

**Board Report**

File #: 2021-0674, **File Type:** Motion / Motion Response**Agenda Number:** 37.

**EXECUTIVE MANAGEMENT COMMITTEE
JANUARY 20, 2022****SUBJECT: BOARD ADMINISTRATION 5-YEAR STRATEGIC PLAN - MOTION 43 RESPONSE****ACTION: RECEIVE AND FILE****RECOMMENDATION**

RECEIVE AND FILE response to Motion 43 (Garcetti, Solis, and Najarian) that directed the Board Clerk to prepare a Strategic Plan (Attachment A).

ISSUE

Directors Garcetti, Solis, and Najarian introduced Motion 43 (Attachment B) at the May 20, 2021 Executive Management Committee meeting, and the Motion was formally approved at the May 27, 2021 Regular Board Meeting. This Motion amended Metro's Administrative Code to refer to the Board Secretary as Board Clerk, and directed the Board Clerk to prepare a strategic plan, including but not limited to:

1. Delivering continuous improvement to encourage meaningful public engagement and improve 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.

BACKGROUND

Led by the Board Clerk (formerly the Board Secretary), the Office of Board Administration (Board Administration) is currently a 22-member team. Board Administration is comprised of the Board Office, Legal Services, the Dorothy Peyton Gray Research Library and Archive, and the Records Management Center. The Board Clerk, as the agency's record keeper, is responsible for keeping accurate minutes, and for producing Committee and Board Meetings. The department handles public records requests, claims for damages, electronic records management, and manages the research library and archive. As the department has moved away from a paper process and embraced technology in multiple facets of business operations, the need for innovation has increased exponentially. Board Administration no longer solely plays an administrative role at Metro but is an important strategic partner for the agency. This team is composed of future-thinking, highly skilled individuals who strive to keep Metro transparent, responsive, equitable, and accountable. Transparency and public engagement are crucial to the democratic process, and to quality decision-making by our Board of Directors. As the conduit between the public and the Board of Directors, we

aim to remove any barriers to access.

As such, the Board Administration 5-Year Strategic Plan (Strategic Plan) lays the foundation for tackling the following challenges, as identified by the department: interdepartmental communication, effective public engagement, and access to information.

Although not included in the Strategic Plan, the team had some early wins:

- Beginning in July, in coordination with the Office of the CEO, agencywide board report and agenda system training was reinstated.
- In August, in coordination with County Counsel, the Board Clerk held Brown Act and Robert's Rules of Order Training for Metro's Advisory Committee Managers.
- Beginning in September, public comments emailed and/or made during Committee and Board meetings have been categorized into the following categories: for, against, item needs additional consideration, or general comment. These are then included with the Board meeting minutes.
- Since November, Metro's Claims for Damages form has been available online in Spanish. Previously it was only available online in English. Additionally, both forms are now fillable PDFs.
- Beginning in November with the start of the new Carl Warren contract for legal claims, lessons learned have been identified and the Legal Services Team and the Project Manager in Risk Management have created an improved path forward for processing claims, handling customer complaints stemming from non-responsiveness, and miscommunication.
- Beginning in November, the Dorothy Peyton Gray Transportation Library implemented an E-books platform and an engineering standards digital library for employees, both of which can also be accessed by remote workers.
- In late November and early December, outreach began on creating an On-Boarding program for new Board Members and Board Staff.

Additionally, the Information Technology Department has been testing different virtual platforms for hosting Committee and Board Meetings, as well as other public meetings. Based on their findings, the option of moving from the current platform to a more user-friendly platform is on the horizon.

Lastly, as the recovery process continues and meetings are held in-person again, the public will continue to have the option to participate via telephone for submittal of comments at Committee and Board meetings in addition to in-person, US Mail, and email options.

DISCUSSION

Findings

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.

The goals, with some highlighted subgoals, are:

1. Ongoing workforce development.
 - *Subgoal 1.3: On-Boarding Program for Board Members* - Develop a comprehensive on-boarding program to welcome and orient new Board members.
2. Responsive, accountable, and trustworthy governance within the Metro organization.
 - *Subgoal 2.1: Comprehensive Research Support* - Leverage the Library's unique collection of resources, and its staff's research expertise, to assist the Board of Directors, employees, and the public, in making key decisions.
3. Enhanced public engagement with Metro's Board of Directors.
 - *Subgoal 3.1: Public Comment Systems* - Evaluate and implement additional options to promote public engagement at meetings while running meetings as safely as possible.
 - *Subgoal 3.3: Public Access to Archived Board Meeting Documents* - Improve internal and external access to records of past Board decisions so it's easier to evaluate future decisions in context.
4. Improve agencywide Strategic Knowledge Management, utilizing innovations in preservation, access, and curation of Metro's information.
 - *Subgoal 4.4: Archival Management* - The Dorothy Peyton Gray Transportation Library and Archive is the largest transit operator research library and archive in the nation, and it is vital to successfully manage, curate, and guarantee viability of the collection into the future. This includes establishing curation of the agency's data as a new standard research service.

Considerations

Board Administration conducted comprehensive research to assemble this Strategic Plan, including reviews of Los Angeles City's Office of the City Clerk's FY18-22 Strategic Plan, Los Angeles County's Executive Office FY17-21 Strategic Plan, and the American Public Transportation Association (APTA) Transit Board Member Handbook (2018).

FINANCIAL IMPACT

There is no impact to the budget with this action. However, projects and initiatives contained within the Strategic Plan will require funding. Budget development and requests for funding will follow the appropriate process and will be initiated based on meeting yearly milestones.

EQUITY PLATFORM

The Chief Executive Officer's realignment at the end of September brought the Research Library, Archives, and Records Management Center under the Office of Board Administration. Consolidation of these departments reduces barriers to Metro knowledge by providing a one-stop shop for a large amount of Metro's information.

The Strategic Plan seeks to optimize this new alliance by supporting one another in curation of knowledge and utilization of technology to meet the Strategic Plan goals. The result will be more equitable access to information for internal staff and the public. Additionally, the Strategic Plan mitigates barriers to accessing information by increasing engagement with the Board in multiple formats of communication and different languages. For example, optimizing search capabilities of

historical board actions, integrating an online translating service for forms, and continuing to provide telephone access for public participation and submittal of comments at Committee and Board meetings in addition to in-person, US Mail, and email options.

Ultimately, this will provide a more transparent and responsive agency.

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

Prepared by:

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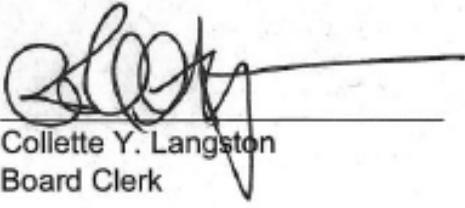
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Collette Y. Langston
Board Clerk

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

| 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). | | |

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| <p>Dorothy Peyton Gray Transportation Library & Archive: <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 & 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.</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> |

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| <p>Records Management Center: <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 & 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>Systems & Electronic Records: <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>Dorothy Peyton Gray Transportation Library & Archive with Records Management Center: <i>Goal 2.1 - Comprehensive Research Support</i></p> | <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> |

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

| Goal 3: Enhanced public engagement with Metro’s Board of Directors. <i>Vision 2028 Goal 5.3: Metro will develop a transparent data management policy that addresses open data, data storage, and data protections.</i> | | | | | |
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| 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. | 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. |

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| | | | | Management Platform. | |
| 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). | |

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 |
|---|--|--|--|--|---|
| <p>Dorothy Peyton Gray Transportation Library & Archive with Systems & Electronic Records//Strategic Knowledge Management: <i>Goal 4.1 - Federated Search System (Project)</i></p> | <p>Develop Federated Search capabilities of the Research Library Catalog.</p> <p>Complete procurement and configuration of repositories identified in scope of work.</p> | <p>Train and familiarize internal staff on new technology.</p> | <p>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.</p> | <p>Integrate taxonomy into more Metro data assets to improve long term findability.</p> | <p>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.</p> |
| <p>Dorothy Peyton Gray Transportation Library & Archive with Systems & Electronic Records//Strategic Knowledge Management: <i>Goal 4.2 - Knowledge Sharing Platform</i></p> | <p>Develop a knowledge sharing platform for Research and Electronic Records, including Metro Primary Resources Blog, to use internally.</p> | <p>Launch an internal knowledge platform for departments to share knowledge internally, and externally, based on classification of security and confidentiality.</p> | <p>Document Electronic Records systems internal support processes in the knowledge platform.</p> | <p>Outreach and collaboration among internal departments to support adding additional resources to the platform.</p> | <p>Maintain support of the knowledge sharing platform.</p> |

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| <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> |

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| <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> |

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.

Board Administration 5-Year Strategic Plan



Executive Management Committee
January 20, 2022

Recommendation

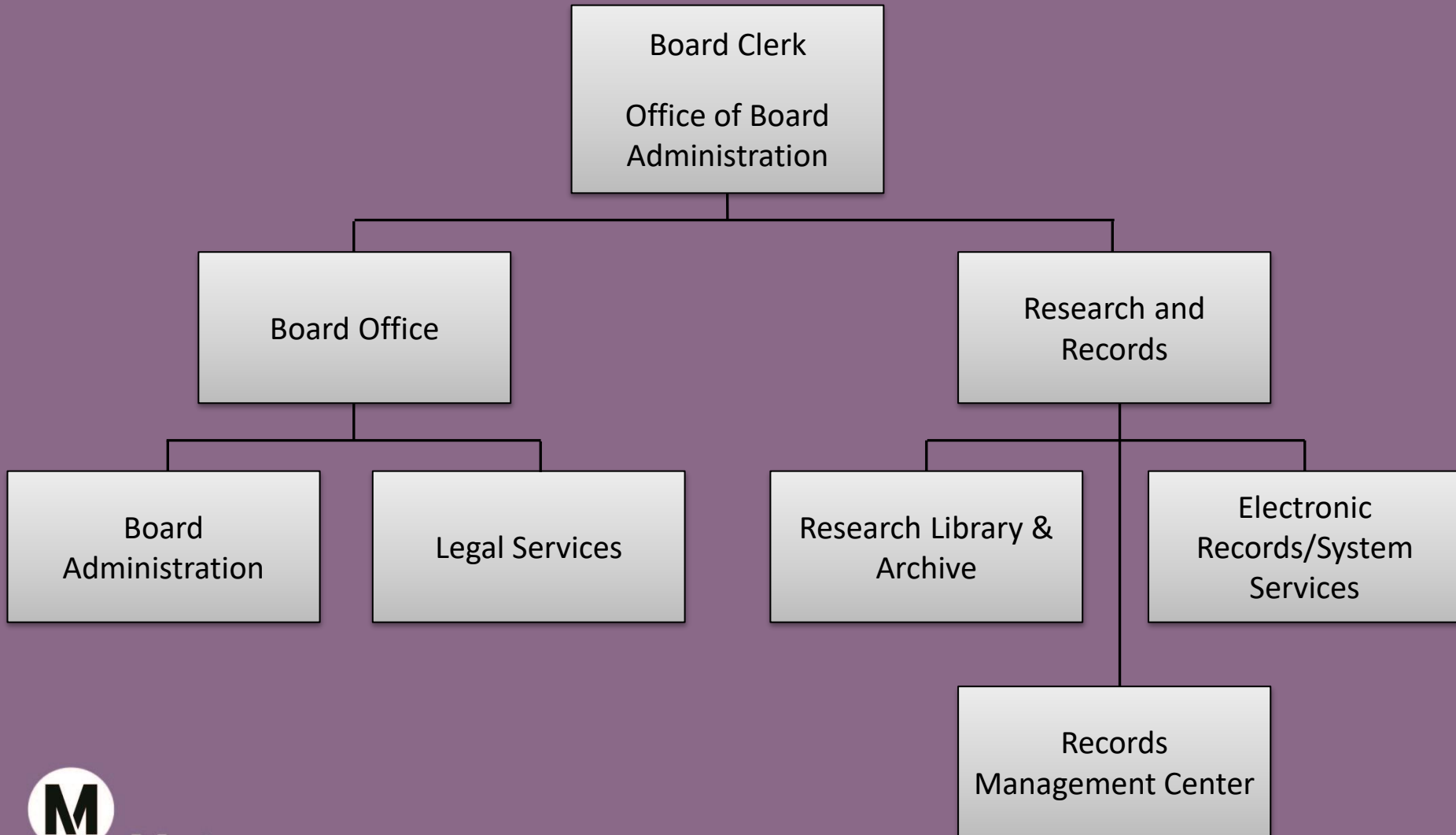
RECEIVE AND FILE response to Motion 43 (Garcetti, Solis, and Najarian) that directed the Board Clerk to prepare a Strategic Plan.

Motion Directive: 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.



Who is the Office of Board Administration?



Challenges Identified

1. Interdepartmental Communication
2. Effective Public Engagement
3. Access to Information

Early wins

- Agencywide board report & agenda system training reinstated
- Brown Act & Robert's Rules of Order Training
- Categorizing public comments & including with the minutes
- Claims for Damages form available in Spanish online & fillable PDF
- Improved California Public Records Act response times via additional training & staff resources



Early wins, cont.

- **Lessons Learned with new Carl Warren Contract**
- **Library implemented E-books platform and an engineering standards digital library for employees**
- **Outreach began for On-Boarding program for new Board Members & Board Staff**

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.



Goal 1

Ongoing Workforce Development

- * ***Goal 1.1: Departmental Cross-training***
- * ***Goal 1.2: Advisory Council Toolkit***
- * ***Goal 1.3: On-Boarding Program for Board Members***
- * ***Goal 1.4: Succession Planning***
- * ***Goal 1.5: Claims for Damages Process Training for Operators***
- * ***Goal 1.6: Intradepartmental & Agencywide Training***
- * ***Goal 1.7: Agencywide Board Systems Employee Training***



Goal 2

Responsive, accountable, and trustworthy governance within the Metro organization

- * **Goal 2.1: Comprehensive Research Support**
- * **Goal 2.2: E-Filing System for Claims for Damages**
- * **Goal 2.3: Improve Access to Forms and Information for Public**
- * **Goal 2.4: Records Audits**
- * **Goal 2.5: Records Retention Schedule System**

Goal 3

Enhanced public engagement with Metro's Board of Directors

- * ***Goal 3.1: Public Comment Systems***
- * ***Goal 3.2: Strategic Planning***
- * ***Goal 3.3: Public Access to Archived Board Meeting Documents***
- * ***Goal 3.4: Board Systems (Internal)***

Goal 4

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

- * **Goal 4.1: Federated Search System (Project)**
- * **Goal 4.2: Knowledge Sharing Platform**
- * **Goal 4.3: Cultural Curation**
- * **Goal 4.4: Archival Management**
- * **Goal 4.5: Records Storage, Physical, and Electronic System**
- * **Goal 4.6: Promote RMC as a Resource of the Agency**



Next Steps

Staff will return annually with an update on milestones achieved and will return in FY2028 with an updated 5-Year Strategic Plan.

*Thank
You!*



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