



**Office of Board Administration**

# **5-Year Strategic Plan**

**FY23-27**

## **A Note from the Board Clerk**

- Welcome to Board Administration. When I was appointed as the Board Clerk in May 2021, I was asked to prepare a strategic plan that focused on delivering continuous improvement to encourage meaningful public engagement and improve accessibility of Board meetings, materials, and public comments.
- By setting a departmental mission, vision, and set of values that are complementary to Metro's own, we have created a 5-year strategic plan that lays a path for the department to follow, ensuring we are increasingly responsive, innovative, equitable, and transparent in everything that we do.

## About Us

- Mission

- Metro's Mission: *To provide a world-class transportation system that enhances quality of life for all who live, work, and play within LA County.*
- Board Administration's Mission: *To support Metro's Board of Directors' processes and meetings with excellence, transparency, and accountability, while continuously increasing public engagement and access to information.*

- Vision

- Metro's Vision: *Increased prosperity for all by removing mobility barriers; swift and easy mobility throughout LA County, anytime; and accommodating more trips through a variety of high-quality mobility options*
- Board Administration's Vision: *Meaningful public engagement with Metro's Board of Directors and increased accessibility of Board meetings, materials, and public comments*

- Values

- Collaboration
- Equity
- Accessibility

- Customers

- The Public
- Metro departmental staff
- County and city elected officials
- Regional, county, and local government partners

- Service Delivery Pillars/Framework

- Excellence in Service
- Responsive support
- Transparency
- Accountability
- Uniformity
- Simplicity

## Goals

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

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

## Our Services

- *Board Administration Services*

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

- *Dorothy Peyton Gray Transportation Research Library & Archive*

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

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

- *Legal Services*

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

- *Records Management Center*

The business of managing millions of Metro files and documents, including their scheduled retention and destruction, is the responsibility of the Records Management Center (RMC). RMC administers a comprehensive agency wide

records management program and provides storage and reference services for Metro records and historical documents. All documents affecting the agency, including ordinances, contracts, leases, deeds, and the official Metro seal, are in the custody of the Board Clerk.

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

- *Systems & Electronic Records*

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

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

## 5-Year Strategic Plan; Fiscal Years 2023-2027

<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>



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

<b>Goal 2: Responsive, accountable, and trustworthy governance within the Metro organization</b> <i>Vision 2028 Goal 5.4: Metro will apply prudent commercial business practices to create a more effective agency.</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 Records Management Center:</b> <i>Goal 2.1 - Comprehensive Research Support</i>	<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.		

<b>Systems &amp; Electronic Records//Strategic Knowledge Management:</b> <i>Goal 3.4 - Board Systems</i> (Internal)		Evaluate options for technology updates for web streaming Committee and Board meetings.	Determine next steps for web streaming viability.	Acquire and implement web streaming (if deemed appropriate).	
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**Goal 4: Improve agencywide Strategic Knowledge Management, utilizing innovations in preservation, access, and curation of Metro's information.**

*Vision 2028 Goal 5.3: Metro will develop a transparent data management policy that addresses open data, data storage, and data protections.*

Section & Deliverable	Year 1 Milestones	Year 2 Milestones	Year 3 Milestones	Year 4 Milestones	Year 5 Milestones
<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>

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