

**BOE Board Member Strategic Plan 2020-2023:
Original Board Action Plan and Member Cohen Proposed Recommended Changes
June 23, 2020**

Goal 1. Ensure the Board's Constitutional mandates are being performed in the most cost effective, efficient, and timely manner with the 58 elected Assessors and California taxpayers in the forefront. (Lead – Member Cohen)

<i>Project Assignments: Original Bd. Version, As of 2/20/20</i>	<i>Original Board Version – Priorities & Actions</i>	<i>Member Cohen Version – Priorities & Actions</i>
1.a. Member Cohen	1.a. Confirm the Agency has the resources and infrastructure necessary to fulfill its workload. <i>(See actions under Priority 1.c.)</i>	1.a. Establish that the Agency has the resources and infrastructure necessary to fulfill its workload. 1.a.1. Direct the Executive Director to conduct an assessment of the Agency to determine whether the Agency has the resources and infrastructure necessary to fulfill its workload. 1.a.2. Direct the Executive Director to provide the Board a report on the outcome of the assessment and the recommendations on addressing the resource and infrastructure gaps. 1.a.3. Direct the Executive Director to develop a plan of action to address the resource and infrastructure gaps within the next three years. 1.a.4. Collaborate with the Executive Director to champion the resource and infrastructure needs within the Administration and the Legislature as well as other relevant constituencies.

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<p>1.b. Member Cohen, Deputy Controller Stowers</p>	<p>1.b. Assure Board Member fiscal responsibility, ethical accountability, and commitment to public service.</p> <p>1.b.1. Agendize a review of our Board governance policies at the start of each year</p>	<p>1.b. Assure Board Member fiscal responsibility, ethical accountability and commitment to public services.</p> <p>1.b.1. Continue to have the Executive Director provide quarterly Agency fiscal reports.</p> <p>1.b.2. Initiate the quarterly reports on the constitutional functions carried out by CDTFA and the State Controller's Office.</p> <p>1.b.3. Conduct an annual review of and formal in-person training on the Board governance policy.</p>
<p>1.c. Member Cohen</p>	<p>1.c. Institute Board Member staffing structure and administrative budget efficiencies for maximum fiscal responsibility; continually assess our efficiency and effectiveness; and maximize and leverage resources</p> <p>1.c.1. Conduct a formal review of BOE staffing needs and gaps in a post-AB 102 environment – and identify priorities.</p>	<p>1.c. Establish that the Board Members have the resources and infrastructure necessary to fulfill their Constitutional responsibilities and associated workload.</p> <p>1.c.1. Collaborate with the Executive Director to secure one additional exempt position supported by facility savings to ensure that each Board Member has a confidential Executive Assistant.</p>

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	<p>1.c.2. Conduct a formal review of Board member offices' needs – what we are trying to accomplish, the gaps, and a case for needed resources.</p> <p>1.c.3. Make the case to the Legislature for needed budget authority and appropriation</p>	<p>1.c.2. Collaborate with the Executive Director to conduct an assessment of the Board Members' Offices to determine whether the respective offices have the resources and infrastructure necessary to fulfill their Constitutional responsibilities and associated workload.</p> <p>1.c.3. Develop a plan of action to address the resource and infrastructure gaps within the next three years.</p> <p>1.c.4. Collaborate with the Executive Director to champion the resource and infrastructure needs with the Administration and the Legislature as well as other relevant constituencies.</p>
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Goal 2. Establish and meet workload priorities and provide direction for Members to achieve statewide objectives and workload in a manner that ensures maximum transparency and opportunity for open discussion. (Lead – Member Cohen)

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<p>2.a.1. Member Cohen</p> <p>2.a.2. Vice Chair Schaefer, Member Cohen</p> <p>2.a.3. Vice Chair Schaefer, Chairman Vazquez</p>	<p>2.a. Vet key issues and concerns with assessors, businesses, nonprofits, and our communities at large through informational hearings, special forums, etc.</p> <p>2.a.1. Continue the process of conducting informational hearings with stakeholders.</p> <p>2.a.2. Identify and assess stakeholders' priorities.</p> <p>2.a.3. Develop a work plan for the Board to address these priorities.</p> <p>2.a.4. Research and develop post-AB102 Board Member Communication (per Bagley-Keene) and Board Member and BOE staff</p>	<p>2.a. Determine the Board's 2020-2023 strategic priorities.</p> <p>2.a.1. Complete the CA Tax Modernization Initiative which includes convening statewide informational hearings and stakeholder town halls, conducting surveys and the review of laws, regulations and processes.</p> <p>2.a.2. Identify and assess stakeholders' priorities.</p> <p>2.a.3. Publish the findings of the initiative.</p> <p>2.a.4. Develop a work plan for the Board to address the findings and associated priorities.</p>

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	communications protocols. (Proposed by Vice Chair Schaefer and approved by the Board on 1/28/20.)	
<p>2.b.1. Executive Director <i>(from Original Bd. Plan)</i></p> <p>2.b.2 Board <i>(from Original Bd. Plan)</i></p>	<p>2.b. Clarify the guidelines for determining Board Agenda Items L and M as it pertains to vetting emerging issues and public policy actions by the Board.</p> <p>2.b.1. Prepare draft guidelines.</p> <p>2.b.2. Review, refine, and memorialize guidelines.</p>	<p><i>(No proposed changes for 2.b.)</i></p>

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Goal 3. Develop an education and outreach plan. (Lead – Member Gaines)

Alternative Goal 3 proposed by Member Cohen: Develop a Board Education and Outreach Plan to ensure that Taxpayers, Assessors, Business Associations, Non-profits, Veterans and other stakeholders are knowledgeable about property tax rules, regulations and laws to ensure taxpayer voluntary compliance.

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<i>(Not specified)</i>	<p>3.a. Expand and strengthen our strategic partnerships with assessors, taxpayers, nonprofits, legislators, and others who depend on statewide guidance and problem solving.</p> <p><i>(See actions under Priority 3.c.)</i></p>	<p>3.a. Expand and strengthen the property tax knowledge and compliance of taxpayers, businesses, non-profits, veterans and other stakeholders.</p> <p>3.a.1. Develop a Board Member Education and Outreach Framework/Guidelines.</p> <p>3.a.2. Require each Board Member to develop a district focused Education and Outreach plan which is updated annually and adopted by the Board.</p> <p>3.a.3. Determine publications, materials, supplies, resources and budget needed to implement the outreach plans.</p> <p>3.a.4. Collaborate with the Executive Director to champion the necessary resources needs with the</p>

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		<p>Administration and the Legislature as well as other relevant constituencies.</p> <p>3.a.5. Implement phases of the plan based on available resources.</p>
<i>(Not specified)</i>	<p>3.b. Fully engage in effective communication, and explore and engage in practical problem- solving through outreach, workshops, assessors' conferences, legislative hearings, etc.</p> <p><i>(See actions under Priority 3.c.)</i></p>	<i>(No proposed changes for 3.b.)</i>
<p>3.c.1. Deputy Controller Stowers, Member Gaines</p> <p>3.c.2. Member Gaines, Chairman Vazquez</p>	<p>3.c. Establish outreach and communication guidelines.</p> <p>3.c.1. Obtain historical context from the Executive Director and Ms. Stowers regarding what Board members can and cannot do in regard to outreach.</p> <p>3.c.2. Obtain legal interpretation from the Attorney General's Office regarding the Board's authority under AB 102 to conduct outreach and education, including partnerships with assessors.</p>	<i>(No proposed changes for 3.c.)</i>

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3.c.3. Member Gaines, Chairman Vazquez	3.c.3. Clarify the role of the taxpayer rights advocate and how Board members can interact with this position.	
3.c.4. Member Gaines, Chairman Vazquez	3.c.4. Agendize Board discussion of the information gathered on outreach.	
3.c.5. Member Gaines, Member Cohen	3.c.5. Establish what resources are needed for education and outreach within the Board's legal authority and fold this analysis into staffing analysis under Goal 1.	
3.c.6. Member Gaines, Chairman Vazquez	3.c.6. Develop an annual Board outreach and education plan that reflects a consistent and shared approach	
3.c.7. Member Gaines, Chairman Vazquez	3.c.7. Determine resources needed for robust outreach and education plan implementation.	

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Goal 4. Proposed by Member Cohen: Develop an Agency-Wide Branding Campaign to ensure that CA taxpayers, elected officials, business associations, non-profits, veterans and other constituencies are knowledgeable about the Agency and the Board as well as their exclusive responsibility for property tax administration.

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(N/A)	(N/A)	<p>4.a. Launch a three-year branding campaign.</p> <p>4.a.1. Collaborate with the Executive Director to develop a scope of work for branding campaign.</p> <p>4.a.2. Secure a consultant.</p> <p>4.a.3. Direct the consultant to develop a plan and associated budget.</p> <p>4.a.4. Collaborate with the Executive Director to champion the resource needs with the Administration and the Legislature as well as other relevant constituencies.</p>