

**Board Report**

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**File #:** 2023-0514, **File Type:** Motion / Motion Response**Agenda Number:** 18.

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**EXECUTIVE MANAGEMENT COMMITTEE  
JANUARY 18, 2024****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 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 strategic plan was presented in January 2021. 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 27-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 producing Committee and Board Meetings. The department handles public records requests, claims for damages, electronic records management, and manages the research library and archive. The need for innovation has increased exponentially as the department has moved away from a paper process and embraced technology in multiple facets of business operations. Board Administration no longer solely plays an administrative role at Metro but is an important strategic partner for the agency. This team comprises 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 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 1.4: Succession Planning* - Hire and train new full-time, permanent library staff.
    - The hiring of 4 new professional full-time employees (FTEs) is complete. Training and team building are underway, as is setting priorities for each new team member regarding successful succession planning, as the two senior members of the library team are scheduled to retire within the next three years.
2. Responsive, accountable, and trustworthy governance within the Metro organization.
  - *Subgoal 2.2: E-Filing Systems for Claims for Damages*
    - This goal is under reconsideration because although there have been numerous discussions with County Counsel and Risk Management, there are legal limitations to accepting the form in an electronic format (fax or email).
    - At this time, the goal is not feasible but will continue to be considered for the future.
3. Enhanced public engagement with Metro's Board of Directors.
  - *Subgoal 3.4: Board Systems (Internal)* - Improving the visuals of Committee and Board Meetings.
    - Working with our IT partners, a solution was created to make the presentation screen clearer by overlaying a digital version for those viewing the meeting remotely. Additionally, another camera angle was added so remote viewers can see those speaking from the podium.
4. Improve agencywide Strategic Knowledge Management, utilizing innovations in preserving, accessing, and curating Metro's information.
  - *Subgoal 4.4: Archival Management* - Metro's first-ever professional archivist recruited, selected, hired, and onboarded in FY24.
    - Library & Archive has selected a digital asset management system to provide long-term collection, organization, storage, and retrieval for digital and digitized assets of lasting historical significance for the agency.
    - The archivist will identify archives priorities and develop strategic directions for a work plan regarding collection development, preservation/conservation, and access. This

includes developing protocols for accessing and/or ingesting enterprise digital assets held by the Communications Department in their Portfolio Extensis platform. The archivist will also develop protocols in coordination with Records Management for reviewing materials set for destruction and assessing their value as resources of lasting research significance. The archivist will work with the data librarian for preliminary work to launch the use of a new digital asset management system and develop a framework for a Metro Oral History project. They will also collaborate with the digital resources librarian and other stakeholders across these and other projects.

Although Board Administration is making progress on the Strategic Plan Goals, some milestones will be reconsidered or their due dates reevaluated. Many Records Management Center (RMC) goal timelines have unexpectedly slipped due to changes in staff. In the second half of FY23, RMC lost one full-time employee to an interim assignment, and RMC's County Counsel contact left the agency. This has led to RMC focusing its resources on public records requests since these leave the agency most susceptible to litigation if not addressed per the law.

Furthermore, due to an internal realignment, Legal Services now reports to RMC, and there is increased awareness of shortcomings within that office due to a lack of direction in the past. Dividing time and resources between these two cost centers has added to the challenges of achieving Strategic Plan goals.

Still, RMC finds its Strategic Plan goals critical to its standing within the agency and to its day-to-day duties and will do everything it can to advance those goals whenever and wherever possible.

## **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 requests and claims for damages; and continuing to provide opportunities for public participation at Committee and Board meetings by accepting public comment both in-person and 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

Prepared by:

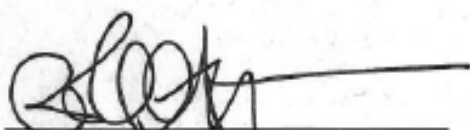
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Collette Y. Langston  
Board Clerk

**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

<b>Goal 1: Ongoing Workforce Development</b> <i>Vision 2028 Goal 5.7: Metro will build and nurture a diverse, inspired, and high-performing workforce.</i>					
Section & Deliverable	Year 1 Milestones	Year 2 Milestones	Year 3 Milestones	Year 4 Milestones	Year 5 Milestones
<b>Board Administration Services:</b> <i>Goal 1.1 - Departmental Cross-training</i>	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.	
<b>Board Administration Services:</b> <i>Goal 1.2 – Advisory Council Toolkit</i>		Determine departments that manage a Metro Advisory Council and develop a training program.	Annual training.		
<b>Board Administration Services with Dorothy Peyton Gray</b> <b>Transportation Library &amp; Archive:</b> <i>Goal 1.3 - On-Boarding Program for Board Members</i>	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).		

<p><b>Dorothy Peyton Gray</b>  <b>Transportation Library &amp; Archive:</b>  <i>Goal 1.4 – Succession Planning</i></p>	<p>Identify staff for succession planning.</p> <p>Do outreach to employees and the community with diversity, equity, and inclusion goals in mind.</p>	<p>Document library knowledge in a Wiki tool and train new Library &amp; Archive staff on past practices, policies, and key references to ensure succession planning goals are met.</p>	<p>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</p>	<p>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.)</p>	<p>Host peer library and archive events at Metro to strengthen network of partner institutions and collections.</p>
<p><b>Legal Services:</b>  <i>Goal 1.5 - Claims for Damages Process Training for Operators</i></p>		<p>Create informational training for Operators regarding correct Claims for Damages process.</p>	<p>Formalize Roadshow &amp; visit all Divisions.</p> <p>Implement training program for every new class to follow.</p>	<p>Delegate responsibility to Operations to continue training for new Operators.</p>	<p>Evaluate success of training program and reassess (if necessary).</p>

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

**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
<p><b>Dorothy Peyton Gray Transportation Library &amp; Archive with Records Management Center:</b> <i>Goal 2.1 - Comprehensive Research Support</i></p>	<p>Revisit and publish an updated Library &amp; Archive collection development policy that includes social media sites as an extension of the Library &amp; Archive's official collections.</p> <p>Develop a training presentation and reference guide for employees on transportation research methods.</p> <p>Develop a presentation for external audiences on transportation research methods.</p>	<p>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.</p> <p>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."</p>	<p>Review the Metro strategic plan and other strategic plans throughout the agency for needed updates to the Library &amp; Archive's collection development policy. Adjust subscriptions to library research services and periodicals accordingly.</p> <p>Adjust the transportation research methods training presentation to be in line with current in-house and external transportation research resources.</p>	<p>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.</p>	<p>Establish a Librarian embed program to make research resources available and integral to new project teams which would benefit from research expertise.</p>

		(See Goal 1.6)			
<b>Legal Services:</b> 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.
<b>Legal Services:</b> 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.			
<b>Records Management Center:</b> 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.
<b>Systems &amp; Electronic Records:</b> 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.

<b>Goal 3: Enhanced public engagement with Metro’s Board of Directors.</b> <i>Vision 2028 Goal 5.3: Metro will develop a transparent data management policy that addresses open data, data storage, and data protections.</i>					
Section & Deliverable	Year 1 Milestones	Year 2 Milestones	Year 3 Milestones	Year 4 Milestones	Year 5 Milestones
<b>Board Administration Services with Systems &amp; Electronic Records:</b> <i>Goal 3.1 - Public Comment Systems</i>	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.	
<b>Board Administration Services:</b> <i>Goal 3.2 - Strategic Planning</i>				Begin draft of 2028 - 2033 Strategic Plan	Deliver 2028 - 2033 Strategic Plan
<b>Systems &amp; Electronic Records:</b> <i>Goal 3.3 - Public Access to Archived Board Meeting Documents</i>			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.	
<b>Systems &amp; Electronic Records//Strategic Knowledge Management:</b> <i>Goal 3.4 - Board Systems (Internal)</i>		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).	

<b>Goal 4: Improve agencywide Strategic Knowledge Management, utilizing innovations in preservation, access, and curation of Metro's information.</b> <i>Vision 2028 Goal 5.3: Metro will develop a transparent data management policy that addresses open data, data storage, and data protections.</i>					
Section & Deliverable	Year 1 Milestones	Year 2 Milestones	Year 3 Milestones	Year 4 Milestones	Year 5 Milestones
<b>Dorothy Peyton Gray Transportation Library &amp; Archive with Systems &amp; Electronic Records//Strategic Knowledge Management:</b> <i>Goal 4.1 - Federated Search System (Project)</i>	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.
<b>Dorothy Peyton Gray Transportation Library &amp; Archive with Systems &amp; Electronic Records//Strategic Knowledge Management:</b> <i>Goal 4.2 - Knowledge Sharing Platform</i>	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.

<p><b>Dorothy Peyton Gray</b>  <b>Transportation Library &amp; Archive:</b>  <i>Goal 4.3 - Cultural Curation</i></p>	<p>Support the SEED School &amp; Job Center Transportation Pioneers, Inventions/Innovations, &amp; Sustainability Exhibits Program.</p>	<p>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.</p>	<p>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.</p>	<p>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.</p>	<p>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.</p>
<p><b>Dorothy Peyton Gray</b>  <b>Transportation Library &amp; Archive:</b>  <i>Goal 4.4 - Archival Management</i></p>	<p>Evaluate archival management systems.  Mentor an archival studies intern.</p>	<p>Acquire an archival content management and curation system for improved employee and public access to Metro’s archival collections.  Mentor an archival studies intern.</p>	<p>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.</p>	<p>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.</p>	<p>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.</p>

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



# Metro

## 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 2024

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## Goal 1: Ongoing Workforce Development

### Goal 1.1 – Departmental Cross-training

*Board Administration Services*

**Status:** Accelerated

**Notes:**

- Reorganization is complete but the department has seen staffing changes throughout various levels, and this has caused a strain on resources. Members of the team have stepped-up and helped other cost centers when and where necessary to get legally mandated tasks done by set deadlines.

**Going Forward:** Formalize the ad-hoc cross-training that is occurring.

### Goal 1.2 – Advisory Council Toolkit

*Board Administration Services*

**Status:** Under Reconsideration

**Notes:**

- After meeting with various Advisory Council Managers, it has been determined that the Board Clerk can be the touchpoint for general procedural questions for properly running a meeting and posting meeting notices but should not handle all things that involve advisory bodies.

**Going Forward:** The Board Clerk will continue to communicate with all the Advisory Body Managers via email when necessary and act as a subject matter expert.

### Goal 1.3 – Onboarding Program for Board Members

*Board Administration Services & Dorothy Peyton Gray Transportation Library & Archive*

**Status:** Complete

**Notes:**

- The Onboarding Manual is continuously updated as information changes and has been presented numerous times as new Board Members and Board Staff have joined the Metro Board.

**Going Forward:** Will continue to update the manual as information changes.

### Goal 1.4 – Succession Planning

*Dorothy Peyton Gray Transportation Library & Archive*

**Status:** On Track (Hiring completed; Team building underway)

**Notes:**

- Onboarding of 4 new professional FTE for Library & Archive complete
- Hired a Digital Resources Librarian, start date August 2022
- Hired a Cataloging Librarian, start date January 2023
- Hired a Data Librarian, start date June 2023
- Hired an Archivist, start date August 2023

**Going Forward:** Revising three-year team plan, revisiting individual and collaborative roles



## Goal 1.5 – Claims for Damages Process Training for Operators

### *Legal Services*

**Status:** In progress

**Notes:**

- Coordination and meetings have occurred with Risk Management and Operations Leadership.

**Going Forward:** Additional meetings will continue as new operations employees are onboarded.

## Goal 1.6 – Intradepartmental and Agencywide Training

### *Records Management Center*

**Status:** Behind schedule - Nearing Year 2 Milestones

**Notes:**

- Held various intradepartmental meetings so that RMC staff understand the various roles within the department. Many of these trainings are done in conjunction with County Counsel. This includes meeting with Procurement to understand their procedures, notably the “blackout period.”
- Met with Major Capital Project Engineering regarding making environmental records more accessible to the agency, and with Design Studio to discuss how to build a database of station artwork.

**Going Forward:** Push to move training along in order to meet Strategic Plan timeline.

Note: This and other Records Management Center goals have unexpectedly suffered due to changes in staff. In the second half of FY23, RMC lost one full-time employee to an interim assignment, and RMC’s County Counsel contact left the agency. This has led to RMC focusing its resources on public records requests, since these leave the agency most susceptible to litigation if not addressed per the law.

## Goal 1.7 – Agencywide Board Systems Employee Training

### *Systems & Electronic Records*

**Status:** Slightly ahead of schedule – Year 3 and 4 Milestones were engaged as additional training resources were identified and released

**Notes:**

- Systems & Electronic Records provides year-round cross department training and support for the agency.
- Created a set of training videos for ad-hoc/as-needed response to troubleshooting common user errors in Spring 2023.
- Redesigned on-demand video trainings and user guides were deployed Fall 2023.

**Going Forward:** Employee feedback will inform assessment and development of future offerings, which we will continue to develop and release as described in Milestones 3-4.

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:**

- Informal discussions with Library group to better understand tools at our disposal, including the newly available federated search tool.

**Going Forward:** Continue to hold structured meetings to effectively accomplish this continuous goal.

Goal 2.2 – E-Filing System for Claims for Damages

*Legal Services*

**Status:** Under Reconsideration

**Notes:**

- At this time, 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.

Goal 2.3 – Improve Access to Forms and Information for Public

*Legal Services*

**Status:** FY23 Goal – Completed.

Goal 2.4 - Records Audits

*Records Management Center*

**Status:** In Progress

**Notes:**

- While the year 1 milestone of setting up a records coordinator list is complete, a plan and/or schedule for records audits has not yet been created. However, it is feasible that this can be created in preparation for Year 3 milestone.

**Going Forward:** To develop a schedule of records audits consistent with Year 2 milestone.

## Goal 2.5 – Records Retention Schedule

### *Systems & Electronic Records*

**Status:** Revised

**Notes:**

- Due to changes in the Records Retention Schedule (RRS) management system vendor's professional services, the full-scale legislative review will take place every 5 years, rather than annually.
- Systems & Electronic Records staff continue to monitor legislative changes through the citation mapping function the RRS management system, and have access to professional services for review of individual items as needed.

**Going Forward:** The next full-scale legislative review will take place in 2026, coinciding with Milestone 5.

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

### Goal 3.1 – Public Comment Systems

*Board Administration Services and Systems & Electronic Records*

**Status:** On Track

**Notes:**

- The electronic Public Comment Registration (PCR) system was redeployed beginning March 2023, when the public was welcomed back into the Gateway HQ building for Board Meetings. This redeployment included enhancements to the PCR system which improve user-experience for the public, and for Board Administration staff.
- Online public comment functionality is being used for Metro's Service Councils (5), and Taxpayer Oversight Committees (3).

**Going Forward:** Additional enhancements to the PCR system will be informed by feedback from the public and from Board Administration staff, and deployed on an ongoing basis. Considerations for integrating a system for online/telephone comment registration in a single PCR system will be evaluated.

**Other:** A sub-goal will be added to Goal 3.1 to address issues that arise from inconsistencies and inaccuracies with simultaneous language translation. These issues are addressed with the current vendor by requesting specific translators that appear to grasp the subject and tone of the topic better than others, but it is a work in progress that the department must monitor on a continuous basis.

### 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:**

- Evaluate systems and processes for migrating 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:**

- As part of evaluating options for technology updates for web streaming of Committee and Board meetings, staff has observed other streaming public meetings and the technology they use and consulted with staff at other agencies about their approach.

**Going Forward:** Staff will use their evaluations from this year to determine the viability of options for upgrades to web streaming.

Goal 4: Improve agencywide Strategic Knowledge Management, utilizing innovations in preservations, 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 and 2 milestones are complete - a federated search tool has been procured, configured, and deployed both internally and to the public. Staff has been trained on the search tool.

**Going Forward:** 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 digital asset management knowledge sharing platform has been acquired for the library. Systems & Electronic Records/Strategic Knowledge Management has begun documenting internal support processes and is actively adding information used to support Metro records systems and emergency response.
- Knowledge base pages are being developed for the Library which include ongoing synthesis of disparate information found in archive of previously answered reference questions, in-house research, and various repositories of text, image, video and electronic assets. The site augments plans in place to capitalize on knowledge base capabilities of new digital asset management platforms.

**Going Forward:** Developing content for external users and permissions to control access. The new data librarian hired in FY2023 possesses WordPress skills and experience which supersedes need for consultant to enhance content for knowledge sharing platform. This allows staff to modernize the 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.

### Goal 4.3 – Cultural Curation

*Dorothy Peyton Gray Transportation Library & Archive*

**Status:** In Progress and In Development

**Notes:**

- Metro’s first-ever professional archivist recruited, selected, hired and onboarded in FY24
- Collaboration with Metro Communications/CX Department on several public outreach projects, including “This is 30” celebration of Metro’s 30<sup>th</sup> anniversary, Los Angeles’ 100<sup>th</sup> anniversary of bus service, research for other significant milestones for posts on Metro’s The Source
- Providing CEO’s office and Board staff with time-sensitive historical context (e.g. staff communications, All-Hands Meeting sites, milestones in past Board member’s tenure, Metro-related contributions of former U.S. House member)
- Los Angeles Railway exhibit launched early 2023, a collaborative effort of Metro Library & Archive with Metro Art program

**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. They 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.

### Goal 4.4 – Archival Management

*Dorothy Peyton Gray Transportation Library & Archive*

**Status:** In Development

**Notes:**

- Metro’s first-ever professional archivist recruited, selected, hired and onboarded in FY24
- Library & Archive has selected a digital asset management system to provide long-term collection, organization, storage, and retrieval for digital and digitized assets of lasting historical significance for the agency.

**Going Forward:** The archivist will identify archives priorities and develop strategic directions for a work plan regarding collection development, preservation/conservation, and access. This includes developing protocols for accessing and/or ingesting enterprise digital assets held by Communications Department in their Portfolio Extensis platform. Archivist will also develop protocols in coordination with Records Management for reviewing material set for destruction and assessing its value as resources of lasting research significance. Archivist will work with Data Librarian for preliminary work launching use of new digital asset management system, and develop a framework for Metro Oral History project. They will also work collaboratively with Digital Resources Librarian and other stakeholders across these and other projects.

## Goal 4.5 - Records Storage, Physical and Electronic System

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

**Status:** On Track

**Notes:**

- The existing contract was extended for 1 year to allow more time to prepare for procurement. RMC will resubmit a requisition soon, per Procurement's advice.

**Going Forward:** While this goal is behind schedule per the Strategic Plan, RMC has extended the current contract so that we are still on track from an operational standpoint. We will need to keep a close eye on this in order to secure a new contract before the new contract end date of August 1, 2024.

## Goal 4.6 - Promote RMC as a Resource of the Agency

*Records Management Center*

**Status:** On track

**Notes:**

- Agencywide email blasts on:
  - "How Do Public Records Requests Work," sent January 2023
  - Records Management Month, sent April 2023, including:
    - Recordkeeping basics
    - The Records Coordinator program
    - Off-Site Storage

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

**Other**

- Working to update incident video retention alongside Transit Management Systems; in progress.
- Working in close concert with outside counsel on multiple lawsuits.
- To update GEN 12 (Public Document Disclosure Request) and GEN 56 (Legal Holds) in short term.