

Memorandum

To: Mike Schaefer, Vice Chair
Ted Gaines, Member
Betty T. Yee, State Controller

Date: January 13, 2020

From: Antonio Vazquez, Chairman

Re: Strategic Plan: Commitment and Next Steps.

Attached/enclosed for your review, discussion and possible action at the January 28, 2020 Board meeting are two documents, a *Strategic Planning Synopsis*, and a *Board Action Plan*, prepared by Eric Douglas and Karen Bloomer of Leading Resources Inc., memorializing the key points of our discussion and direction in the Strategic Planning Session held on November 20, 2019.

As these documents indicate, the Board accomplished a significant amount of work, and we now have a solid framework outlining our vision, values and future objectives. We made a disciplined effort to establish the 2-3 fundamental priorities under each of our 3 goals, as well as 7-10 action items needed to advance each priority.

The next steps involve our commitment to modify/approve and execute the action items, identify who will do what in the process, and set a tentative deadline when the draft Strategic Plan should be brought back to the Board. Although Member Cohen and I will continue to facilitate this project, and my staff and I will document all information received and prepare the draft, we need your commitment to moving forward and providing the data/information needed for the actions.

Executive Summary

Goal 1. Ensure the Board's constitutional mandates are being performed in the most cost effective, efficient and timely manner – with the infrastructure necessary for the BOE and Board Members to accomplish their workload. Of the 3 priorities and 4 action items we established, two actions need a commitment:

- (1)(c.1) Conduct a formal review/survey of BOE staffing needs/gaps, post-AB 102, and identify priorities; and
- (1)(c.2) Conduct a formal review/survey of Board Member offices' needs, identify gaps and required resources.

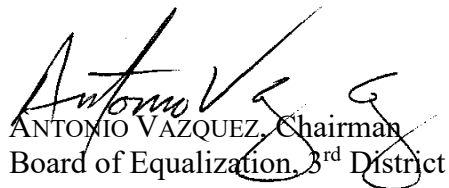
Goal 2. Establish and meet workload priorities for Members to achieve statewide objectives while ensuring maximum transparency and open discussion opportunities – with assessors, all stakeholders and through the Board agenda. Of the 2 priorities and 2 action items we agreed upon, two actions require committed effort:

- (2)(a.2) and (2)(a.3) Collect, identify and assess stakeholders' priorities from the Board's informational hearing and outline schedule/workplan to address them; and
- (2)(b.1) and (2)(b.2) Executive Director to prepare draft guidelines defining L and M Items on Board agenda; collective Board to review, refine, approve.

Goal 3. Develop an education and outreach plan – to strengthen our strategic partnerships with assessors and stakeholders, to engage in problem-solving outreach and educational conferences and workshops, and to establish outreach and communication guidelines. Of the 3 priorities and 7 action items we established, the following require commitment:

- (3)(c.1) and (3)(c.2) Gather both historical and current (post AB-102) information from the Executive Director, the Deputy Controller and the Attorney General regarding the Board's authority and options for communicating with and educating taxpayers and the public;
- (3)(c.3) Clarify Taxpayer Rights Advocate role and how Board Members can communicate with the TRA;
- (3)(c.5) Identify/list resources needed for Board Member education and outreach; and
- (3)(c.6) and (3)(c.7) Draft Annual Board Education/Outreach Plan and identify resources needed to implement the plan.

The core of our Strategic Plan outline thus far demonstrates our commitment to a strong governance for the Board, our future expectations for enhancing our service to the people of California, and the initiatives we intend to address. In the end – through our discussion, commitment and collaboration – we will have a well-thought-out strategy with a set of goals and priorities that will guide the Board for the next 3 years.


ANTONIO VAZQUEZ, Chairman
Board of Equalization, 3rd District