

**Board Report**

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**File #:** 2024-0757, **File Type:** Motion / Motion Response**Agenda Number:** 21.

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**EXECUTIVE MANAGEMENT COMMITTEE  
JANUARY 16, 2025****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 C).

**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 2021. 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

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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 was first presented to the Board of Directors in January 2021 and has four goals, each with subgoals and yearly milestones. The Strategic Plan is a roadmap for Board Administration and gives 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 1.3: Onboarding Program for Board Members*
    - After feedback from Board Directors, an Onboarding Manual was created specifically for Board Deputies. This manual has been shared with new Board Deputies as they come onboard and will continue to be shared with new Board Deputies as they join.
2. Responsive, accountable, and trustworthy governance within the Metro organization.
  - *Subgoal 2.4: Records Audits*
    - While the year 1 milestone of setting up a records coordinator list is complete, a plan and/or schedule for records audits has not yet been created. However, it is feasible that this can be created in preparation for Year 3 milestone.
    - Development of a schedule of records audits consistent with the Year 2 milestone will commence once the Principal Transportation Planner has been onboarded.
3. Enhanced public engagement with Metro's Board of Directors.
  - *Subgoal 3.1: Public Comment Systems*
    - The Office of Board Administration has trained the Customer Experience Department (CX) to use the tablets, which has improved the turnover in public speakers during the meetings. This has also increased accuracy with order of names and members of the public that approach the podium to speak during their allotted time.
    - Based on feedback received from staff, the interface views have been updated to include the names that have been called and who have spoken. This allows both CX and the Board Administration team to keep track of the queue more efficiently.
4. Improve agencywide Strategic Knowledge Management, utilizing innovations in preserving, accessing, and curating Metro's information.
  - *Subgoal 4.3: Cultural Curation*
    - Collaborated with the Communications/CX Department on several public outreach projects, including "This is 30" celebration of Metro's 30<sup>th</sup> anniversary, Los Angeles' 100<sup>th</sup> anniversary of bus service, research for other significant milestones for posts on Metro's The Source.
    - Providing the CEO's office and Board staff with time-sensitive historical context (e.g. staff communications, All-Hands Meeting sites, milestones in past Board member's

- tenure, Metro-related contributions of former U.S. House member).
- Los Angeles Railway exhibit launched early 2023, a collaborative effort of Metro Library & Archive with the Metro Art program.
- Library & Archive staff worked with Getty Research Institute to execute a conservation assessment of the fragile, framed 1927 Laura Whitlock Map outside the Library. The map has been photographed and the Library & Archive is in possession of high-resolution imaging that will allow us to reduce wear and tear on the original resource. The digital surrogate may be used in creating new knowledge resources in the future, such as data layering with other information (e.g. census, ridership numbers), mash-ups with other maps to surface additional information, or to pin digital photos or films to specific locations on the map.
- Library & Archive staff are actively engaging the Customer Experience team to promote and celebrate departmental assets. Resources have been featured in numerous Friday Facts, Daily Brief and Metro's *The Source* posts throughout FY2024.
- Library & Archive staff conceived, assembled, launched and promoted a Black History Month / Juneteenth exhibit for the Plaza Level display cases at Gateway Headquarters.
- Library & Archives staff strengthened relationships with the Office of Civil Rights, Racial Equity, and Inclusion, employee resource groups, and Metro Art to further facilitate collaboration for future exhibits.
- Library & Archive staff have met with peers at: Los Angeles Public Library; California State University, Northridge; University of California, Los Angeles; University of Southern California; Getty Research Institute, Automobile Club of Southern California Archives; the LA as Subject network.

## **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. In large part to these efforts, traffic to our boardagenda.metro.net website has increased by 319%, with our Public Records Requests increasing by 9% in the last year alone. 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.

## **IMPLEMENTATION OF STRATEGIC PLAN GOALS**

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

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

## **NEXT STEPS**

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

## **ATTACHMENTS**

Attachment A - Board Administration 5-Year Strategic Plan

Attachment B - Motion 43

Attachment C - Detailed Strategic Plan Updates

Prepared by:

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

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

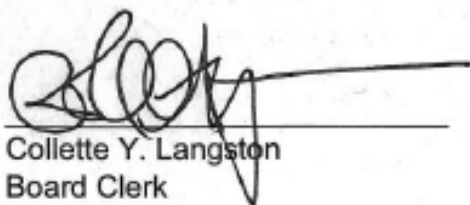
Margarita Lencioni, Manager, Legal Services, (213) 922-2333

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

**Office of Board Administration**

# **5-Year Strategic Plan**

**FY23-28**

## **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 2023-2028

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

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

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

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

*Vision 2028 Goal 5.4: Metro will apply prudent commercial business practices to create a more effective agency.*

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

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

<b>Goal 3: Enhanced public engagement with Metro’s Board of Directors</b> <i>Vision 2028 Goal 5.3: Metro will develop a transparent data management policy that addresses open data, data storage, and data protections.</i>					
Section & Deliverable	Year 1 Milestones	Year 2 Milestones	Year 3 Milestones	Year 4 Milestones	Year 5 Milestones
<b>Board Administration Services with Systems &amp; Electronic Records:</b> <i>Goal 3.1 - Public Comment Systems</i>	Evaluate online public comment platforms.  Evaluate needs for enhancement of electronic Public Comment Registration (PCR) system.	Implement enhancements to the electronic Public Comment Registration (PCR) system.	Select an online public comment platform.	Implement an online public comment platform.	Evaluate additional public participation and engagement options or tools for Board meetings.
<b>Board Administration Services:</b> <i>Goal 3.2 - Strategic Planning</i>				Begin draft of 2028 - 2033 Strategic Plan	Deliver 2028 - 2033 Strategic Plan
<b>Systems &amp; Electronic Records:</b> <i>Goal 3.3 - Public Access to Archived Board Meeting Documents</i>			Evaluate systems and processes for migrating Board archive documents (pre-2015) to improve accessibility.		



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<b>Systems &amp; Electronic Records//Strategic Knowledge Management:</b> <i>Goal 3.4 - Board Systems (Internal)</i>		Evaluate options for technology updates for web streaming Committee and Board meetings.	Determine next steps for web streaming viability.	Acquire and implement web streaming (if deemed appropriate).	
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<b>Goal 4: Improve agencywide Strategic Knowledge Management, utilizing innovations in preservation, access, and curation of Metro's information.</b> <i>Vision 2028 Goal 5.3: Metro will develop a transparent data management policy that addresses open data, data storage, and data protections.</i>					
Section & Deliverable	Year 1 Milestones	Year 2 Milestones	Year 3 Milestones	Year 4 Milestones	Year 5 Milestones
<b>Dorothy Peyton Gray Transportation Library &amp; Archive with Systems &amp; Electronic Records//Strategic Knowledge Management:</b> <i>Goal 4.1 - Federated Search System (Project)</i>	Develop Federated Search capabilities of the Research Library Catalog.  Complete procurement and configuration of repositories identified in scope of work.	Train and familiarize internal staff on new technology.	Study feasibility of integrating additional records repositories such as GIS data layers/maps, defined data sets and other assets of lasting research value to Library & Archive users.	Integrate taxonomy into more Metro data assets to improve long term findability.	Establish data curation and librarianship as a new standard research service utilizing significant agency data sets that benefit from long term collection and cataloging under the agency data policy and the developer.metro.net data website.
<b>Dorothy Peyton Gray Transportation Library &amp; Archive with Systems &amp; Electronic Records//Strategic Knowledge Management:</b> <i>Goal 4.2 - Knowledge Sharing Platform</i>	Develop a knowledge sharing platform for Research and Electronic Records, including Metro Primary Resources Blog, to use internally.	Launch an internal knowledge platform for departments to share knowledge internally, and externally, based on classification of security and confidentiality.	Document Electronic Records systems internal support processes in the knowledge platform.	Outreach and collaboration among internal departments to support adding additional resources to the platform.	Maintain support of the knowledge sharing platform.

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

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

## Metro



## Board Report

File #: 2021-0345, File Type: Motion / Motion Response

Agenda Number: 43.

**EXECUTIVE MANAGEMENT COMMITTEE  
MAY 20, 2021**

**Motion by:**

**DIRECTORS GARCETTI, SOLIS, AND NAJARIAN**

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

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

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

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

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

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

**RECOMMENDATION**

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

From:  
2-10-010 Appointment of Board Secretary

The Board of Directors shall appoint a Board Secretary who shall be a full time officer of the MTA.

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

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

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

Status of Board Administration’s Strategic Plan Goals  
January 2025

Contents

- Goal 1: Ongoing Workforce Development..... 2
  - Goal 1.1 – Departmental Cross-training ..... 2
  - Goal 1.2 – Advisory Council Toolkit..... 2
  - Goal 1.3 – Onboarding Program for Board Members ..... 2
  - Goal 1.4 – Succession Planning..... 3
  - Goal 1.5 – Claims for Damages Process Training for Operators..... 3
  - Goal 1.6 – Intradepartmental and Agencywide Training ..... 3
  - Goal 1.7 – Agencywide Board Systems Employee Training ..... 4
- Goal 2: Responsive, accountable, and trustworthy governance within the Metro Organization..... 5
  - Goal 2.1 - Comprehensive Research Support ..... 5
  - Goal 2.2 – E-Filing System for Claims for Damages..... 5
  - Goal 2.3 – Improve Access to Forms and Information for Public..... 5
  - Goal 2.4 - Records Audits..... 6
  - Goal 2.5 – Records Retention Schedule..... 6
- Goal 3: Enhanced public engagement with Metro’s Board of Directors. .... 7
  - Goal 3.1 – Public Comment Systems ..... 7
  - Goal 3.2 – Strategic Planning ..... 7
  - Goal 3.3 – Public Access to Archived Board Meeting Documents..... 7
  - Goal 3.4 – Board Systems (Internal)..... 8
- Goal 4: Improve agencywide Strategic Knowledge Management, utilizing innovations in preservations, access, and curation of Metro’s information..... 9
  - Goal 4.1 – Federated Search System (Project) ..... 9
  - Goal 4.2 – Knowledge Sharing Platform..... 9
  - Goal 4.3 – Cultural Curation ..... 10
  - Goal 4.4 – Archival Management..... 11
  - Goal 4.5 - Records Storage, Physical and Electronic System ..... 12
  - Goal 4.6 - Promote RMC as a Resource of the Agency ..... 12

## Goal 1: Ongoing Workforce Development

### Goal 1.1 – Departmental Cross-training

*Board Administration Services*

**Status:** On track.

**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 will 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 will be shared and similar to the Board Member Onboarding Manual, the information will be updated as it changes.



## Goal 1.4 – Succession Planning

### *Dorothy Peyton Gray Transportation Library & Archive*

**Status:** Hiring and team building is complete; revision of three-year plan is underway; and revisiting positions, roles, and responsibilities is underway.

**Notes:**

- Onboarding of 4 new professional FTE for Library & Archive is complete.
- Hired a Digital Resources Librarian in August 2022.
- Hired a Cataloging Librarian in January 2023.
- Hired a Data Librarian in June 2023.
- Hired an Archivist in August 2023.
- FY2024 Annual Report is completed.

**Going Forward:** The approach of the FY2025 Annual Report is collaboration and establishing priorities, determining key statistics and metrics, while getting a handle on succession planning. Library & Archives staff continue to position themselves as leaders within the transportation knowledge management community. They have assumed executive positions among the LA as Subject network of regional libraries, archives and museums. This year, the team has worked with cartographic librarians to determine feasibility of re-establishing Southern California Digital Libraries Group and assumed leadership roles within the National Transportation Knowledge Network data group.

## 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. FY25 looks promising as a Principal Transportation Planner (Records Management) will be hired and whose duty is to focus on training, audits, etc.

## Goal 1.7 – Agencywide Board Systems Employee Training

### *Systems & Electronic Records*

**Status:** On track.

**Notes:**

- Systems & Electronic Records provides year-round cross department 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 as described in Milestones 3-4.

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

### Goal 2.1 - Comprehensive Research Support

*Dorothy Peyton Gray Transportation Library & Archive with Records Management Center*

**Status:** On Track.

**Notes:**

- Informal discussions with Library group to better understand tools at our disposal, including the newly available federated search tool.
- Several new research tools and resources identified, purchased, launched and promoted during FY2024: EBSCO digital periodical database expanded, trial access for additional database resources launched with eye toward strategic learning objectives for Metro staff.
- Library & Archives staff networked with collaborators across Metro to gain greater understanding existing systems (ArcGIS Platform, GIS Data Portal, Metro Web Development, PowerBI, RIITS, Semaphore Taxonomy Database, Ridership Survey) and overarching data landscape within the agency.
- Library & Archive staff worked with ITS staff to identify potential data governance software adoption.

**Going Forward:** The Library team will continue to hold structured meetings to effectively accomplish this continuous goal. Implementing the federated search tool across all resource platforms is still underway. The Preservica digital asset management platform is in development with launch expected in FY2025.

### 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:** In Progress, Delayed.

**Notes:**

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

**Going Forward:** Development of a schedule of records audits consistent with the Year 2 milestone will commence once the Principal Transportation Planner has been onboarded.

## Goal 2.5 – Records Retention Schedule

### *Systems & Electronic Records*

**Status:** Revised in FY24.

**Notes:**

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

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

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

### Goal 3.1 – Public Comment Systems

*Board Administration Services and Systems & Electronic Records*

**Status:** On Track.

**Notes:**

- The Office of Board Administration has trained the Customer Experience Department (CX) to use the tablets, which has improved the turnover in public speakers during the meetings. This has also increased accuracy with order of names and members of the public that approach the podium to speak during their allotted time.
- Based on feedback received from staff, the interface views have been updated to include the names that have been called and who have spoken. This allows both CX and the Board Administration team to keep track of the queue more efficiently.

**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 FY28 goal, no action necessary at this point.

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

### Goal 3.3 – Public Access to Archived Board Meeting Documents

*Systems & Electronic Records*

**Status:** On Track.

**Notes:**

- 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://mtasearch01.metro.net:23352/apps/boardarchives/>.
- Staff has begun working on 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.
- Utilizing previous year's evaluations, staff will delve further into this topic to prepare recommendations on web streaming options.

**Going Forward:** Staff is prepared to pursue this topic as there is an interest to expand the 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 has been trained on the search tool.
- Metro's ontology and taxonomy platform has been integrated into the 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.

**Going Forward:** We will continue to evaluate other repositories which can be integrated in the search, and other technologies which can be integrated to support it. Additionally, an enhanced management contract has been acquired to take advantage of the search platforms sophisticated capabilities and keep searches efficient and relevant.

### Goal 4.2 – Knowledge Sharing Platform

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

**Status:** On Track.

**Notes:**

- A digital asset management knowledge sharing platform has been acquired and Systems & Electronic Records/Strategic Knowledge Management has begun documenting internal support processes. The team is actively adding information used to support Metro records systems and emergency response.
- The extensive setup process began during FY2024. The archivist and data librarian established protocols, best practices, and standard operating procedures (SOPs) for ingesting assets, standardizing metadata, creating workflow between ArchiveSpace and the Preservica platform, as well as other technical considerations for cataloging archival resources and options for public display on the Library website as well as online digital exhibits.
- Knowledge base pages are being developed for the Library, which include ongoing synthesis of disparate information found in the archive of previously answered reference questions, in-house research, and various repositories of text, image, video and electronic assets. The site augments

the plan in place to capitalize on knowledge base capabilities of new digital asset management platforms.

- Our Knowledge Base (now known as “Knowledge Hub”) infrastructure has been developed and launched along with the rest of our website revisions in late summer, 2024. Key subject areas targeted for initial launch included key facts about predecessor transit agencies, famous people in local transit history, a comprehensive list of Metro CEOs along with dates of tenure, and histories of Metro bus and rail divisions. These knowledge hub entries will allow the Library & Archive to develop consistent frameworks for similar types of information, allowing for a more predictable and pleasant user experience online.
- The entire Primary Resources website for Metro Research Library & Archive has been evaluated and overhauled, with re-launch set for summer, 2024. Key new features include how end-users can execute transit and transportation research of all kinds, how to locate key data related to transit and transportation, how to search our digital and digitized collections, access to our *Los Angeles Transportation Headlines* directly on our website, and re-tooling previous blog posts as “evergreened” news and update entries, knowledge hub entries for core information of lasting research and historical significance, or FAQ responses.

**Going Forward:** The new Library website will continue to be updated and re-evaluated, with additional content added later. We will be assessing options for screencast tutorials (e.g. how to search our online Library catalog, how to access our Libby/Overdrive e-book collection, how to search the Transportation Research Information Database (TRID)), and space for interactive timelines as well as our forthcoming oral history program.

### Goal 4.3 – Cultural Curation

*Dorothy Peyton Gray Transportation Library & Archive*

**Status:** On Track.

**Notes:**

- Metro’s first-ever professional archivist recruited, selected, hired and onboarded in FY24.
- We have collaborated with Metro Communications/CX Department on several public outreach projects, including “This is 30” celebration of Metro’s 30<sup>th</sup> anniversary, Los Angeles’ 100<sup>th</sup> anniversary of bus service, research for other significant milestones for posts on Metro’s The Source.
- Providing the CEO’s office and Board staff with time-sensitive historical context (e.g. staff communications, All-Hands Meeting sites, milestones in past Board member’s tenure, Metro-related contributions of former U.S. House member).
- Los Angeles Railway exhibit launched early 2023, a collaborative effort of Metro Library & Archive with the Metro Art program.
- Library & Archive staff worked with Getty Research Institute to execute a conservation assessment of the fragile, framed 1927 Laura Whitlock Map outside the Library. The map has been photographed and the Library &



## ATTACHMENT C

Archive is in possession of high-resolution imaging that will allow us to reduce wear and tear on the original resource. The digital surrogate may be used in creating new knowledge resources in the future, such as data layering with other information (e.g. census, ridership numbers), mash-ups with other maps to surface additional information, or to pin digital photos or films to specific locations on the map.

- Library & Archive staff are actively engaging the Customer Experience team to promote and celebrate departmental assets. Resources have been featured in numerous Friday Facts, Daily Brief and Metro's *The Source* posts throughout FY2024.
- Library & Archive staff conceived, assembled, launched and promoted a Black History Month / Juneteenth exhibit for the Plaza Level display cases at Gateway Headquarters.
- Library & Archives staff strengthened relationships with the Office of Civil Rights, Equity, and Race employee resource groups, and Metro Art to further facilitate collaboration for future exhibits.
- Library & Archive staff have met with peers at: Los Angeles Public Library; California State University, Northridge; University of California, Los Angeles; University of Southern California; Getty Research Institute, Automobile Club of Southern California Archives; the LA as Subject network.

**Going Forward:** Library & Archive staff will be reaching out to peers at several institutions in FY2025, including City of Los Angeles Archives; LA84 Foundation, the Academy of Motion Picture Arts & Sciences Margaret Herrick Library; and Lucas Museum of Narrative Art. We are in initial stages for planning how to celebrate the 100<sup>th</sup> birthday of our Whitlock Map (2027) and potential for exhibit in conjunction with the archival collections of Union Station.

### Goal 4.4 – Archival Management

*Dorothy Peyton Gray Transportation Library & Archive*

**Status:** In Development

**Notes:**

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

**Going Forward:** The archivist will identify archives priorities and develop strategic direction for a work plan regarding collection development, preservation/conservation, and access. This includes developing protocols for accessing and/or ingesting enterprise digital assets held by the Communications Department in their Portfolio Extensis platform. The archivist will also develop protocols in coordination with Records Management for reviewing material set for destruction and assessing its value as resources of lasting research significance. The archivist will work with the data librarian for preliminary work launching use of new digital asset management system, and develop a framework for Metro

Oral History project. They will also work collaboratively with the digital resources librarian and other stakeholders across these and other projects.

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

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

**Status:** On Track.

**Notes:**

- The existing contract was extended for 1 year to allow more time to prepare for procurement. RMC has submitted a requisition to begin the new procurement, and a proposal evaluation team (PET) has been established.

**Going Forward:** While this goal is behind schedule per the Strategic Plan, RMC has extended the current contract so that we are still on track from an operational standpoint. We will need to keep a close eye on this to secure a new contract before the new contract end date of August 1, 2025.

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

*Records Management Center*

**Status:** On track.

**Notes:**

- Agencywide email blasts on:
  - “Help Guard Metro Records”, January 2024

**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.

# Board Administration 5-Year Strategic Plan



Executive Management Committee  
January 16, 2025

# 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.



# Annual Highlights

## *Goal 1 – Ongoing Workforce Development*

- \* *Goal 1.3: On-Boarding Program for Board Members*

## *Goal 2 – Responsive, accountable, and trustworthy governance within the Metro organization.*

- \* *Goal 2.4: Records Audits*

## *Goal 3 – Ongoing Workforce Development*

- \* *Goal 3.1: Public Comment Systems*

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

- \* *Goal 4.3: Cultural Curation*



# 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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