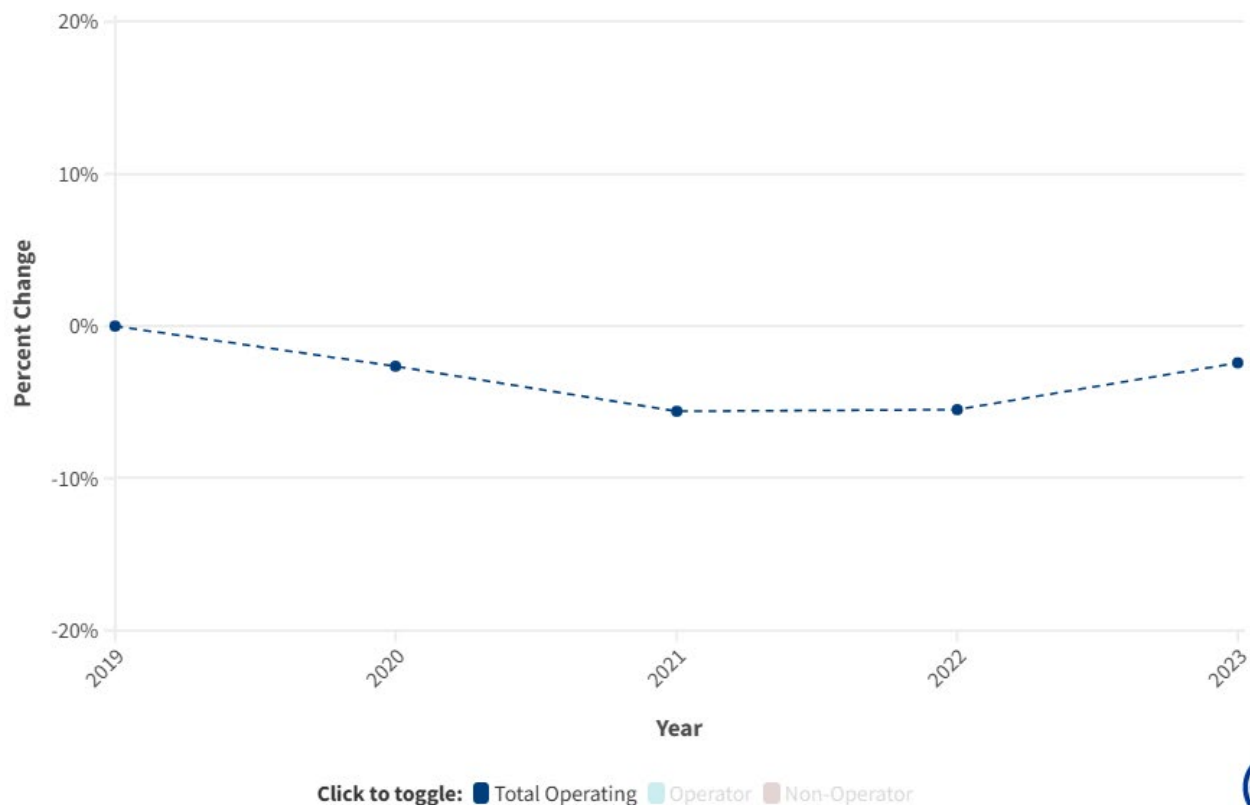




Map to 2030 Workforce

U.S. Transit Workforces have struggled since 2020

National Bus Operations Workforce Size: Percent Change Baseline to 2019 (Pre-Pandemic)



2023 APTA Workforce Synthesis:

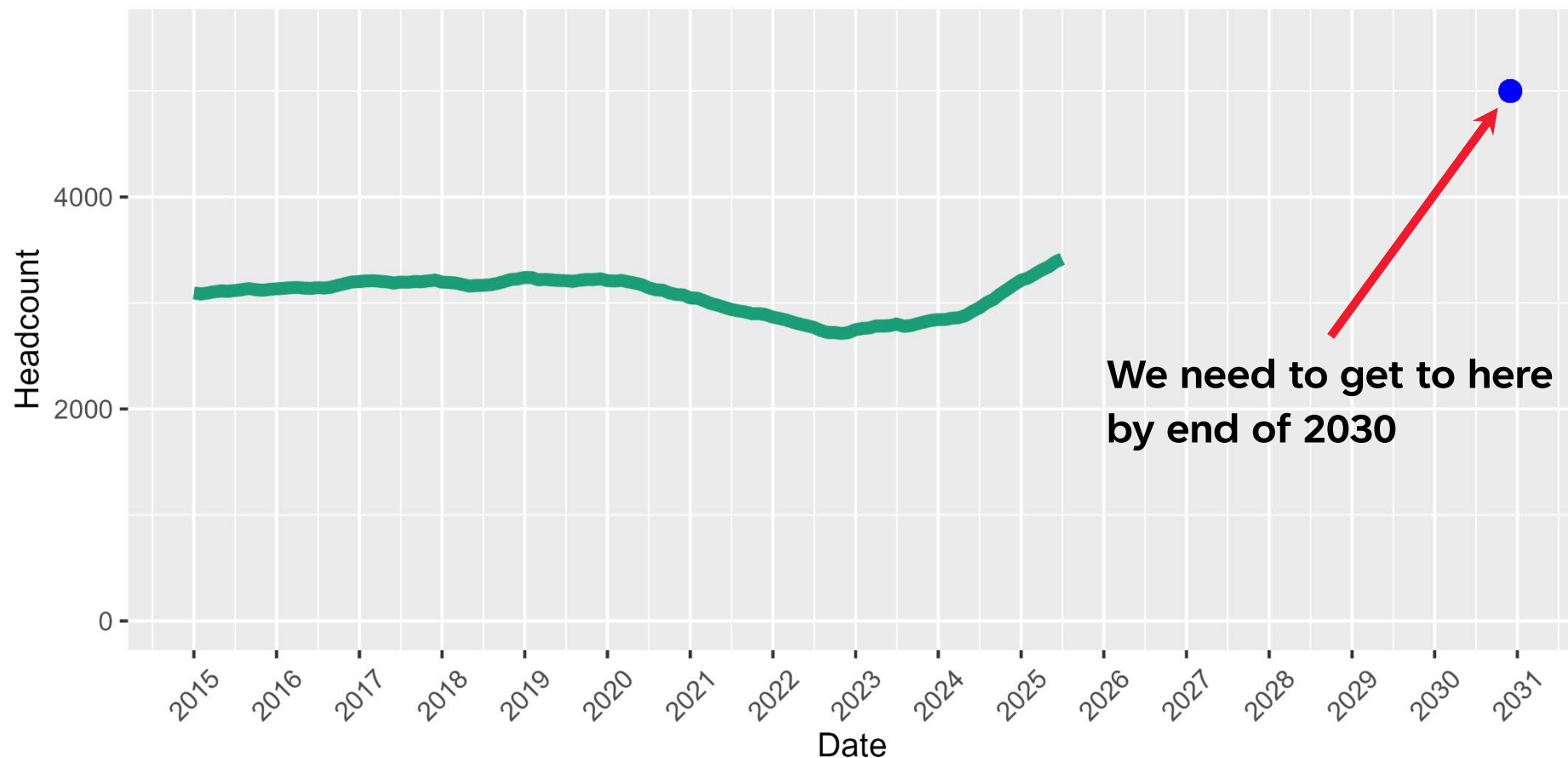
- > 90% of 160 transit agencies surveyed reported workforce shortages
- >80% reported workforce shortage impacts to service
- Agencies face intense competition for workers
- Work schedules and compensation are top reasons for leaving

Source: [Transit Workforce Data Dashboard - Transit Workforce Center](#)

Metro Transit Headcount since 2015

(monthly average)

Last updated 2025-08-04, data through 2025-07-31



**We need to get to here
by end of 2030**

*Targets are approximations and subject to change

Projected budget headcount growth is ~18-25% by 2030*

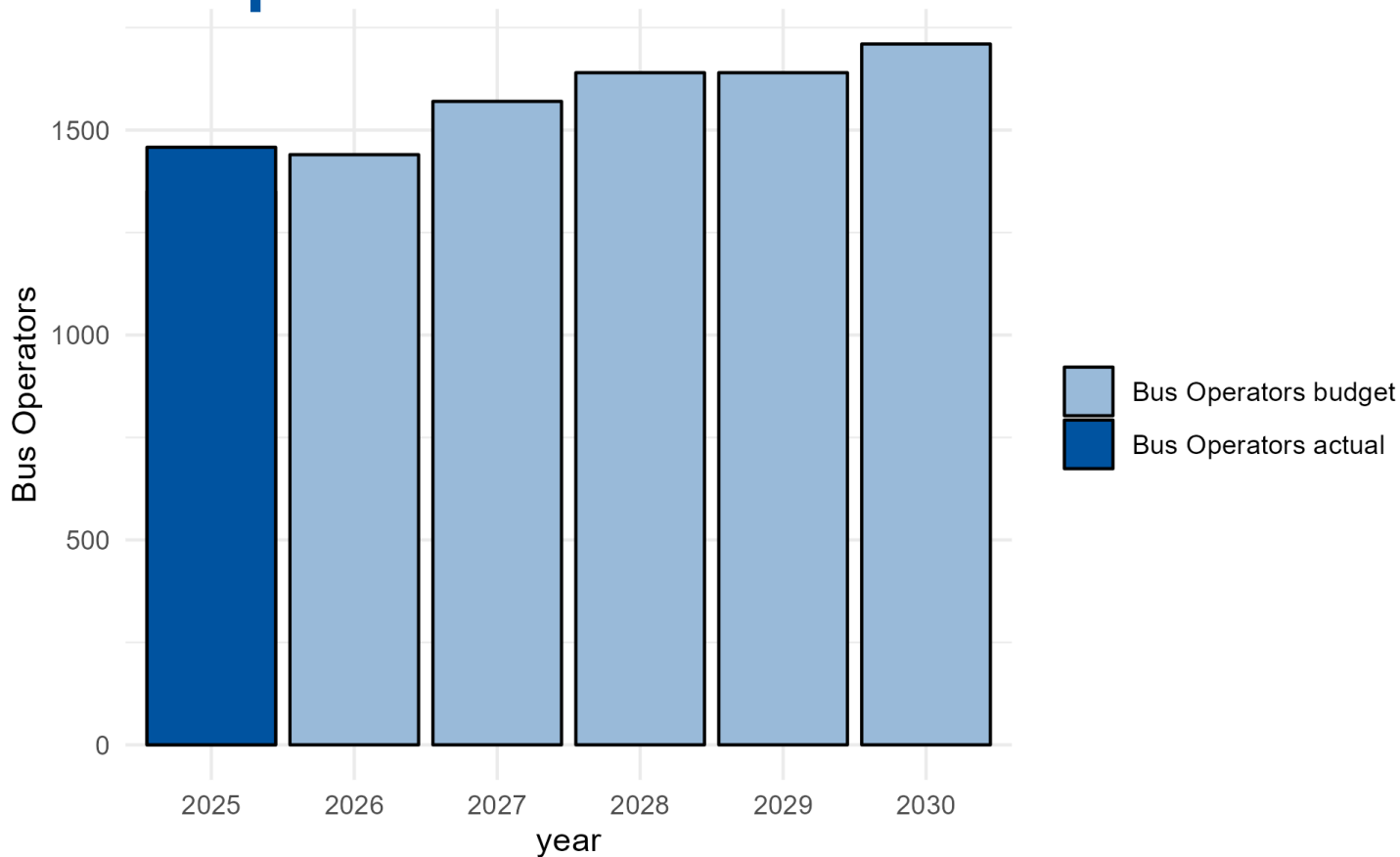
Year	Estimated Total Headcount
Current 2025	3425
Budget 2025	~3,995
Budget 2026	~4,405
Est. Budget 2027	4,405-4,600
Est. Budget 2028	4,500-4,700
Est. Budget 2029	4,600-4,800
Est. Budget 2030	4,700-5,000

Job Category	2025 Current Headcount
Bus Operators	1453
Rail Operators	136
Frontline Maintenance	725
Police Officers & CSOs	154
Everyone Else	957
Grand Total	3425

Headcounts as of 2025-07-26

*These numbers are approximations and subject to change

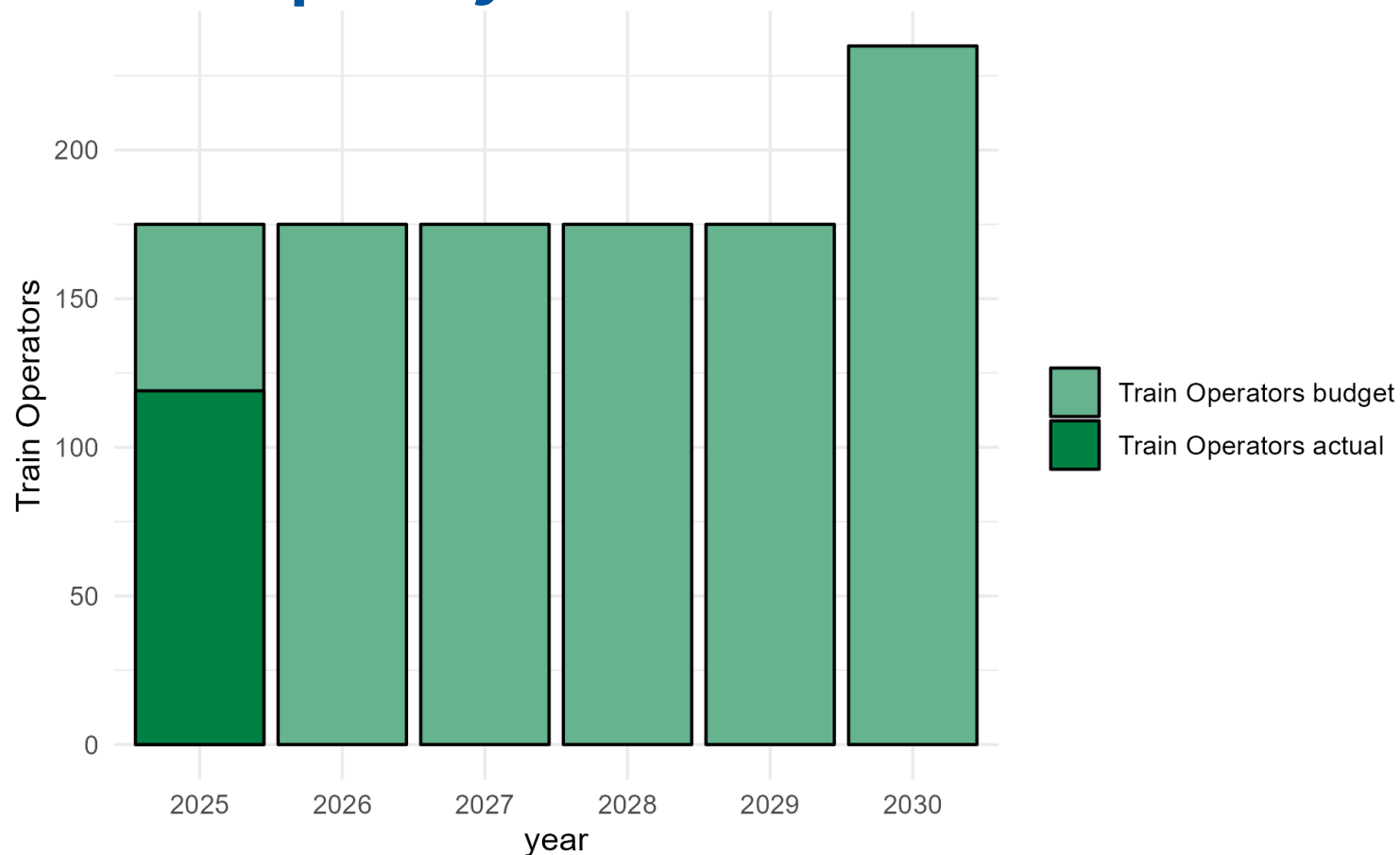
Bus Operators: Success in growing Operator workforce has spurred service improvements.



*Budget targets are approximations and subject to change

- Improvements in span and frequency of service each pick
- 30% of Network Now framework implemented in August pick
- On average, residents can reach more jobs on transit than anytime in the last 4 years (source: Metro Transit Forward metrics)
- Need to net + 350-360 by 2030

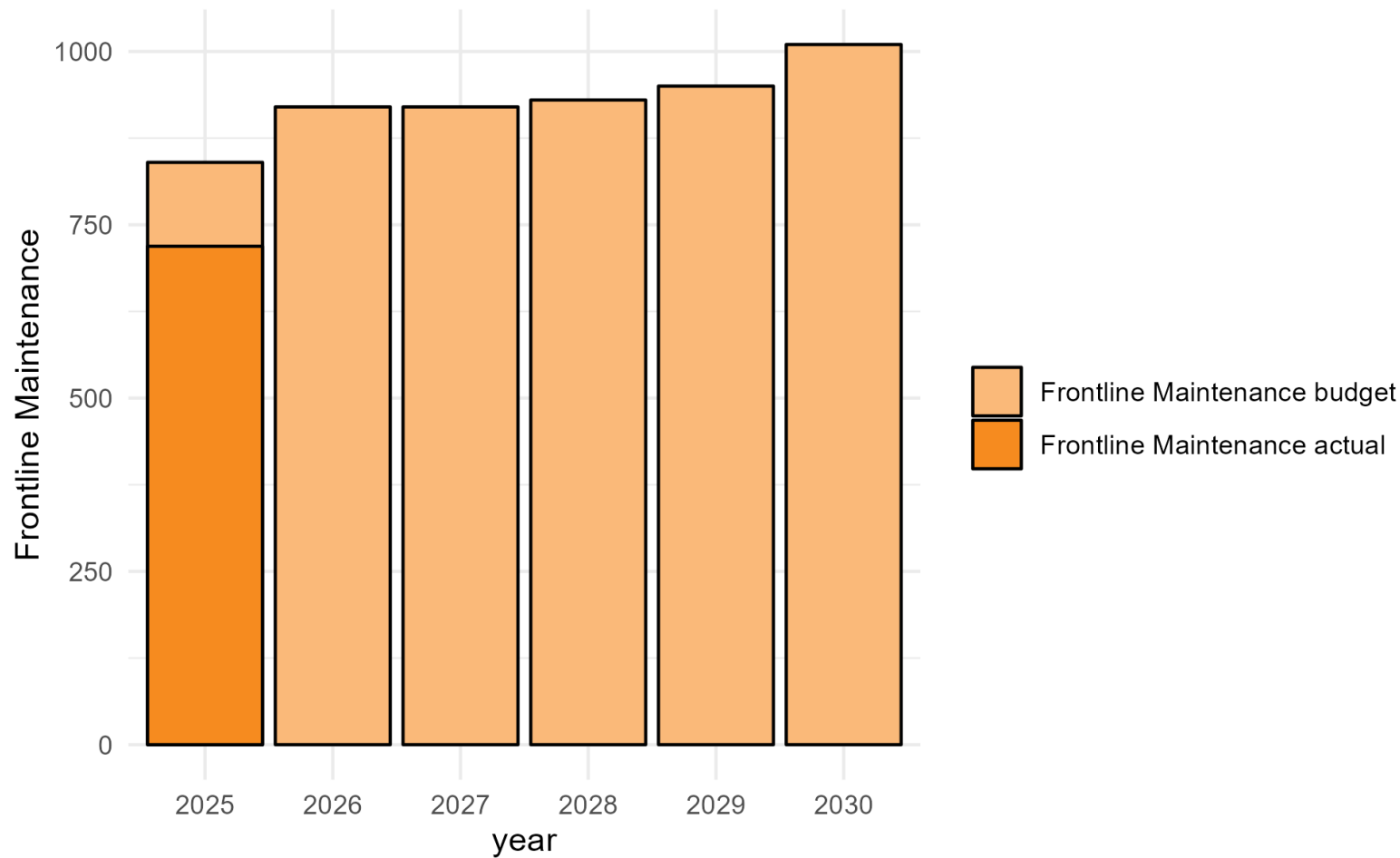
Light Rail Operators: A critical step to launch Green Line extension and increase frequency



- 175 LRT Operators required by end 2026 for 10-minute light rail service frequency & Green Line extension
- Need to net + 115-120 by 2030 (prep for Blue Line extension)

*Budget targets are approximations and subject to change

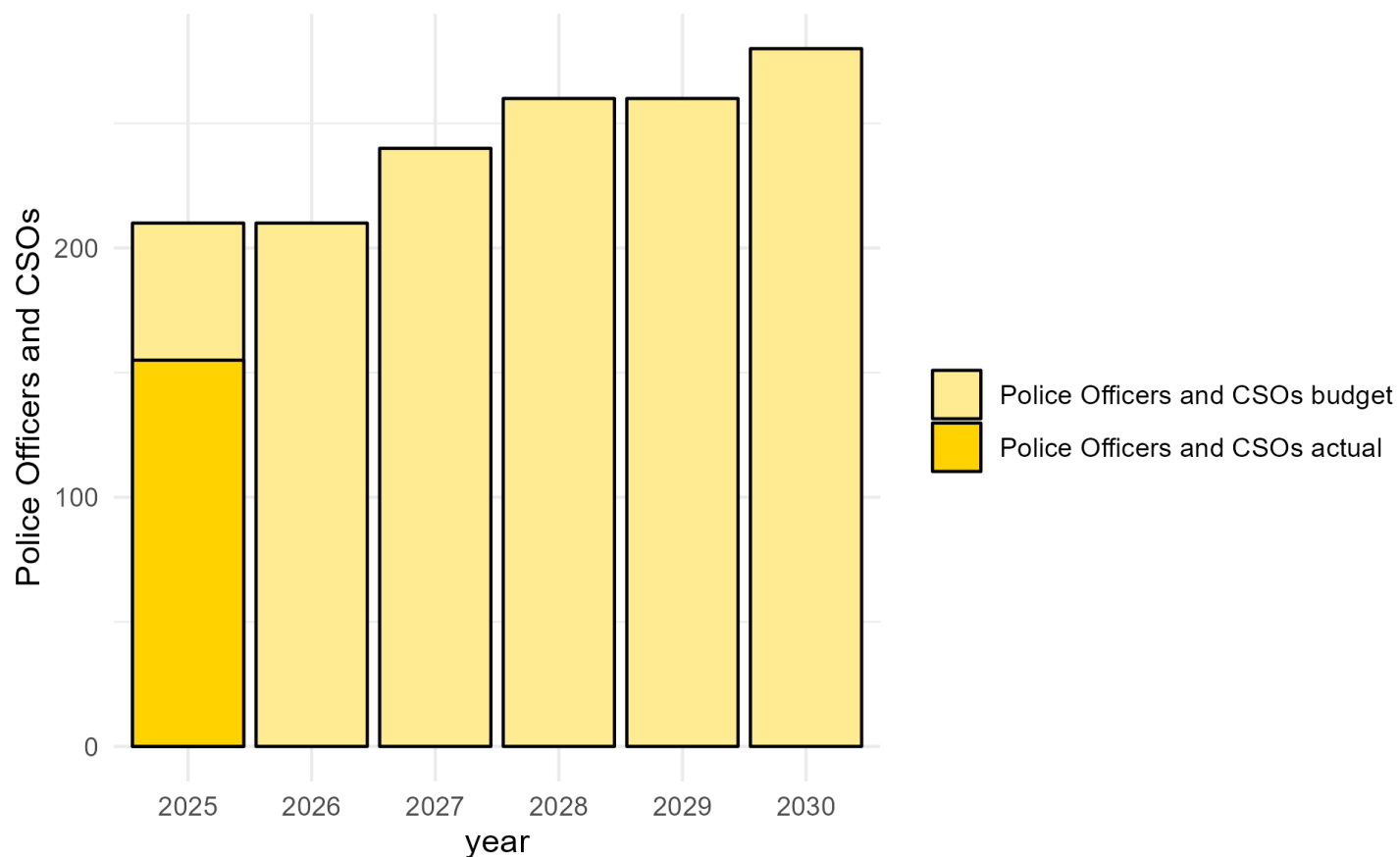
Frontline Maintenance: Riders feel safer with clean, modern vehicles and stations



- Workforce growth is critical for Green Line Extension readiness
- Vehicle/facilities maintenance impact feelings of safety and comfort
- Need to net + 200-300 Frontline Maintenance by 2030

*Budget targets are approximations and subject to change

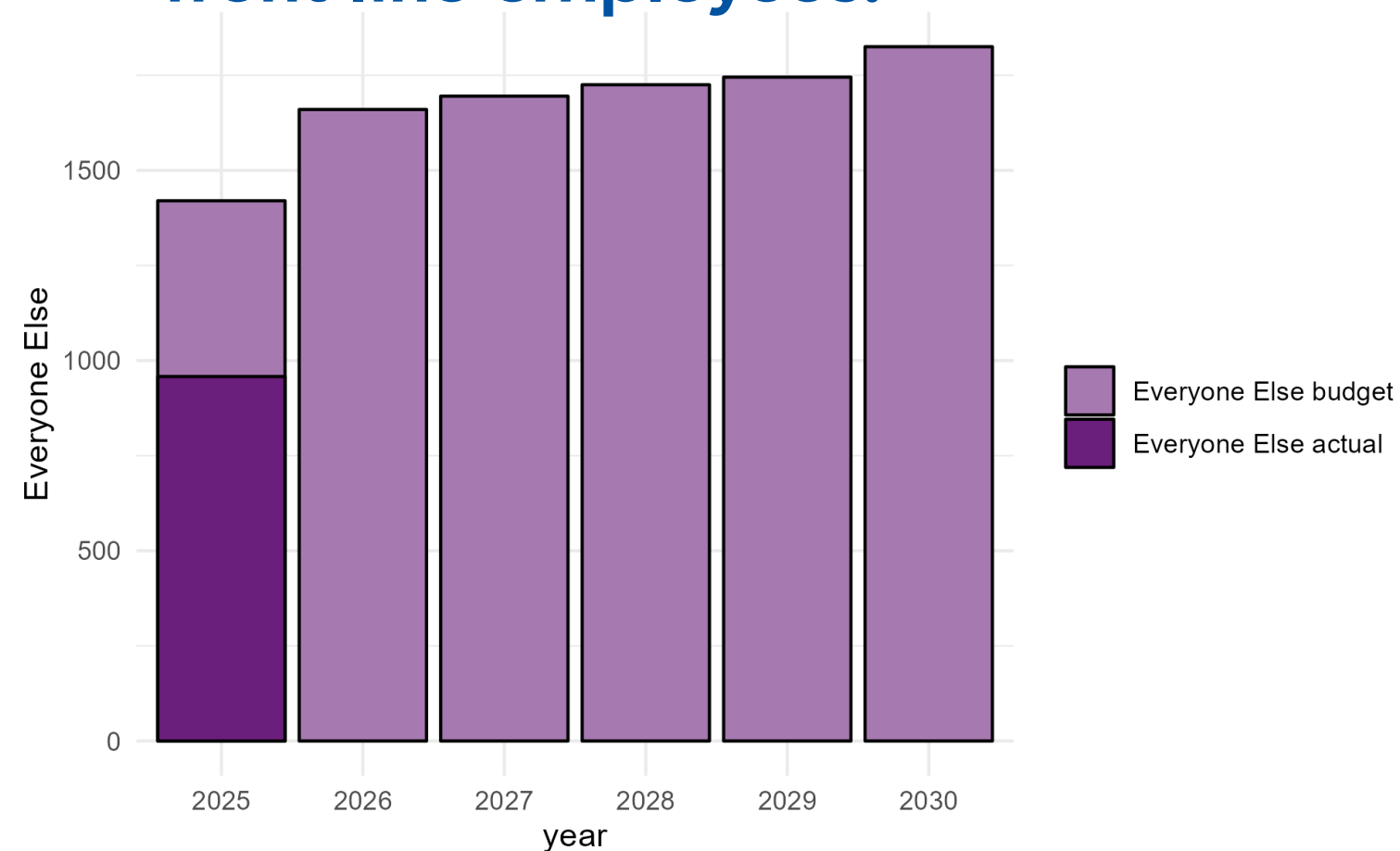
Police Officers and CSOs: Riders feel safer with visible presence



- Workforce growth is critical for Green Line Extension readiness
- Visible presence improves customer feelings of safety (source: 2024 Customer Survey)
- Need to net + 120-130 Police/CSOs by 2030

*Budget targets are approximations and subject to change

Everyone Else: Critical staff that keep the system running and support front line employees.



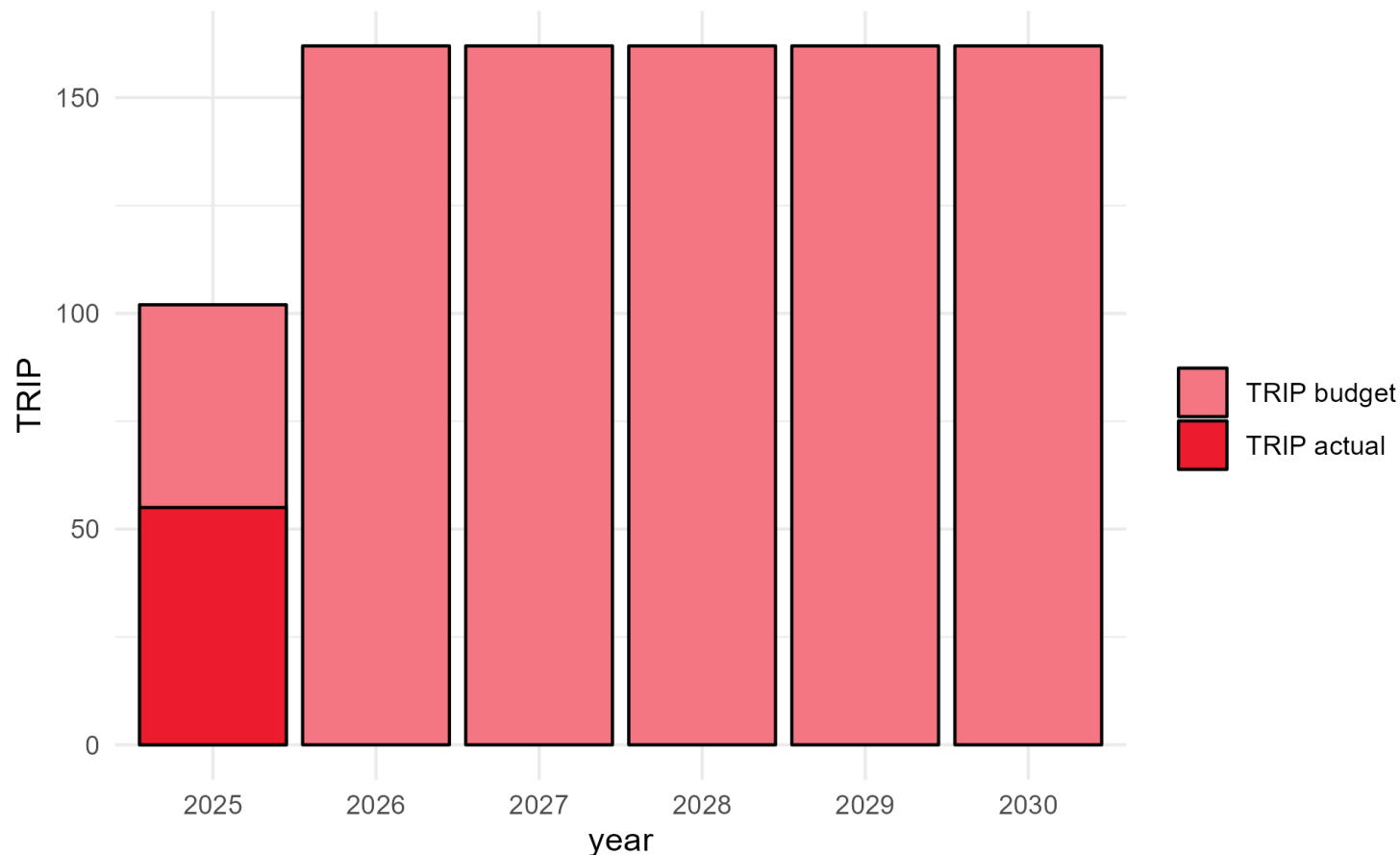
*Budget targets are approximations and subject to change

- Who are they?
 - TRIP Agents
 - Street supervisors / Front-line managers
 - Safety staff
 - Transit Information & Control Centers
 - Planners, Analysts & Data Scientists
 - Marketing, Finance, Administration
 - And more...
- Need to net + 600-800 by 2030

TRIP Staff (Subset of “Everyone Else”)

Customers feel safer with TRIP agents on board

(Source: 2024 Customer Survey)



- Visible presence impacts feelings of safety
- Workforce growth is critical for Green Line Extension readiness and upcoming BRT launches
- Future staffing levels TBD
- Need to net + 100-150 by end 2026

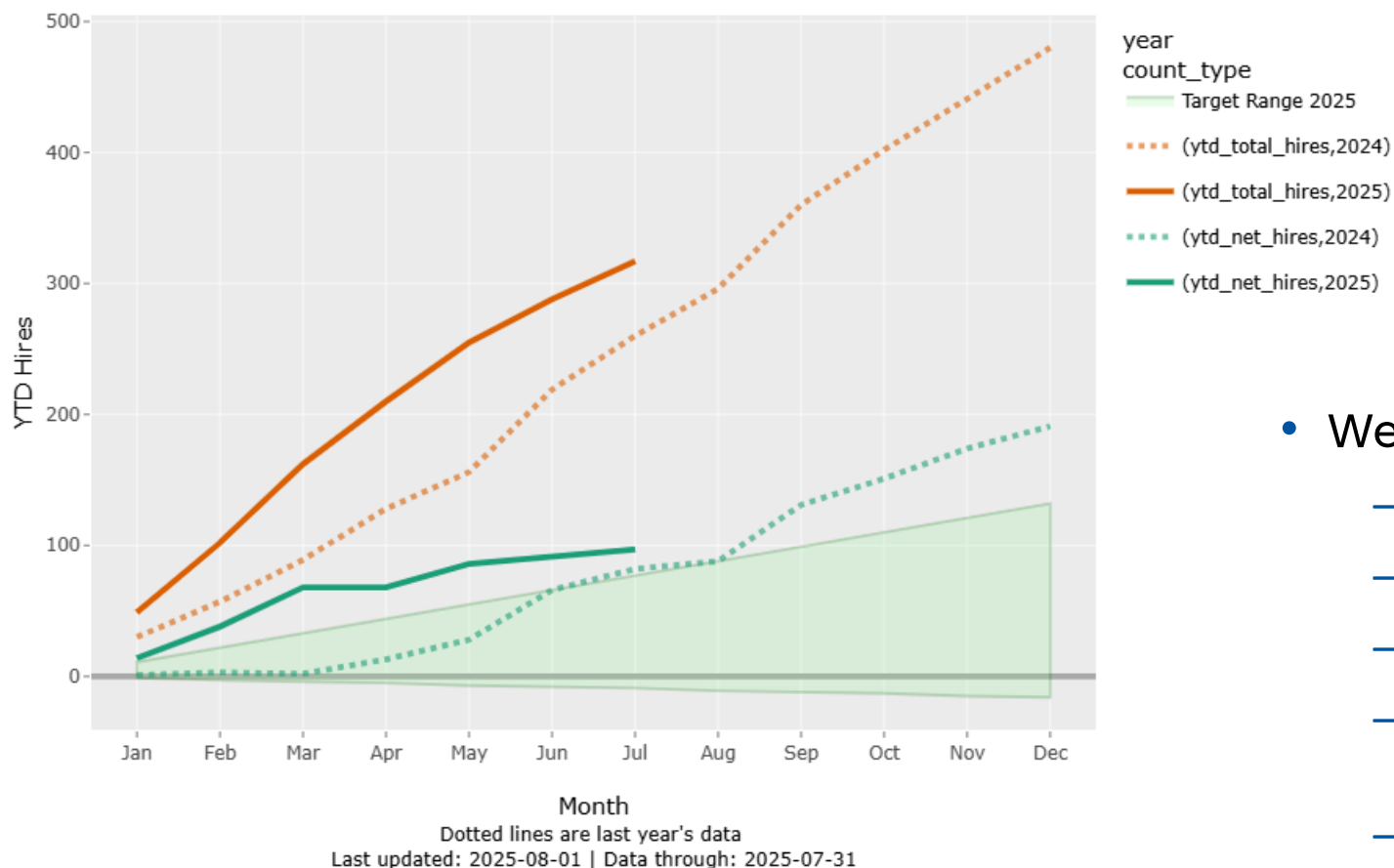
*Budget targets are approximations and subject to change



Where we are today

Bus Operators – where we are today

Bus Operator Individual Contributor YTD Hires



- We can see the ROI of:
 - Marketing and referral campaigns
 - Expanded training period & Week Zero
 - Increased pay with 2023 ATU contract
 - Additional Bus-dedicated recruiting staff in 2024
 - Apprenticeship including peer-to-peer mentoring
 - Expanded Peer Support program

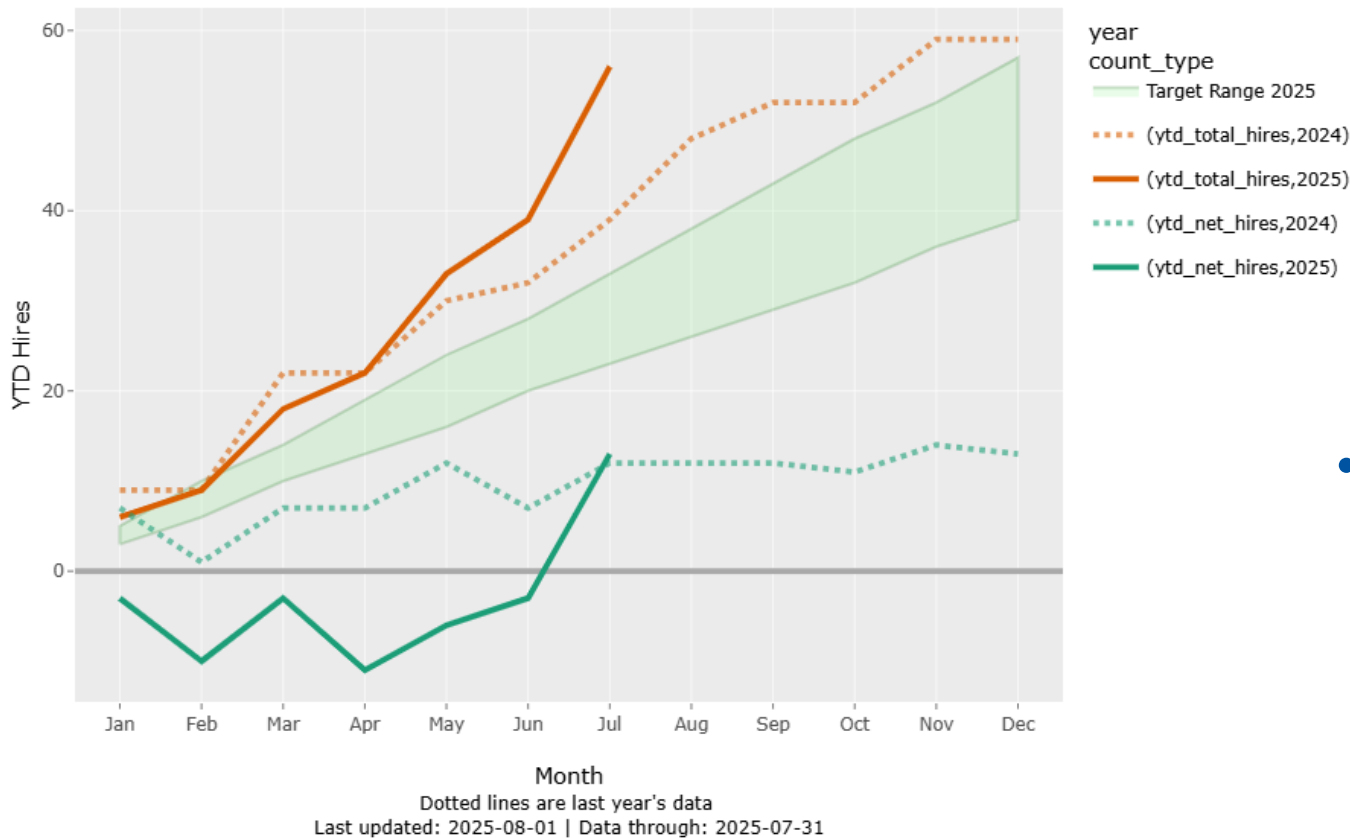
Connecting People • Strengthening Communities • Improving Lives

*Budget targets are approximations and subject to change

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Light Rail Operators – Where We Are Today

Train Operator Individual Contributor YTD Hires

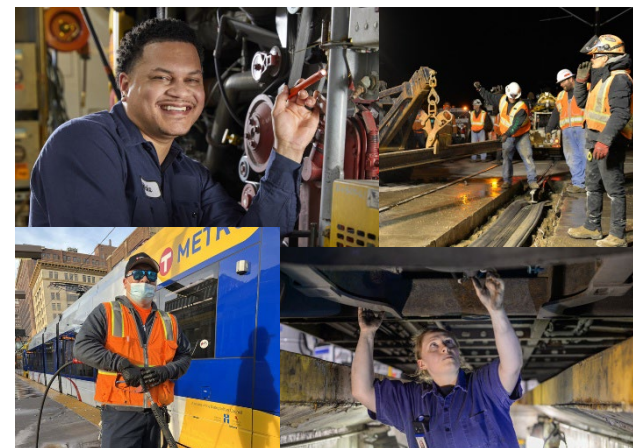
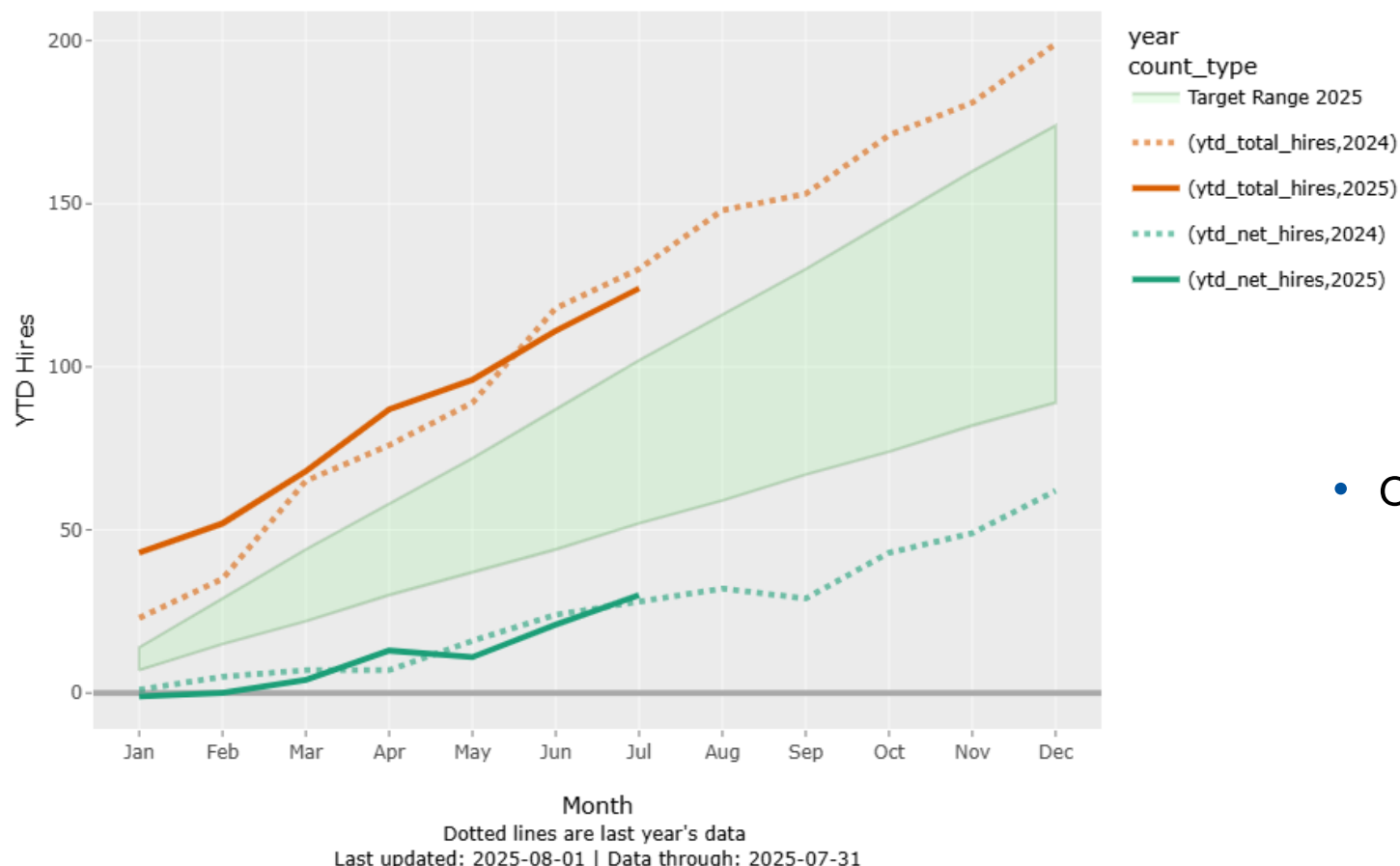


- Our strategies for success:
 - External + internal hiring
 - Upcoming marketing and referral campaign
 - Increased pay with 2023 ATU contract
 - Expanded Peer Support Program

*Budget targets are approximations and subject to change

Front Line Maintenance Workers– Where we are today

Frontline Maintenance Positions YTD Hires



- Our strategies for success:
 - Multi-pronged approach to source Mechanic Technicians
 - Multiple Career Pathway Programs (Apprenticeship and Training) for entry-level technicians
 - Increased pay with 2023 ATU contract
 - Marketing & referral campaigns
 - Plans to expand Peer Support Program 2027

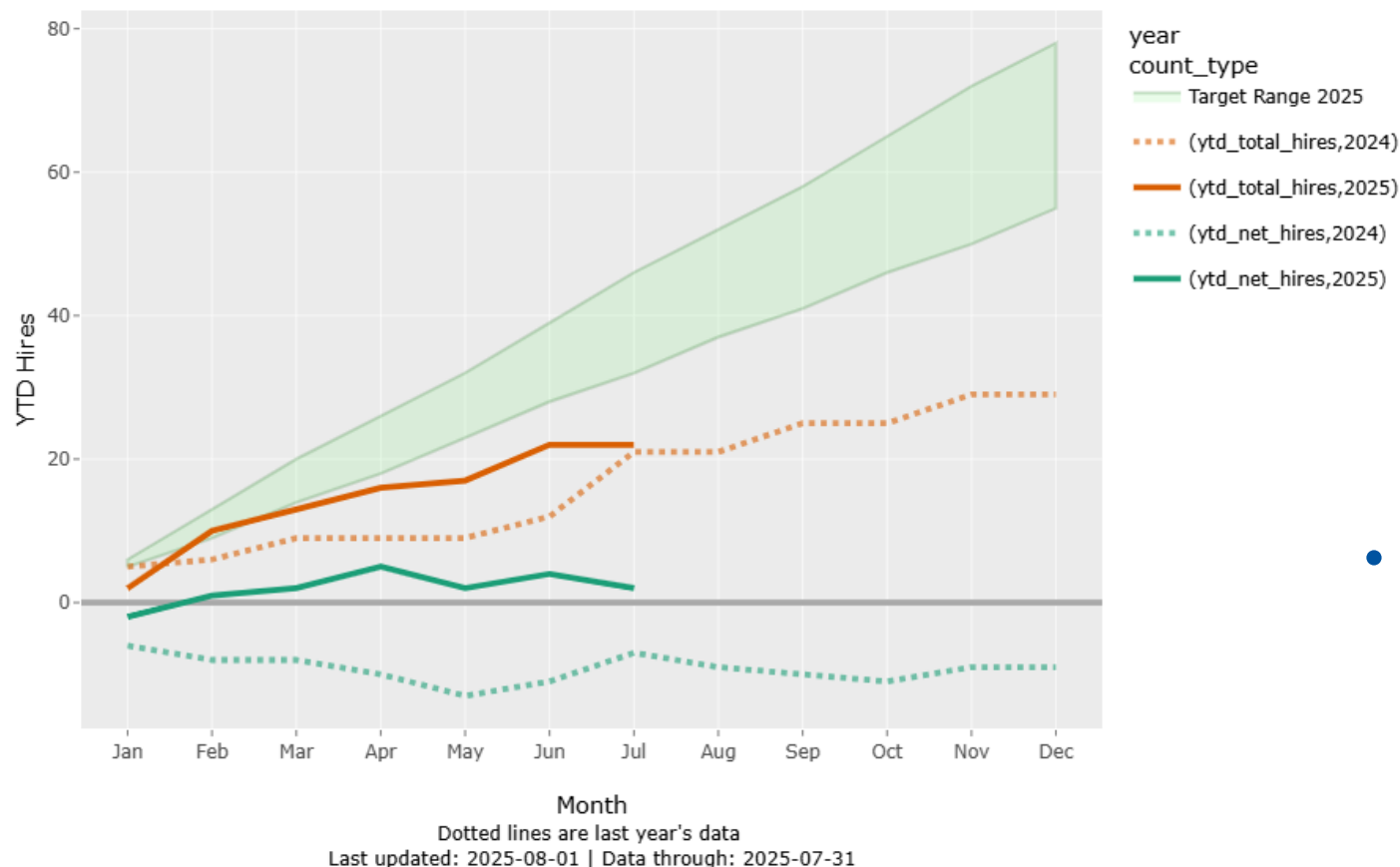
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Police and CSOs – Where we are today

Police Officers and CSOs YTD Hires

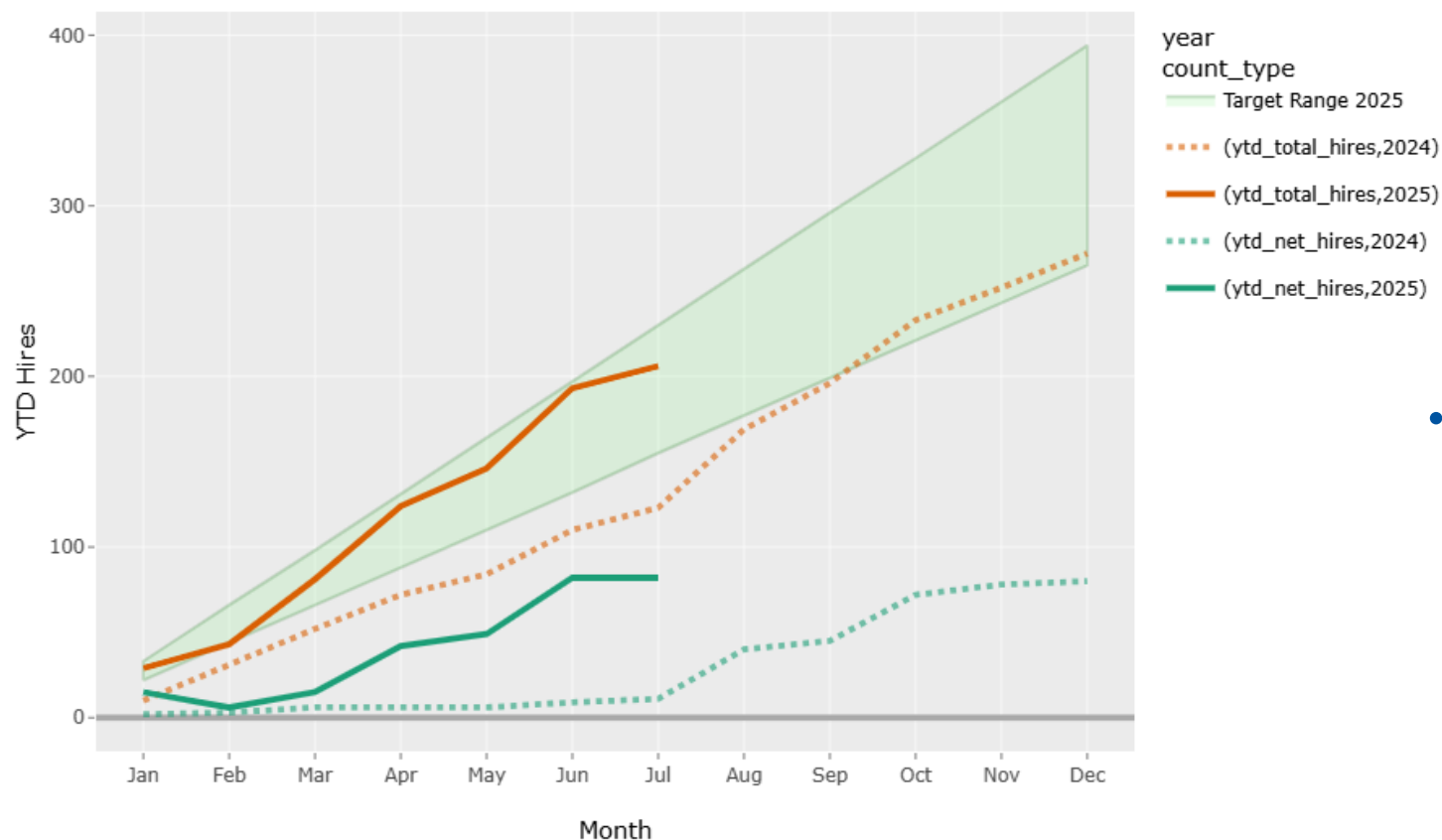


- Our strategies for success:
 - [CSO Pathway Program](#) (open to all)
 - 2 Police Academies this year
 - Dedicated recruitment pilot program
 - Upcoming marketing campaign

*Budget targets are approximations and subject to change

Everyone Else – Where we are today

Everyone Else YTD Hires



Dotted lines are last year's data
Last updated: 2025-08-01 | Data through: 2025-07-31

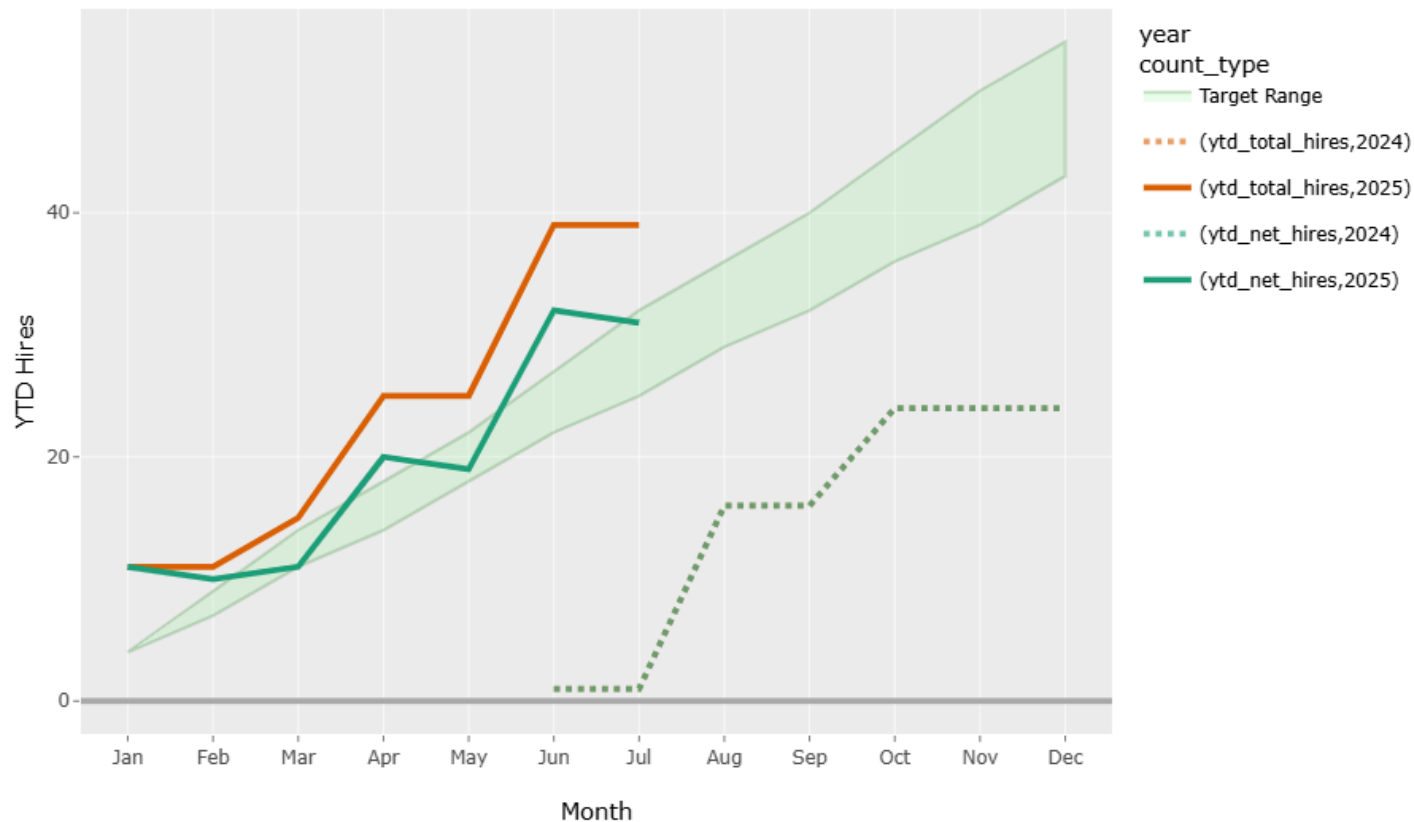


- Our strategies for success
 - Redesigned year-round Internship program coming 2026 (Workforce Dev.)
 - Plans to expand Peer Support Program 2026
 - [Great Workplace](#) and [MetCulture](#) Programs (tied to Metro Transit Forward goals)
 - Met Council LOD “[Year of the manager](#)” training initiative
 - General recruitment marketing campaign coming Nov 2025

TRIP Staff – Where we are today

(subset of Everyone Else)

TRIP YTD Hires



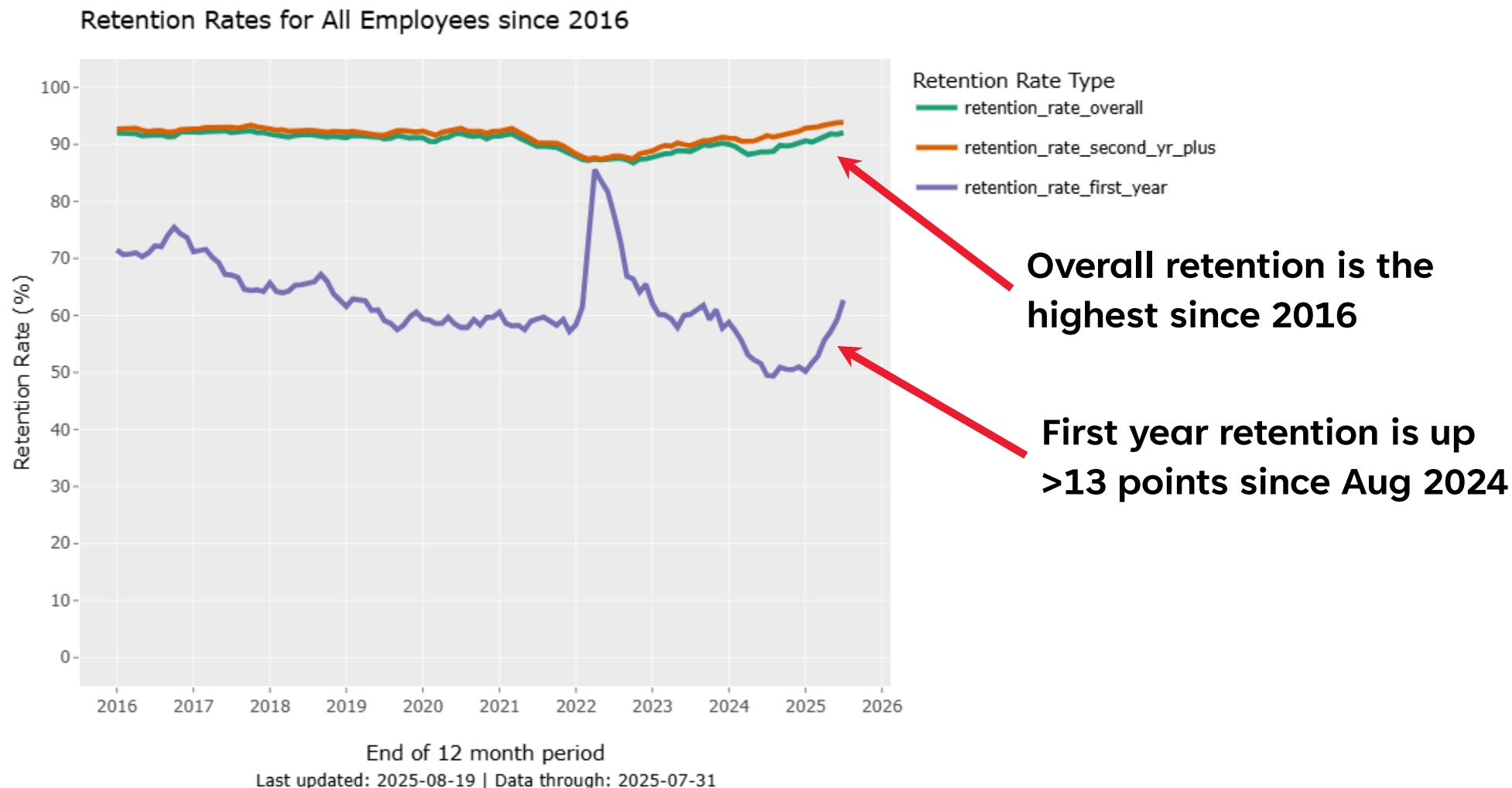
Last updated: 2025-08-15 | Data through: 2025-07-31

*Budget targets are approximations and subject to change



- Our strategies for success
 - Investment in TRIP program
 - Plans to expand Peer Support Program 2026
 - Very popular program, easy to find candidates

What does long-term Return On Investment look like?

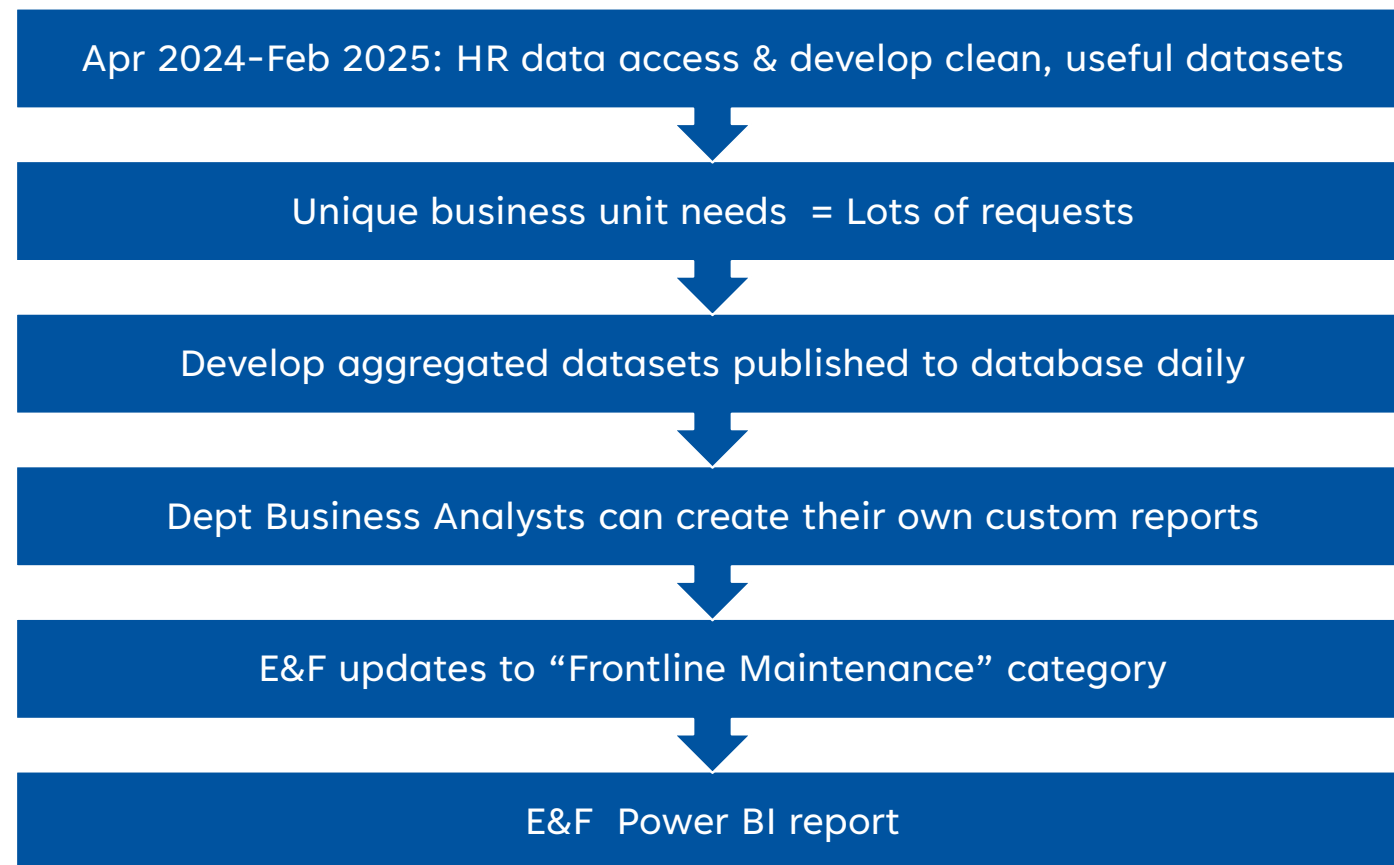




Case Study: Engineering and Facilities Frontline Maintenance dashboard

Equipping our Hiring Managers with More Information

Case Study: Engineering and Facilities Frontline Maintenance report



Frontline Maintenance Positions

[View in Power BI](#) ↗

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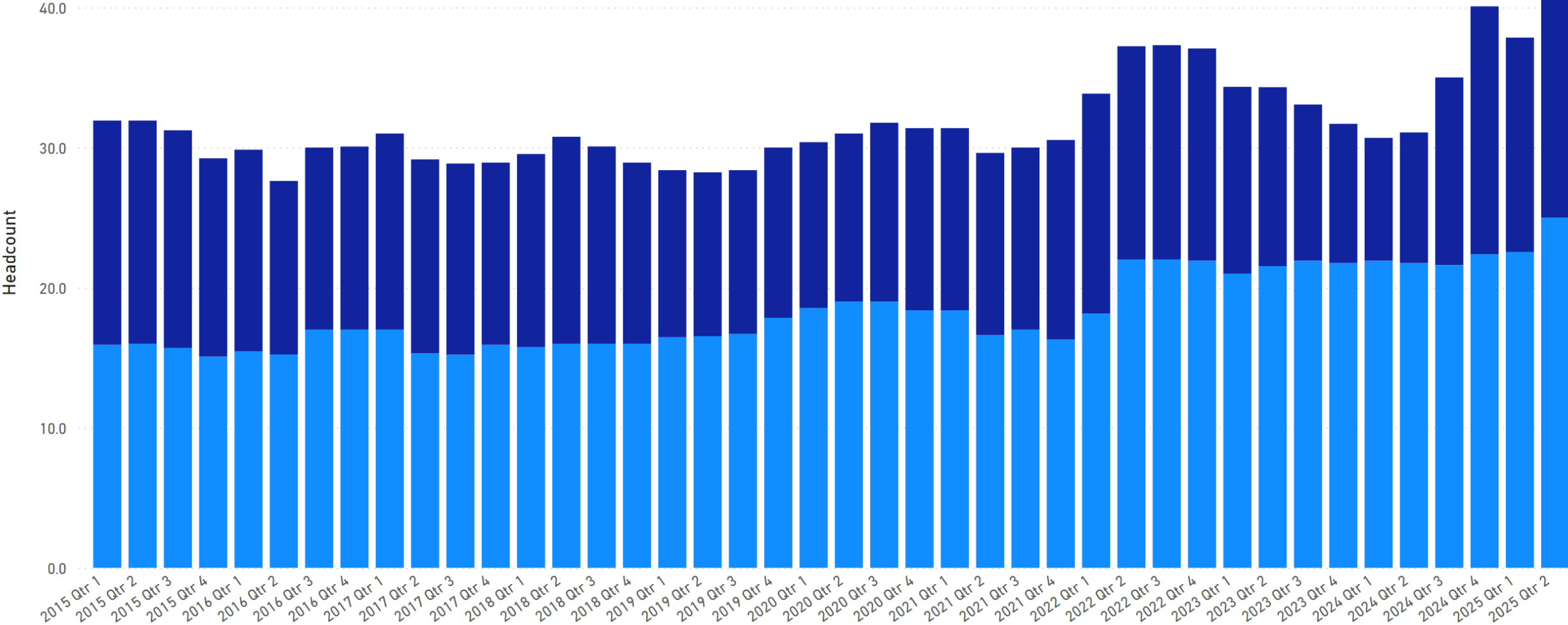
Filter by Job Description

Facilities Technician



Frontline Maintenance Position Headcount by Department

Department: ● Maint of Public Facilities ● Maint of Support Facilities



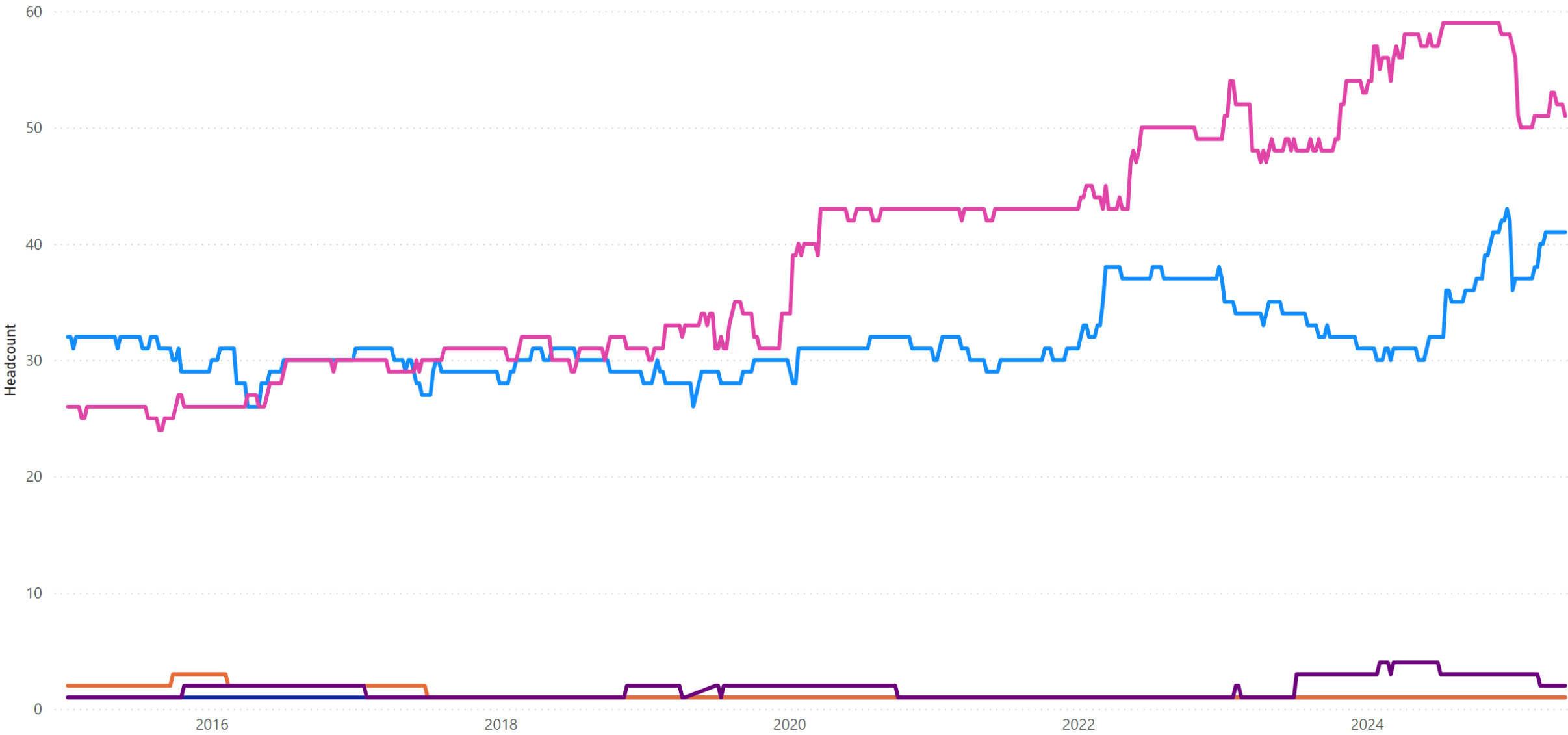
Filter by Position, Department

Public Facilities



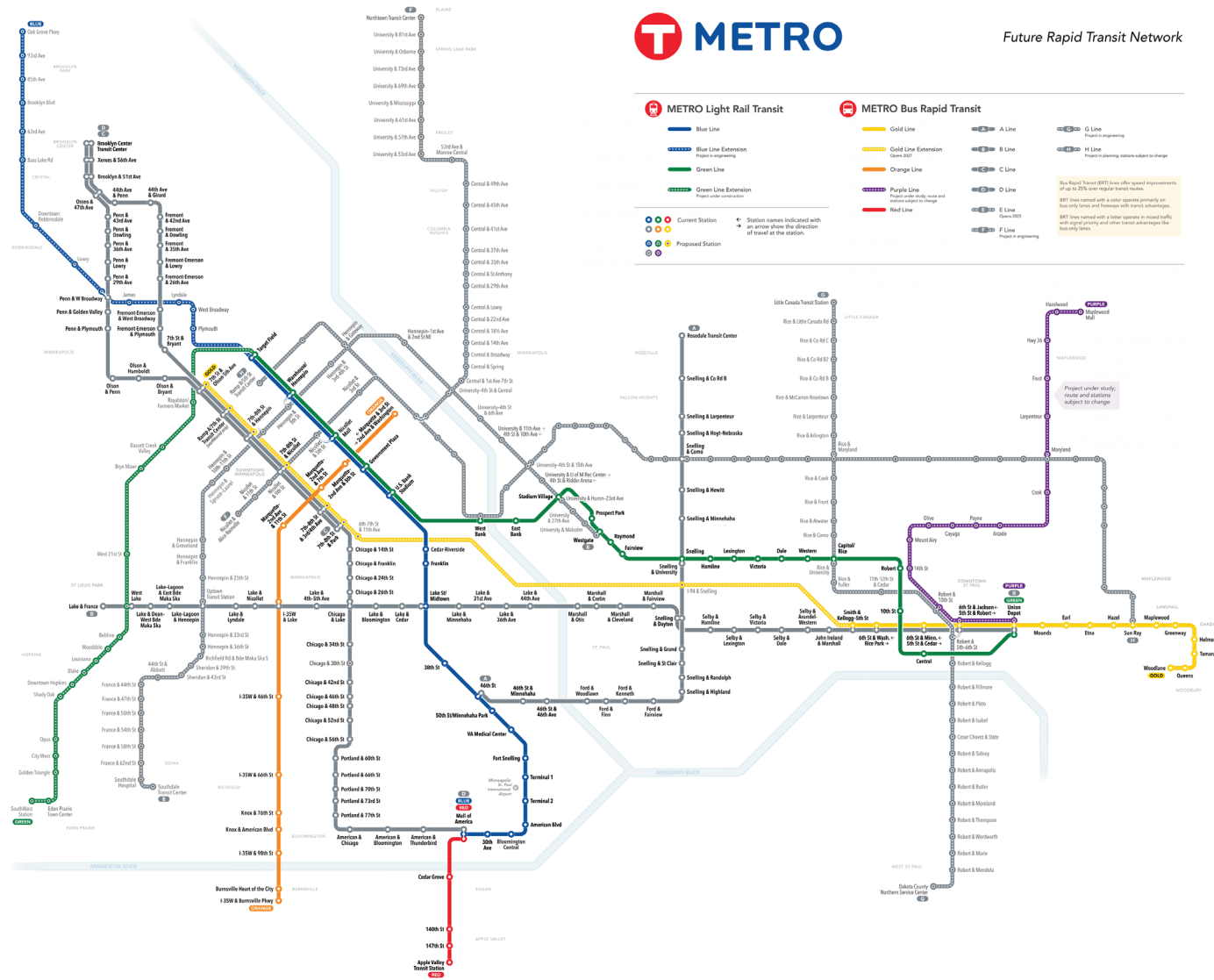
Frontline Maintenance Positions - Weekly Headcount by Job Description

Job Description: ● Facilities Technician ● Foreperson, Fac Systems Maint ● Foreperson, Facilities Mainten ● Lead Public Facility Worker ● Public Facilities Worker





Our workforce makes the vision into reality



Connecting People • Strengthening Communities • Improving Lives

Thank You!

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