Los Angeles County
Metropolitan Transportation
Authority
One Gateway Plaza
3rd Floor Board Room
Los Angeles, CA

File #: 2022-0439, **File Type:** Motion / Motion Response **Agenda Number:** 17.

EXECUTIVE MANAGEMENT COMMITTEE
JANUARY 19, 2023

SUBJECT: BOARD ADMINISTRATION 5-YEAR STRATEGIC PLAN - MOTION 43 ANNUAL UPDATE

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE the annual update to the Board Administration 5-Year Strategic Plan (Attachment A).

ISSUE

Motion 43 by Directors Garcetti, Solis, and Najarian (Attachment B) was approved at the May 27, 2021, Regular Board Meeting. This Motion amended Metro's Administrative Code to refer to the Board Secretary as Board Clerk and directed the Board Clerk to prepare a strategic plan, including but not limited to:

1. Delivering continuous improvement to encourage meaningful public engagement and improve the accessibility of Board meetings, materials, and public comments; and
2. Continuation of effective public engagement options developed as Metro and L.A. County jurisdictions responded to the pandemic and its recovery process.

The Board Clerk committed to coming back with yearly updates on the progress of the goals laid out in the Strategic Plan.

BACKGROUND

Led by the Board Clerk, the Office of Board Administration (Board Administration) is currently a 26-member team. Board Administration is comprised of the Board Clerk's Office, Legal Services, the Dorothy Peyton Gray Research Library and Archive, and the Records Management Center. As the agency's record keeper, the Board Clerk is responsible for keeping accurate Board Meeting minutes and for producing Committee and Board Meetings. The department handles public records requests, claims for damages, electronic records management, and manages the research library and archive. As the department has moved away from a paper process and embraced technology in multiple facets of business operations, the need for innovation has increased exponentially. Board Administration no longer solely plays an administrative role at Metro but is an important strategic

partner for the agency. This team is composed of future-thinking, highly skilled individuals who strive to keep Metro transparent, responsive, equitable, and accountable. Transparency and public engagement are crucial to the democratic process and to quality decision-making by our Board of Directors. As the conduit between the public and the Board of Directors, we aim to remove any barriers to access.

The Board Administration 5-Year Strategic Plan was presented to the Board of Directors in January 2021 and has four goals, each with subgoals and yearly milestones. The Strategic Plan is a roadmap for Board Administration and gives our customers a clear picture of where we plan to be and how we will get there in five years. The four goals are: 1. ongoing workforce development; 2. responsive, accountable, and trustworthy governance within the Metro organization; 3. enhanced public engagement with Metro's Board of Directors; and 4. improved agencywide Strategic Knowledge Management, utilizing innovations in the preservation, access, and curation of Metro's information.

DISCUSSION

Progress on the goals is detailed in Attachment C, with highlights shown below:

1. Ongoing workforce development.
   - *Subgoal 1.3: Onboarding Program for Board Members* - Develop a comprehensive onboarding program to welcome and orient new Board members.
     - As the onboarding document developed, it became clear that for an effective and comprehensive program, multiple departments would be involved. Before program development, the team met with three Board Offices to understand what onboarding looked like from different perspectives. Refinement continued with early presentations of the document to internal Metro departments, new Board staff, the Chief Executive Officer, and the Chief Ethics Officer.
     - December 2022 saw the change of two Board Members with the possibility of additional changes in the near future, and it was imperative the onboarding program was completed and ready for implementation by mid-December.
2. Responsive, accountable, and trustworthy governance within the Metro organization.
   - *Subgoal 2.1: Comprehensive Research Support* - Leverage the Library's unique collection of resources, and its staff's research expertise, to assist the Board of Directors, Metro employees, and the public, in making key decisions.
     - The Library Team was instrumental in supporting the opening of the K Line with a detailed written history published online. *LAist*, *Leimert Park Beat, LA Times,* and *NPR* cited the library's resources in their own stories about the K Line.
3. Enhanced public engagement with Metro's Board of Directors.
   - *Subgoal 3.3: Public Access to Archived Board Meeting Documents* - Improve internal and external access to records of past Board decisions so it's easier to evaluate future decisions in context.
     - The migration of all Board documents into a single repository accessible to the public is a year-3 milestone. In the meantime, staff launched a federated search tool for the public to search multiple Board archives (pre-2015 documents) in one place. The tool allows a user to search several different data sources at once by making a single query.

The federator gathers results from one or more search engines and then presents all of the results in a single user interface. It is used when looking for files through Records Management, Library, Board Office, and the public via boardagendas.metro.net.

4. Improve agencywide Strategic Knowledge Management, utilizing innovations in the preservation, access, and curation of Metro's information.
   - *Subgoal 4.6: Promote Records Management Center (RMC) as a Resource of the Agency* - Annually, RMC handles approximately 2,000 requests made under the California Public Records Act and it is vital that all requests are responded to appropriately by being filtered through RMC. The department analyzes each request and works closely with County Counsel to determine the appropriate responsive documents.
     - Promoting the department and its processes are key to building trust among RMC and the many internal partners it supports. RMC has fostered this through email blasts promoting International Records and Information Management Month, training presentations to Countywide Planning and Development, participation in the Hoteling Working Group, and adoption of the updated Records Retention Schedule.

EQUITY PLATFORM

The Board Administration's mission is to reduce barriers to the public accessing information by providing a one-stop shop.

The Strategic Plan will support equitable access to information for internal staff and the public. Additionally, the Strategic Plan reduces barriers to information access by offering multiple means of communication with the Board, including options for communication in different languages. For example, optimizing search capabilities in our Board archive database; integrating an online translating service for forms such as the forms for public records request and claims for damages; and continuing to provide opportunities for public participation at Committee and Board meetings by accepting public comment via telephone during meetings, and via email and U.S. Mail in advance of meetings.

All of this is in pursuit of making Metro more transparent and responsive to our community.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

This recommendation supports Metro's Vision 2028 goal 5 to provide responsive, accountable, and trustworthy governance within the Metro organization. Further, the goals contained within the Board Administration 5-Year Strategic Plan are connected to the following Metro subgoals under goal 5:

- *Subgoal 5.3:* Metro will develop a transparent data management policy that addresses open data, data storage, and data protections.
- *Subgoal 5.4:* Metro will apply prudent commercial and business practices to create a more effective agency.
- *Subgoal 5.7:* Metro will build and nurture a diverse, inspired, and high-performing workforce.

NEXT STEPS

Staff will return annually with an update on milestones achieved and will return in FY2028 with an

updated 5-Year Strategic Plan.

ATTACHMENTS

Attachment A - Board Administration 5-Year Strategic Plan
Attachment B - Motion 43
Attachment C - Detailed Strategic Plan Updates

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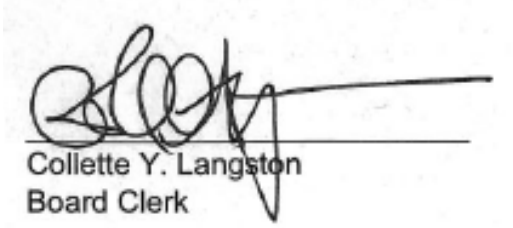

Attachment A

Office of Board Administration

5-Year Strategic Plan

FY23-28

A Note from the Board Clerk

Welcome to the Office of Board Administration. When I was appointed as the Board Clerk in May 2021, I was asked to prepare a strategic plan that focused on delivering continuous improvement to encourage meaningful public engagement and improve accessibility of Board meetings, materials, and public comments.

By setting a departmental mission, vision, and set of values that are complementary to Metro's own, we have created a 5-year strategic plan that lays a path for the department to follow, ensuring we are increasingly responsive, innovative, equitable, and transparent in everything that we do.

About Us

- Mission
  - Metro's Mission: *To provide a world-class transportation system that enhances quality of life for all who live, work, and play within LA County.*
  - Office of Board Administration's Mission: *To support Metro's Board of Directors' processes and meetings with excellence, transparency, and accountability, while continuously increasing public engagement and access to information.*
- Vision
  - Metro's Vision: *Increased prosperity for all by removing mobility barriers; swift and easy mobility throughout LA County, anytime; and accommodating more trips through a variety of high-quality mobility options.*
  - Office of Board Administration's Vision: *Meaningful public engagement with Metro's Board of Directors and increased accessibility of Board meetings, materials, and public comments.*
- Values
  - Collaboration
  - Equity
  - Accessibility
- Customers
  - The public
  - Metro departmental staff
  - County and city elected officials
  - Regional, county, and local government partners
- Service Delivery Pillars/Framework
  - Excellence in service
  - Responsive support
  - Transparency
  - Accountability
  - Uniformity
  - Simplicity

Goals

Board Administration is committed to providing excellence to its Board of Directors, the public, and government partners by working in alignment with these goals:

1. Ongoing workforce development.
2. Responsive, accountable, and trustworthy governance within the Metro organization.
3. Enhanced public engagement with Metro's Board of Directors.
4. Improve agencywide Strategic Knowledge Management, utilizing innovations in preservation, access, and curation of Metro's information.

Our Services

- *Board Administration Services*

  Board Administration serves the public, Board Chair, the Board of Directors and its Committees, as well as other Metro departments, and advisory councils. Annually, it attests over 2,000 contracts, posts and publishes more than 1,500 legally required notices and ordinances as mandated by the law and administrative code. Additionally, the office processes more than 1,500 documents transmitted for board consideration and creates more than 3,000 board files each year. As the Board's official record keeper, we support and facilitate the meetings of the Board and its Committees, and maintain records of board actions.

- *Dorothy Peyton Gray Transportation Research Library & Archive*

  The Research Library and Archive was first opened in 1895 by predecessor company Los Angeles Consolidated Railway and passed down through Los Angeles Railway (1911-1945), Pacific Electric (1911-1953), Los Angeles Transit Lines (1945-1958), Metropolitan Coach Lines (1953-1958), Los Angeles Metropolitan Transit Authority (1958-1964) Southern California Rapid Transit District (1964-1993), and the Los Angeles County Transportation Commission (1977-1993).

  It contains current transportation research references and the collected institutional memory of Metro and its predecessors. It is the largest transit operator research library and archive in the nation. Almost 50% of its collection is unique and not found in any other library. It serves employees, the public, academia, and the media with its extensive catalog of multi-disciplinary transportation research reports and supporting references. Its collections are part of the OCLC World Library collection and the Online Archive of California.

- *Legal Services*

  Legal Services accepts, processes, and logs all claims for damages, legal claims, and subpoenas that are served on the agency. This area handles an annual average of 2,000 claims and 300 subpoenas.

- *Records Management Center*

  The business of managing millions of Metro files and documents, including their scheduled retention and destruction, is the responsibility of the Records Management Center (RMC). RMC administers a comprehensive agency wide records management program and provides storage and reference services for Metro records and historical documents. All documents affecting the agency, including ordinances, contracts, leases, deeds, and the official Metro seal, are in the custody of the Board Clerk.

  RMC is responsible for coordinating responses to an average of 2,000 annual requests made under the California Public Records Act; contracting for the offsite storage of inactive departmental records; the agency's records management program; and providing litigation support to Counsel. Records Management also works together with the Dorothy Peyton Gray Transportation Research Library to maintain the agency's Archives for the permanent retention and preservation of our historical records that date back to 1873.

- *Systems & Electronic Records*

  Systems & Electronic Records provides strategic and tactical planning for the technology used by the Library and Archive, Board Clerk, and Records Management Center's day-to-day operations. This includes application development, system integration, automation, and technical support for all internal Board Clerk sections, and to the public with online access to agency records. Their mission is to modernize systems, automate workflows, and improve efficiency and transparency in the services the agency provides in a holistic and sustainable manner.

  Additionally, this group strives to continue providing first-class service to the Library and Archive, Records Management Center, Board Administration, and their customers, with innovations in transparency and accessibility.

5-Year Strategic Plan; Fiscal Years 2023-2028

Goal 1: Ongoing Workforce Development *Vision 2028 Goal 5.7: Metro will build and nurture a diverse, inspired, and high-performing workforce.*					
Section & Deliverable	**Year 1 Milestones**	**Year 2 Milestones**	**Year 3 Milestones**	**Year 4 Milestones**	**Year 5 Milestones**
Board Administration Services: *Goal 1.1* - Departmental Cross-training	Evaluate the needs of the department for cross-training.	Develop a comprehensive training program.	Implement training for departmental staff.	Training has been made available to all applicable staff.	
Board Administration Services: *Goal 1.2* – Advisory Council Toolkit		Determine departments that manage a Metro Advisory Council and develop a training program.	Annual training.		
Board Administration Services *with* **Dorothy Peyton Gray Transportation Library & Archive:** *Goal 1.3* - On-Boarding Program for Board Members	Consult with Board members and staff to identify top needs during onboarding. Inventory existing onboarding materials and begin updating and consolidating.	Launch onboarding program. Train board staff on transportation research resources within and outside Metro. Include when and how to use NextRequest for research that requires access to scheduled records.	Present updated onboarding program with updates based on feedback, and changes in policy and practice (updates to be made annually).		

Dorothy Peyton Gray Transportation Library & Archive: *Goal 1.4* – Succession Planning	Identify staff for succession planning. Do outreach to employees and the community with diversity, equity, and inclusion goals in mind.	Document library knowledge in a Wiki tool and train new Library & Archive staff on past practices, policies, and key references to ensure succession planning goals are met.	Actively participate in the Special Library Association's Transportation Division, TRB's Knowledge Management Committee, and The National Association of Government Archives and Records Administrators for professional development	Network and plan joint efforts with key local Los Angeles transit and transportation partner libraries and archives such as the Southern California Railways Museum archive, Auto Club archive, L.A. as Subject members, California State Archive, and local historical societies in communities affected by Metro projects. (To be done annually.)	Host peer library and archive events at Metro to strengthen network of partner institutions and collections.
Legal Services: *Goal 1.5* - Claims for Damages Process Training for Operators		Create informational training for Operators regarding correct Claims for Damages process.	Formalize Roadshow & visit all Divisions. Implement training program for every new class to follow.	Delegate responsibility to Operations to continue training for new Operators.	Evaluate success of training program and reassess (if necessary).

Records Management Center: *Goal 1.6* - Intradepartmental and Agencywide Training	Develop and implement intradepartmental trainings.	Implement intradepartmental training. Develop agency-wide training on Records at Metro and a records management best practices communications & outreach program. Promote records management certification for Records Analysts.	Implement intradepartmental, and agencywide trainings. Partner with Research Library on reference skills training for staff to provide more research-focused response to public records requests. (*See Goal 2.1*)	Implement intradepartmental and agencywide trainings. Reassess training needs based on current best practices and changes in law.	Implement intradepartmental and agencywide trainings. Reassess training needs based on current best practices and changes in law. Obtain records management certification for all records management FTEs.
Systems & Electronic Records: *Goal 1.7* - Agencywide Board Systems Employee Training	Complete employee user on-demand training update.	Assess feasibility of additional employee training models and resources.	Begin development of any additional employee training resources identified.	Release additional employee training resources.	

Goal 2: Responsive, accountable, and trustworthy governance within the Metro organization. *Vision 2028 Goal 5.4: Metro will apply prudent commercial business practices to create a more effective agency.*					
Section & Deliverable	**Year 1 Milestones**	**Year 2 Milestones**	**Year 3 Milestones**	**Year 4 Milestones**	**Year 5 Milestones**
Dorothy Peyton Gray Transportation Library & Archive *with* **Records Management Center:** *Goal 2.1* - Comprehensive Research Support	Revisit and publish an updated Library & Archive collection development policy that includes social media sites as an extension of the Library & Archive's official collections. Develop a training presentation and reference guide for employees on transportation research methods. Develop a presentation for external audiences on transportation research methods.	Perform a needs assessment on paper and digital collections (reports, references, and periodicals) and the state of digitization efforts. Draft policies for digital harvesting, digital donations, and digital library subscriptions for both the library and archive. Provide more comprehensive research support in fulfilling public records requests, in the spirit of CPRA Section 6253.1(a)(1), "Assist the member of the public to identify records."	Review the Metro strategic plan and other strategic plans throughout the agency for needed updates to the Library & Archive's collection development policy. Adjust subscriptions to library research services and periodicals accordingly. Adjust the transportation research methods training presentation to be in line with current in-house and external transportation research resources.	Partner with Planning, Construction and Operations vehicle technology staff to guide changes in collection development, access to digital libraries, and other research resources necessary as Measure R and M projects mature or are realigned and vehicle technology changes to ensure employees have immediate access to the most current research, resources and standards.	Establish a Librarian embed program to make research resources available and integral to new project teams which would benefit from research expertise.

		(*See Goal 1.6*)			
Legal Services: *Goal 2.2* - E-Filing System for Claims for Damages		Evaluate e-filing platforms and initiate procurement.	Implement e-filing system and develop training for users.	Market system to the public.	Full implementation.
Legal Services: *Goal 2.3* - Improve Access to Forms and Information for Public	Update and translate "Claim for Damages form" into multiple languages. Add forms online.	Determine additional obstacles to accessibility and evaluate next steps.			
Records Management Center: *Goal 2.4* - Records Audits	Reinstate procedures for Departmental Records Coordinators regarding off-site storage ordering.	Develop plan and schedule for departmental records audits. Increase RMC's understanding of electronic records storage systems at USG.	Implement records audits (3 USG floors). Increase RMC's understanding of electronic records storage systems (e.g., M3) at bus and rail divisions.	Implement records audits (3 USG floors).	Implement records audits (3 USG floors). Prepare for divisional audits with better understanding of their electronic records systems.
Systems & Electronic Records: *Goal 2.5* - Records Retention Schedule System	Update the Records Retention Schedule System with approved changes to the schedule.	Work with Records Retention Schedule System vendor to complete annual legislative review. (To be completed annually.)	Work with Records Retention Schedule System vendor to complete annual legislative review.	Work with Records Retention Schedule System vendor to complete annual legislative review.	Work with Records Retention Schedule System vendor to complete annual legislative review.

Goal 3: Enhanced public engagement with Metro's Board of Directors. *Vision 2028 Goal 5.3: Metro will develop a transparent data management policy that addresses open data, data storage, and data protections.*					
Section & Deliverable	**Year 1 Milestones**	**Year 2 Milestones**	**Year 3 Milestones**	**Year 4 Milestones**	**Year 5 Milestones**
Board Administration Services *with* **Systems & Electronic Records:** *Goal 3.1* - Public Comment Systems	Evaluate online public comment platforms. Evaluate needs for enhancement of electronic Public Comment Registration (PCR) system.	Implement enhancements to the electronic Public Comment Registration (PCR) system. Select an online public comment platform.	Implement an online public comment platform.	Evaluate additional public participation and engagement options or tools for Board meetings.	
Board Administration Services: *Goal 3.2* - Strategic Planning				Begin draft of 2028 - 2033 Strategic Plan	Deliver 2028 - 2033 Strategic Plan
Systems & Electronic Records: *Goal 3.3* - Public Access to Archived Board Meeting Documents			Evaluate systems and processes for migrating Board archive documents (pre-2015) to improve accessibility.	Create scope of work to procure professional services/staff augmentation for migrating archival documents into Integrated Agenda	Issue professional services/staff augmentation procurement for archival document migration.

				Management Platform.	
Systems & Electronic Records//Strategic Knowledge Management: *Goal 3.4* - Board Systems (Internal)		Evaluate options for technology updates for web streaming Committee and Board meetings.	Determine next steps for web streaming viability.	Acquire and implement web streaming (if deemed appropriate).	

Goal 4: Improve agencywide Strategic Knowledge Management, utilizing innovations in preservation, access, and curation of Metro's information. *Vision 2028 Goal 5.3: Metro will develop a transparent data management policy that addresses open data, data storage, and data protections.*					
Section & Deliverable	**Year 1 Milestones**	**Year 2 Milestones**	**Year 3 Milestones**	**Year 4 Milestones**	**Year 5 Milestones**
Dorothy Peyton Gray Transportation Library & Archive *with* **Systems & Electronic Records//Strategic Knowledge Management:** *Goal 4.1* - Federated Search System (Project)	Develop Federated Search capabilities of the Research Library Catalog. Complete procurement and configuration of repositories identified in scope of work.	Train and familiarize internal staff on new technology.	Study feasibility of integrating additional records repositories such as GIS data layers/maps, defined data sets and other assets of lasting research value to Library & Archive users.	Integrate taxonomy into more Metro data assets to improve long term findability.	Establish data curation and librarianship as a new standard research service utilizing significant agency data sets that benefit from long term collection and cataloging under the agency data policy and the developer.metro.net data website.
Dorothy Peyton Gray Transportation Library & Archive *with* **Systems & Electronic Records//Strategic Knowledge Management:** *Goal 4.2* - Knowledge Sharing Platform	Develop a knowledge sharing platform for Research and Electronic Records, including Metro Primary Resources Blog, to use internally.	Launch an internal knowledge platform for departments to share knowledge internally, and externally, based on classification of security and confidentiality.	Document Electronic Records systems internal support processes in the knowledge platform.	Outreach and collaboration among internal departments to support adding additional resources to the platform.	Maintain support of the knowledge sharing platform.

Dorothy Peyton Gray Transportation Library & Archive: *Goal 4.3* - Cultural Curation	Support the SEED School & Job Center Transportation Pioneers, Inventions/Innovations, & Sustainability Exhibits Program.	Work with SEED on rotating exhibits to refresh content on a regular basis and maximize diversity, equity and inclusion themes from Metro's past and present.	Work with Metro Art on Union Station and other exhibit spaces to showcase historic imagery as public art, similar to exhibits seen at NYMTA's transit museum, and to enhance their school outreach program.	Re-establish joint digitization efforts with the Southern California Railways Museum (formerly known as the Orange Empire Railways Museum) and encourage similar arrangements with the Los Angeles Railroad Foundation to maximize public exposure to these rare assets.	Reimagine the current library and archive physical space with educational exhibits that inspire new employees, student, visitors and tours with historic and future maps, artifacts and other curated displays that highlight the past, present and future of LA's transportation system.
Dorothy Peyton Gray Transportation Library & Archive: *Goal 4.4* - Archival Management	Evaluate archival management systems. Mentor an archival studies intern.	Acquire an archival content management and curation system for improved employee and public access to Metro's archival collections. Mentor an archival studies intern.	Begin a DEI focused oral history project to capture the contributions of key policy makers in LA's transportation system. Mentor an archival studies intern.	Expand archival collections with papers from key policy makers since the adoption of Prop A in 1980 with a focus on the contribution of women and underrepresented people. Mentor an archival studies intern.	Work with the Pacific Electric Historical Society, the Electric Railway Historical Society and others on sharing archival collections electronically with projects to complete knowledge gaps among all collections.

Records Management Center *with* **Systems & Electronic Records//Strategic Knowledge Management:** *Goal 4.5* - Records Storage, Physical and Electronic System	Create Scope of Work in preparation for re-procuring off-site storage contract.	Re-procure off-site storage contract.	Evaluate Electronic Records systems in conjunction with Research Library and Electronic Records.		Continue research on systems and their viability for integration across the agency.
Records Management Center: *Goal 4.6* - Promote RMC as a Resource of the Agency	Send emails and agency wide communications describing recordkeeping best practices and providing news as it relates to records management.	Send emails and agency wide communications describing recordkeeping best practices and providing news as it relates to records management.	Expand RMC service to internal and external users by collaborating and providing more research-focused responses to the public. (*See Goal 2.1*)	Send emails and agency wide communications describing recordkeeping best practices and providing news as it relates to records management.	Maintain intranet site that is an agencywide resource on Metro's Records Management practices, policies, and procedures.

Metro

Los Angeles County
Metropolitan Transportation
Authority
One Gateway Plaza
3rd Floor Board Room
Los Angeles, CA

Board Report

File #: 2021-0345, **File Type:** Motion / Motion Response **Agenda Number:** 43.

EXECUTIVE MANAGEMENT COMMITTEE
MAY 20, 2021

Motion by:

DIRECTORS GARCETTI, SOLIS, AND NAJARIAN

Amend the Metro Administrative Code to Refer to the Board Secretary as Board Clerk

State law requires the Metro Board to appoint a Board Secretary. The Board Secretary is the professional administrative arm of Metro and reports directly to the Board of Directors.

Pursuant to the Metro Administrative Code, the Board Secretary is a full time officer of Metro and is responsible for providing notice to the public of all Board meetings, keeping official minutes of all Board meetings, acting as agent for service of process, and administering claims for damages presented against Metro under the Government Code. Moreover, the Board Secretary provides administrative and professional services to support the Board of Directors in accordance with Metro's vision and internal controls.

The current title of Board Secretary reflects a solely administrative role and does not reflect the professional nature and responsibilities of the office. The title “Board Clerk” more accurately reflects both the administrative and professional nature and responsibilities of the office and is in line with industry and government agency standards.

Additionally, as L.A. County recovers from the pandemic, the Board Secretary/Board Clerk should prepare a strategic plan that identifies opportunities to strengthen public engagement with the Metro Board.

SUBJECT: AMEND THE METRO ADMINISTRATIVE CODE TO REFER TO THE BOARD SECRETARY AS BOARD CLERK

RECOMMENDATION

APPROVE Motion by Directors Garcetti, Solis, and Najarian that the Board of Directors amend the Metro Administrative Code Section 2-10-010 to refer to the Board Secretary as the Board Clerk.

From:
2-10-010 Appointment of Board Secretary
The Board of Directors shall appoint a Board Secretary who shall be a full time officer of the MTA.

To:
2-10-010 Appointment of Board Secretary
The Board of Directors shall appoint a Board Secretary who shall be a full time officer of the MTA and be referred to as Board Clerk.

WE FURTHER MOVE that the Board of Directors direct the Board Clerk to prepare a strategic plan, including but not limited to:

1. Delivering continuous improvement to encourage meaningful public engagement and improve accessibility of Board meetings, materials, and public comments; and

2. Continuation of effective public engagement options developed as Metro and L.A. County jurisdictions responded to the pandemic and its recovery process.

Status of Board Administration's Strategic Plan Goals
January 2023

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Summary of Progress

Complete:
Goal 2.3 – Improve Access to Forms and Information for Public

Ahead of Schedule:
Goal 1.3 – Onboarding Program for Board Members
Goal 1.6 – Intradepartmental and Agencywide Training
Goal 4.1 – Federated Search System (Project)
Goal 4.6 - Promote RMC as a Resource of the Agency

On Track:
Goal 1.1 – Departmental Cross-training
Goal 1.2 – Advisory Council Toolkit
Goal 1.4 – Succession Planning
Goal 1.5 – Claims for Damages Process Training for Operators
Goal 1.7 – Agencywide Board Systems Employee Training
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Goal 4.3 – Cultural Curation
Goal 4.4 – Archival Management
Goal 4.5 - Records Storage, Physical and Electronic System

Delayed or Paused:
Goal 2.2 – E-Filing System for Claims for Damages

Goal 1: Ongoing Workforce Development

Goal 1.1 – Departmental Cross-training

Board Administration Services

Status: On Track

Notes:

- The Board Clerk's Office is fully staffed, and the Chief Administrative Analyst's training is complete. Additional reclassifications are needed for effective cross-training.

Going Forward: Will continue to work with HR to reorganize, restructure, and right-size the department and subgroups. This will ensure that the cross-training is effective.

Goal 1.2 – Advisory Council Toolkit

Board Administration Services

Status: On Track

Notes: Year 2 Milestone is in progress:

- Met with Dolores Ramos to determine her best practices regarding onboarding for Service Sector Council Members
- Met with Danielle Valentino to determine her best practices regarding onboarding for CAC Members

Going Forward: The new training program and tool kit will be completed this year.

Goal 1.3 – Onboarding Program for Board Members

Board Administration Services & Dorothy Peyton Gray Transportation Library & Archive

Status: Ahead of Schedule

Notes: Year 1 Milestone is complete, and Year 2 and 3 Milestones are in progress:

- Met with 3 Board Offices and compiled comments for what is expected
- Drafted and circulated a draft onboarding document
- Incorporated feedback from Board Offices, Chief Ethics Officer, and Chief Executive Officer into the draft onboarding document

Going Forward: Onboarding document has been finalized and is expected to be presented to new Board Directors (onboarding occurring mid-to-late December). Document will be updated when necessary.

Goal 1.4 – Succession Planning

Dorothy Peyton Gray Transportation Library & Archive

Status: On Track

Notes:

- Hired a Digital Resources Librarian, start date 8/15/2022
- In the process of hiring 3 additional librarians with specific specialties (cataloging, archivist, data)

Going Forward: Will continue to work with HR to complete hiring. Will continue to develop the knowledge library for staff.

Goal 1.5 – Claims for Damages Process Training for Operators

Legal Services

Status: On Track

Notes:

- This is an FY24 Milestone.
- Began coordinating with Risk Management and Vehicle Operations.
- Multi-departmental staff shortages have prevented pre-work from progressing as far as anticipated.

Going Forward: Additional coordination is required and is on-going.

Goal 1.6 – Intradepartmental and Agencywide Training

Records Management Center

Status: Ahead of schedule

Notes: Year 1 Milestone is accomplished, Year 2 Milestones are nearing completion.

- Held various intradepartmental cross-trainings so team members in RMC understand the various roles within the department. Many of these trainings are done in conjunction with County Counsel.
- Presented approximately 6 times to Metro departments with respect to organizing and/or storing files in preparation for teleworking.

Going Forward: These departmental trainings will continue and be supplemented with more structured education through professional organizations such as NAGARA and ARMA. Agencywide training is in the works and on schedule to meet Year 3 Milestone of implementing these trainings.

Goal 1.7 – Agencywide Board Systems Employee Training

Systems & Electronic Records

Status: On Track

Notes:

- On track to finish update to employee user self-service training.

Going Forward: Employee feedback on initial offerings will inform assessment and development of future offerings, which are addressed in Year 2 through 5 Milestones.

Goal 2: Responsive, accountable, and trustworthy governance within the Metro organization.

Goal 2.1 - Comprehensive Research Support

Dorothy Peyton Gray Transportation Library & Archive with Records Management Center

Status: On Track

Notes:

- RMC has held informal discussions with the Library group to better understand tools at its disposal for conducting transportation research, including the newly available federated search tool.

Going Forward: To hold more structured meetings in order to discover new opportunities for Research and Records collaborations.

Goal 2.2 – E-Filing System for Claims for Damages

Legal Services

Status: Paused

Notes:

- Currently, this goal is not feasible due to legal limitations of accepting claims electronically.

Going Forward: Discussions will need to occur with County Counsel for next steps. This is an FY24 goal.

Goal 2.3 – Improve Access to Forms and Information for Public

Legal Services

Status: Complete

Notes:

- Fillable versions of the claim forms in Spanish and English are now available online.

Going Forward: It needs to be determined if additional languages should be added online or if using a translating service is more financially responsible due to lack of demand.

Goal 2.4 - Records Audits

Records Management Center

Status: On Track

Notes:

- Year 1 Milestone of setting up Departmental Records Coordinators list is complete.
- Year 3 Milestone was initiated by completing a records audit of Legal Services.

Going Forward: A schedule of departmental records audits will be developed, consistent with Year 2 Milestone.

Goal 2.5 – Records Retention Schedule

Systems & Electronic Records

Status: On Track

Notes:

- Year 1 Milestone is complete - All Records Retention Schedule changes have been made in the Retention Schedule management system.
- Systems & Electronic Records staff have trained RMC staff on using the system for reference and for managing future updates

Going Forward: We're prepared to engage with the RRS management system vendor for annual legislative reviews in order to fulfill Year 2 through Year 5 Milestones.

Goal 3: Enhanced public engagement with Metro's Board of Directors.

Goal 3.1 – Public Comment Systems

Board Administration Services & Systems & Electronic Records

Status: On Track

Notes:

- The electronic Public Comment Registration (PCR) system and kiosks are ready to be redeployed when Board meetings are in person.
- Online public comment functionality is available for Board meetings if desired.

Going Forward: Enhancements to the PCR system will be informed by the conditions in which in-person meetings are held when they are resumed. Considerations for integrating a system for online/telephone comment registration in a single PCR system will be evaluated.

Goal 3.2 – Strategic Planning

Board Administration Services

Status: On Track

Notes:

- This is an FY28 goal, no action necessary at this point.

Going Forward: Action will begin in CY26 with delivery in CY27.

Goal 3.3 – Public Access to Archived Board Meeting Documents

Systems & Electronic Records

Status: On Track

Notes:

- The migration of all Board documents into a single repository accessible to the public is a Year 3 Milestone. In the meantime, we've launched a federated search tool for the public to search multiple Board archives (pre-2015 documents) in one place.

Going Forward: Acquire resources and support for migrating to a single repository for all board meeting documents from the past, present, and future.

Goal 3.4 – Board Systems (Internal)

Systems & Electronic Records//Strategic Knowledge Management

Status: On Track

Notes:

- Staff has been observing other streaming public meetings and the technology they use, and consulting with staff at other agencies about their approach.

Going Forward: Staff will use their observations to fulfill the Year 2 Milestone, "Evaluate options for technology updates for web streaming Committee and Board meetings."

Goal 4: Improve agencywide Strategic Knowledge Management, utilizing innovations in preservation, access, and curation of Metro's information.

Goal 4.1 – Federated Search System (Project)

Dorothy Peyton Gray Transportation Library & Archive with Systems & Electronic Records/Strategic Knowledge Management

Status: Ahead of schedule

Notes:

- Year 1 & 2 Milestones are complete - a federated search tool has been procured, configured, and deployed both internally and to the public. Staff have been trained on the search tool.

Going Forward: To fulfill Year 3 Milestone, we will continue to evaluate other repositories which can be integrated in the search, and other technologies, such as the taxonomy tool, which can be integrated to support it.

Goal 4.2 – Knowledge Sharing Platform

Dorothy Peyton Gray Transportation Library & Archive with Systems & Electronic Records/Strategic Knowledge Management

Status: On Track

Notes:

- A knowledge sharing platform has been developed for the library.
- Systems & Electronic Records/Strategic Knowledge Management has completed Year 3 Milestone ahead of schedule, by documenting internal support processes and information used to support Metro records systems and emergency response in the knowledge sharing platform.
- Planning for development of knowledge base pages on Metro Primary Resources site has commenced. This entails ongoing synthesis of disparate information found in an archive of previously answered reference questions, in-house research, and various repositories of text, image, video and electronic assets.
- We are working with HR to hire a Data Librarian. Candidate interviews began November 2022.

Going Forward: We will continue to evaluate content and access permissions for external users on the knowledge sharing platform, in pursuit of Milestone 2. Plans during FY2023 to hire a WordPress consultant to modernize the Primary Resources site as the de facto Library & Archive web page, optimize content organization, and advise on options for how to best surface critical knowledge base content in the federated search project. New Data Librarian hired in FY2023 could play a key role in enhancing content for knowledge sharing platform.

Goal 4.3 – Cultural Curation

Dorothy Peyton Gray Transportation Library & Archive

Status: On Track

Notes:

- As part of Year 1 Milestone, the Library and Archive supported development of the Union Station Los Angeles Railway and Los Angeles Motorcoach History Exhibit beginning in FY23 Q2
- Recruitment of professional Archivist began in FY2023 Q1

Going Forward: The Archivist will serve as point person for conceiving, planning, executing, and promoting high-interest traditional and digital exhibits, with an eye toward Metro's current mobility agenda and agency strategic plan – crucial components of Year 2 through 5 Milestones. The Archivist will explore opportunities for external collaboration with regional libraries, archives and museums as well as internal Metro departments to incorporate our rich history as appropriate. Staff are currently working with Communications on the 30th anniversary of Metrolink and Metro, the 100th anniversary of bus service and other significant milestones in FY23 and beyond.

Goal 4.4 – Archival Management

Dorothy Peyton Gray Transportation Library & Archive

Status: On Track

Notes:

- Staff is evaluating Archival Management Systems – Year 1 Milestone
- Recruitment of professional Archivist began in FY2023 Q1.

Going Forward: The Archivist will identify archives priorities and develop strategic directions for a work plan regarding collection development, preservation/conservation, and access. They will be a crucial decision maker in the acquisition of an Archival Management System – Year 2 Milestone. They will develop protocols for accessing and/or ingesting enterprise digital assets held by Communications Department in their Extensis Portfolio platform. The Archivist will also develop protocols in coordination with Records Management for reviewing records scheduled for destruction and assessing their value as resources of lasting research significance. Archivist will work collaboratively with Digital Resources Librarian and other stakeholders across these and other projects identified in Year 3 through 5 Milestones.

Goal 4.5 - Records Storage, Physical and Electronic System

Records Management Center with Systems & Electronic Records/Strategic Knowledge Management

Status: On Track

Notes:

- Scope of Work and requisitions have been submitted for off-site storage contract – Year 1 Milestone
- Research has commenced on Electronic Records systems, in conjunction with the Research Library and Electronic Records team – Year 3 through 5 Milestones

Going Forward: A new off-site storage contract will be secured before August 1, 2023 – Year 2 Milestone. We will continue to collaborate with the Research Library and the Electronic Records team to develop the business case and requirements for a new Electronic Records Management system.

Goal 4.6 - Promote RMC as a Resource of the Agency

Status: Ahead of Schedule

Notes:

- RMC has made significant headway on Year 1 and 2 Milestones – communicating record keeping best practices across the agency. Agency-wide communications have included topics such as:
  - Adoption of new Records Retention Schedule, sent August 2021.
  - Introduction of Board Administration group, sent February 2022.
  - Records Management Month, five emails sent in April 2022.
- Worked with Countywide Planning & Development to discuss how to dispose of, store, and/or scan records in preparation for teleworking. Five presentations in May 2022.
- RMC participates in the hoteling working group – a group to help the agency work through the necessary steps of the hoteling pilot program.
- Developed plan to send quarterly emails agencywide regarding general records management.

Going Forward: Continue to be a resource to the agency and to promote our services.

Other

- RMC developed a departmental mission and values statement, April 2022. This mission and its values will further guide the department in achieving goals.
- Received approval of GEN 8, the agency's records management policy.
- We plan to update GEN 12 (Public Document Disclosure Request) and GEN 56 (Legal Holds) in very short term.