



File #: 2025-0711, **File Type:** Motion / Motion Response

Agenda Number: 26.

EXECUTIVE MANAGEMENT COMMITTEE JANUARY 15, 2026

SUBJECT: BOARD ADMINISTRATION 5-YEAR STRATEGIC PLAN ANNUAL UPDATE

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE the Board Administration 5-Year Strategic Plan annual update (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 directs 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 2022. The Board Clerk committed to providing 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 30-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 is comprised 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 quality decision-making by our Board of

Directors. As the conduit between the public and the Board of Directors, the Board Administration aims to remove barriers to access of public information.

The Board Administration 5-Year Strategic Plan (Attachment C) was first presented to the Board of Directors in January 2022 and has four goals, each with subgoals and yearly milestones. The Strategic Plan is a roadmap for Board Administration and gives the public a clear picture of where the department plans to be and how it 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*
 - The Senior Director and the Senior Manager in the Library & Archive are both planning to retire by July 2026. In anticipation of these departures, four new FTE librarians have joined Metro beginning in 2023. The Office of Board Administration is now in a stronger position to transition to new leadership for the Library & Archive. Staff members have worked together across their own job functions to create a stronger team: developing marketing and outreach best practices, participating in various aspects of integrated library system preparation, and planning for upcoming high-profile mega events in the coming years.
2. Responsive, accountable, and trustworthy governance within the Metro organization.
 - *Subgoal 2.5: Records Retention Schedule*
 - A full Records Retention Schedule (RRS) review with professional services was initiated in August of 2025. Due to changes in the RRS management system vendor's professional services, the full-scale legislative review will take place every 3-4 years, rather than annually, yet staff will continue to monitor legislative changes through the citation mapping function available within the system. Additionally, staff continue to have access to professional services for review of individual items as needed.
3. Enhanced public engagement with Metro's Board of Directors.
 - *Subgoal 3.3: Public Access to Archived Board Meeting Documents*
 - Staff continues evaluating systems and processes for migrating all Board documents into a single repository accessible to the public. In the meantime, a federated search tool is available for the public to search multiple Board archives (pre-2015 documents) in one place through <https://boardagendas.metro.net>.
4. Improve agencywide Strategic Knowledge Management, utilizing innovations in preserving, accessing, and curating Metro's information.
 - *Subgoal 4.4: Archival Management*
 - Archive staff have begun loading digital assets into Preservica, our digital asset management (DAM) platform. This powerful tool finally provides a comprehensive storage and retrieval solution for the Library & Archive's extensive digital holdings.

Preservica facilitates file format migration by transitioning obsolete or proprietary formats into stable open formats for long-term preservation and access, ensuring their continued readability and usability over time.

- Staff have developed several working relationships with the Customer Experience department team members to facilitate the ingestion of physical and digital marketing material, Metro Art assets, and contemporaneous photographs, which allows us to archive resources "in real time."
- Staff continue to identify stakeholders across the agency who hold mutual or complimentary interests and responsibilities to strengthen and raise consciousness about our work and why it is important to the organization.
- Library & Archive staff will continue to plan for future oral history projects to develop a diverse collection of first-hand accounts of regional transit and transportation planning, construction, and operation. Staff endeavors to surface underrepresented voices from across Metro, as well as beyond executives and decision-makers. Staff will continue to build out the Preservica digital asset management repository, identifying new access options, exploring how to market and promote its availability. Staff will explore the best way to replace hyperlinks found throughout the Primary Resources website which point to online Flickr photos and galleries and instead point to more robust Preservica galleries that feature not just images, but digital/digitized documents and other audiovisual assets.

EQUITY PLATFORM

The Strategic Plan supports equitable access to information for internal staff and the public. Additionally, the Strategic Plan increases access to information by offering multiple means of communication with the Board, including options for communication in different languages. Further efforts include optimizing search capabilities in the Board archive database, integrating an online translating service for forms, such as the forms for public records requests and claims for damages. As part of continuing efforts, traffic to the boardagendas.metro.net website has increased, and Public Records Requests have also grown. Board Administration also continues to provide multiple opportunities for public participation at Committee and Board meetings by accepting public comment both in-person, 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, accessible, and responsive to our community.

VEHICLE MILES TRAVELED OUTCOME

VMT and VMT per capita in Los Angeles County are lower than national averages, the lowest in the SCAG region, and on the lower end of VMT per capita statewide, with these declining VMT trends due in part to Metro's significant investment in rail and bus transit.* Metro's Board-adopted VMT reduction targets align with California's statewide climate goals, including achieving carbon neutrality by 2045. To ensure continued progress, all Board items are assessed for their potential impact on VMT.

While this item does not directly encourage taking transit, sharing a ride, or using active

transportation, it is a vital part of Metro operations, as it provides an update on the Office of Board Administration's 5-year Strategic Plan. The plan aims to provide increased transparency and accountability to the public for the Board's actions and meetings. Because the Metro Board has adopted an agency-wide VMT Reduction Target, and this item supports the overall function of the agency, this item is consistent with the goals of reducing VMT.

*Based on population estimates from the United States Census and VMT estimates from Caltrans' Highway Performance Monitoring System (HPMS) data between 2001-2019.

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 FY2027 with an updated 5-Year Strategic Plan. Additionally, staff has brought an action to the Board in January 2026 as required by new legislation (SB 707, Durazo) for the Board to find that Metro's eligible subsidiary bodies can meet virtually under the requirements stipulated under this new bill.

ATTACHMENTS

Attachment A - Detailed Strategic Plan Updates

Attachment B - Motion 43

Attachment C - Board Administration 5-Year Strategic Plan

Prepared by:

Matthew Barrett, Senior Director, Library Services & Records Management, (213) 922-7444

Omar Camacho, Director, Systems Projects, Research & Records Information Management, (213) 922-2335

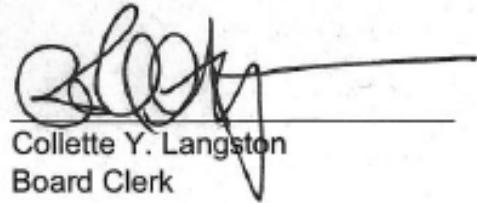
Margarita Lencioni, Manager, Legal Services, (213) 922-2333

David Lor, Senior Manager, Information Governance, Research & Records Information Management, (213) 922-2883

Deanna Phillips, Deputy Board Clerk, Board Administration, (213) 922-2566

Shelly Ray, Manager, Information Governance, Research & Records Information Management (213) 418-3040

Reviewed by: Collette Langston, Board Clerk, Board Administration (213) 922-2837



Collette Y. Langston
Board Clerk

Status of Board Administration's Strategic Plan Goals

January 2026

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Goal 1: Ongoing Workforce Development

Goal 1.1 – Departmental Cross-training

Board Administration Services

Status: Ongoing.

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. Facilitate Lunch-and-Learn sessions for other departments to get familiarized with the function of each of the Office of Board Administration's sub-departments.

Goal 1.2 – Advisory Council Toolkit

Board Administration Services

Status: Completed in FY24.

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 when questions arise.

Goal 1.3 – Onboarding Program for Board Members

Board Administration Services & Dorothy Peyton Gray Transportation Library & Archive

Status: Completed.

Notes:

- After feedback from Board Directors, an Onboarding Manual was created specifically for Board Deputies.
- The Onboarding Manual is continuously updated as information changes and has been presented numerous times as new Board Members have joined the Metro Board.

Going Forward: The manuals continue to be updated as information changes. Formal onboarding occurs when new Board Members join the Board, and the manual is discussed in detail. When new Board Deputies join, the Board Deputies Onboarding Manual is shared and similar to the Board Member Onboarding Manual, the information is updated as it changes.

Goal 1.4 – Succession Planning

Dorothy Peyton Gray Transportation Library & Archive

Status: On track.

Notes:

- Several cross-functional projects both within the Library & Archive and with other Board Administrative work units were launched in FY2025. All staff participated in various aspects of planning for and implementation of a new open-source integrated library system (ILS) to replace the library catalog and administrative back-end modules. Staff worked with electronic records staff to assess viability of integrating taxonomy into Preservica, the Library & Archive's digital asset management (DAM) system. Library & Archives staff worked more closely with Records Management staff on review protocols for records set for destruction.
- Three Graduate student interns provided assistance with cataloging the Wally G. Shidler Collection, continuing our geotechnical mapping project, developing archival finding aids, and optimizing the Library's web presence.
- Staff professional development in FY2025 includes founding the Southern California Map Librarians Consortium, pending collaboration with California State University, Northridge for detailed mapping, and new data initiative efforts. Staff attended training and conferences, and held a presentation at the North American Cartographic Information Society (NACIS) conference.

Going Forward: The Senior Director and the Senior Manager in the Library & Archive are both planning to retire by July 2026. In anticipation of these departures, four new FTE librarians have joined Metro beginning in 2023. The Office of Board Administration is now in a stronger position to transition to new leadership for the Library & Archive. Staff members have worked together across their own job functions to create a stronger team: developing marketing and outreach best practices, participating in various aspects of integrated library system preparation, and planning for upcoming high-profile mega events in the coming years.

Goal 1.5 – Claims for Damages Process Training for Operators

Legal Services

Status: On track.

Notes:

- Additional meetings at the discretion of Operations.
- Coordination and meetings have occurred with Risk Management and Operations Leadership.

Going Forward: Additional meetings will continue as new operations employees are onboarded. Also, developing standard operating procedures (SOPs) for the department will assist in identifying blind spots within the department and its downstream effects.

Goal 1.6 – Intradepartmental and Agencywide Training

Records Management Center

Status: Behind schedule - Nearing Year 2 Milestones

Notes:

- Working to outline the basics in records management training and reviewing County Counsel's records request training for incorporation.

Going Forward: Push to move training along in order to meet Strategic Plan timeline. FY26 looks promising as a Principal Transportation Planner (Records Management) will be hired and whose duty is to focus on training, audits, etc. Also at least one Records & Information Management Analyst is interested in supporting any training.

Goal 1.7 – Agencywide Board Systems Employee Training

Systems & Electronic Records

Status: On track.

Notes:

- Systems & Electronic Records provides year-round cross-different training and support for the agency.

Going Forward: Employee feedback will inform assessment and development of future offerings, which we will continue to develop and release. FY26 will see a migration of the SharePoint page where we host training materials so trainings are easier to access.

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:

- Staff have partnered with various Metro work units to achieve Library & Archive objectives. Team members have worked with Customer Experience to streamline ingestion of Metro-generated documentation and images. They have joined the Metro Women & Girls Council to raise awareness of the Library & Archive and its resources, as well as co-authoring and editing the Council's White Paper. They have presented to the Metro Leadership Academy and supported capstone project research. They have utilized Asana software for project management and completed workflow specialist training and certification.
- Library & Archive staff are systematically reviewing the work unit's entire digital file environment – a comprehensive analysis of what is stored where, and how. The team continues to look at how we use our employee access shared network drives, files on our externally accessible drive, and our SharePoint intranet site to provide streamlined and consistent user experience for Metro employees and other users.

Going Forward: Staff continue the process of standardization of file naming and refinement of standard operating procedures for our myriad digital repositories. Staff continue to develop its Knowledge Hub of foundational Metro-oriented documentation, providing key information about the organization and its historical predecessor agencies.

Goal 2.2 – E-Filing System for Claims for Damages

Legal Services

Status: Under reconsideration.

Notes:

- See Govt Code, Article 2. Manner of Presentation and of Giving Notice {915-915.4}

Going Forward: At this time, this goal is not feasible due to legal limitations of accepting claims electronically.

Goal 2.3 – Improve Access to Forms and Information for Public

Legal Services

Status: Completed in FY23.

Goal 2.4 - Records Audits

Records Management Center

Status: Delayed.

Notes:

- Working toward a goal of resuming audits by end-of-calendar-year-2025.

Going Forward: Developing a schedule of records audits consistent with the Year 2 milestone commencing with Principal Transportation Planner as well as a Records & Information Management Analyst looking to develop further skills.

Goal 2.5 – Records Retention Schedule

Systems & Electronic Records

Status: Revised in FY24. On track.

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 3-4 years, rather than annually.
- A full RRS review with vendor professional services was initiated in August of 2025.
- Systems & Electronic Records staff continue to monitor legislative changes through the citation mapping function available through the RRS management system and have access to professional services for review of individual items as needed.

Going Forward: Findings from the RRS review will be reviewed in FY26 Q2 and implemented in FY26 Q3.

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:

- Systems & Electronic Records continues to deliver enhancements to the Public Comment Registration System (PCR) based on requests from The Office of Board Administration.
- Should the Board wish to utilize online public comment, a system is available to be deployed.
- The devices (tablets) used for PCR were recently upgraded after 7 years to ensure seamless accessibility.

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.

Goal 3.2 – Strategic Planning

Board Administration Services

Status: On track.

Notes:

- This is an FY27 goal, no action necessary at this point.

Going Forward: Action will begin in CY25 with delivery in CY26.

Goal 3.3 – Public Access to Archived Board Meeting Documents

Systems & Electronic Records

Status: On track.

Notes:

- Staff continues evaluating systems and processes for migrating all Board documents into a single repository accessible to the public. In the meantime, a federated search tool is available for the public to search multiple Board archives (pre-2015 documents) in one place <https://mtasearch02.metro.net:23352/apps/boardarchives/>.
- Staff has begun uploading Board Box memos (2015-present) into Legistar, making them available when searching <https://boardagendas.metro.net/>.

Going Forward: Based on previous years' evaluation, develop scope of work, and acquire resources and support for migrating all Board meeting documents from the past, present, and future to a single repository.

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.
- Systems & Electronic Records staff are procuring a new encoder which will be tested to evaluate its suitability for upgrading meeting broadcasts and making streaming available on platforms outside of our current web broadcast.

Going Forward: Staff are prepared to increase focus on broadcast upgrades including availability of additional broadcast languages in preparation for the 2028 Summer Olympics.

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, 2 and 4 milestones are complete - a federated search tool has been procured, configured, and deployed both internally and externally to the public. Staff have been trained on the search tool.
- Metro's ontology and taxonomy platform has been integrated into the federated search tool to provide relevant keywords and search parameters.
- Year 3 milestone is ongoing as staff continues to evaluate additional metadata integrations into the search tool.
- In FY25, an enhanced management contract was acquired to take advantage of the search platform's sophisticated capabilities, and keep searches efficient and relevant.
- In FY26, we are integrating the taxonomy into the Library's new ILS (Integrated Library System).

Going Forward: We will continue to evaluate other repositories which can be integrated into the search, and other technologies 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:

- Staff continue to evaluate and overhaul content on the Primary Resources website, with Knowledge Hub webpages being developed from previous web pages, posts, calendar entries and other documentation. Completed Hub pages include the histories of transit policing, alternative fuels, monorail proposals, and predecessor agencies. Site structure considerations are underway to determine how best to present this information on the site. During FY2026, additional Hub pages will be developed, which include a comprehensive list of Metro Board of Directors members, histories of Metro Divisions, and other foundational knowledge which will help answer recurring reference and research questions posed to the Library & Archive.

Going Forward: Library staff will integrate newly created knowledge into the Library's Primary Resources website as appropriate. Multi-media galleries from

ATTACHMENT A

the Preservica digital asset management platform, content from the new Metro Oral History program, expanded Knowledge Hub pages, a repository for news and information, and future map layering and other data assets are all under consideration for an expanding knowledge sharing platform.

Goal 4.3 – Cultural Curation

Dorothy Peyton Gray Transportation Library & Archive

Status: On track.

Notes:

- Library & Archive staff continue to ingest and synthesize documentation, images, information and data from disparate sources to create, surface and share new knowledge about the history, planning, construction, and operation of transit and transportation services across Southern California.
- Library staff coordinated accessioning the Wally G. Shidler Collection of extraordinary books, maps and ephemera from his estate into the Metro Archive. Staff negotiated with USC Libraries and the estate to acquire the entirety of his collection and successfully coordinated the transfer from USC to Metro, as well as trained a graduate student archival intern on processing procedures for this unique, irreplaceable collection.
- Library & Archive staff are developing priorities for identifying, researching, writing, and sharing topical histories and other foundational information for Primary Resources website's Knowledge Hub pages. These resources are hyperlinked to digital/digitized primary resources, allowing staff to substantiate key names, dates, events, chronologies, and to provide context within the overall mobility information landscape.

Going Forward: Library & Archive staff are planning to explore collaboration with the LA84 Foundation Library and the Automobile Club of Southern California Archives regarding digital or physical exhibits in the lead up to the 2028 Olympic and Paralympic Games. The Library & Archive has initiated preliminary discussions with Morlin Asset Management, which oversees Los Angeles Union Station, to determine how we can best showcase historical assets in advance of the 2028 Games.

Goal 4.4 – Archival Management

Dorothy Peyton Gray Transportation Library & Archive

Status: On track.

Notes:

- Archive staff have begun loading digital assets into Preservica, our digital asset management (DAM) platform. This powerful tool finally provides a comprehensive storage and retrieval solution for the Library & Archive's extensive digital holdings. Preservica facilitates file format migration by transitioning obsolete or proprietary formats into stable open formats for long-term preservation and access, ensuring their continued readability and usability over time.
- Staff have developed several working relationships with the Customer Experience department team members to facilitate the ingestion of physical and digital marketing material, Metro Art assets, and contemporaneous photographs, which allows us to archive resources "in real time."
- Staff continue to identify stakeholders across the agency who hold mutual or complimentary interests and responsibilities to strengthen and raise consciousness about our work and why it is important to the organization.

Going Forward: Library & Archive staff will continue to plan for future oral history projects to develop a diverse collection of first-hand accounts of regional transit and transportation planning, construction, and operation. Staff endeavors to surface underrepresented voices from across Metro, as well as beyond executives and decision-makers. Staff will continue to build out the Preservica digital asset management repository, identifying new access options, exploring how to market and promote its availability. Staff will explore the best way to replace hyperlinks found throughout the Primary Resources website which point to online Flickr photos and galleries and instead point to more robust Preservica galleries that feature not just images, but digital/digitized documents and other audiovisual assets.

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 has submitted a requisition to begin the new procurement, and a proposal evaluation team (PET) has been established.
- Systems & Electronic Records is working in conjunction with Research Library and Electronic Records to evaluate a new Electronic Records System.

Going Forward: While this goal is behind schedule per the Strategic Plan, RMC has extended the current physical records storage contract so that we are still on track from an operational standpoint. We will need to keep a close eye on this to secure a new contract before the new contract ends on August 1, 2026.

Goal 4.6 - Promote RMC as a Resource of the Agency

Records Management Center

Status: On track.

Notes:

- Agencywide email blasts on:
 - “Time to Tidy Up!”, April 2025 (also part of larger multi-topic email)

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

Other

- Currently reviewing GEN 12 (Public Document Disclosure Request) and GEN 8 (Records Management Policy) in short term and revising, as necessary.

Metro



Metro®

Board Report

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

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.

Office of Board Administration

5-Year Strategic Plan

FY23-27

A Note from the Board Clerk

- Welcome to 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.*
 - 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*
 - 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 2023-2027

Goal 1: Ongoing Workforce Development <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
Board Administration Services: <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	
Board Administration Services: <i>Goal 1.2 – Advisory Council Toolkit</i>		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: <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>Dorothy Peyton Gray Transportation Library & Archive: <i>Goal 1.4 – Succession Planning</i></p>	<p>Identify staff for succession planning. 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 & 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>Legal Services: <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 & visit all Divisions. 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>Records Management Center: <i>Goal 1.6 - Intradepartmental and Agencywide Training</i></p>	<p>Develop and implement intradepartmental trainings.</p>	<p>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.</p>	<p>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 <i>Goal 2.1</i>)</p>	<p>Implement intradepartmental and agencywide trainings. Reassess training needs based on current best practices and changes in law.</p>	<p>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.</p>
<p>Systems & Electronic Records: <i>Goal 1.7 - Agencywide Board Systems Employee Training</i></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
Dorothy Peyton Gray Transportation Library & Archive with Records Management Center: Goal 2.1 - Comprehensive Research Support	<p>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.</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 & 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)			
Legal Services: <i>Goal 2.2 - E-Filing System for Claims for Damages</i>		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: <i>Goal 2.3 - Improve Access to Forms and Information for Public</i>	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: <i>Goal 2.4 - Records Audits</i>	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 (e.g., M3) at bus and rail divisions.	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: <i>Goal 2.5 - Records Retention Schedule System</i>	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: <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.
Board Administration Services: <i>Goal 3.2 - Strategic Planning</i>				Begin draft of 2028 - 2033 Strategic Plan	Deliver 2028 - 2033 Strategic Plan
Systems & Electronic Records: <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.		

Systems & Electronic Records//Strategic Knowledge Management: <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).	
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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.

<p>Dorothy Peyton Gray Transportation Library & Archive: <i>Goal 4.3 - Cultural Curation</i></p>	<p>Support the SEED School & Job Center Transportation Pioneers, Inventions/Innovations, & 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>Dorothy Peyton Gray Transportation Library & Archive: <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>Records Management Center with Systems & Electronic Records/Strategic Knowledge Management: <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>Records Management Center: <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>

5-Year Strategic Plan Framework



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5-YEAR STRATEGIC PLAN FRAMEWORK

The Board Administration 5-Year Strategic Plan 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.



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ANNUAL HIGHLIGHTS

- Goal 1 – Ongoing Workforce Development
 - *1.4: Succession Planning*
- Goal 2 – Responsive, Accountable, and Trustworthy Governance within the Metro Organization
 - *2.5: Records Retention Schedule*
- Goal 3 – Enhanced Public Engagement with Metro’s Board of Directors
 - *3.3: Public Access to Archived Board Meeting Documents*
- Goal 4 – Improve Agencywide Strategic Knowledge Management, Utilizing Innovations In Preserving, Accessing, and Curating Metro’s Information
 - *4.4 Archival Management*



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NEXT STEPS

Staff will return annually with an update on milestones achieved and will return in FY2027 with an updated 5-Year Strategic Plan.



*Thank
You!*