



**ANTONIO VAZQUEZ**  
BOARD MEMBER  
CALIFORNIA STATE BOARD OF EQUALIZATION

**MEMORANDUM**

**Date:** February 16, 2022

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

**From:** Antonio Vazquez, Board Member, Third District  
Malia M. Cohen, Chair

**Re:** **Agenda Item L.2.a. Board Member Strategic Plan Report, February 23-24, 2022 Board Meeting.**

This item is placed on the agenda, first, to review our final Strategic Plan Goals, Priorities and Actions, as discussed and approved on June 23, 2020; and second, to decide our next steps, including how and when individual Members will report on Priorities or Actions accomplished and other actions or progress.

**I. Strategic Plan Review.**

As you may recall, the Board, early on, was engaged in researching methods to produce a critically needed Strategic Plan that focused on, and was driven by, our constitutional and statutory duties on behalf of the people of California. We first initiated discussion of the Strategic Plan at the January 29, 2019 Board Meeting, and then further reported on plan concepts at the April 30, 2019 Board Meeting, and ultimately determined a process at the June 25, 2019 Board Meeting. We held the *Board Member Strategic Planning Session* facilitated by a strategic planning expert on November 20, 2019, which resulted in the development of a Strategic Plan Framework with goals and fundamental priorities and actions.

At the January 28, 2020 Board Meeting, we discussed the Strategic Planning Synopsis and Board Action Plan. At the February 20, 2020 Board meeting, Members contributed detailed input and recommendations on the Board Action Plan, and tentatively determined individual commitments to modify/approve and execute each of the action items. At the June 23, 2020 meeting, the Board approved the final edits, additions and changes to the actions and priorities under each goal, and made assignments to individual Members to address specific actions and priorities under each goal, which resulted in the final Strategic Plan document, referenced as the "Board Action Plan," (see attached spreadsheet dated 6/23/2020 Exhibit A.)

As such, a great deal of work was accomplished. And as the Board Action Plan demonstrates, its four-fold focus is on the performance of the Board's Constitutional mandates in the most cost effective, efficient, and timely manner; ensuring maximum transparency and open discussion with Assessors and California taxpayers in meeting our workload priorities; developing an educational outreach plan; and effectively identifying and branding the Board and our service to the state. The specific goals, as adopted by the Board are:

**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: Chair Cohen.

**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: Chair Cohen.

**Goal 3.** Develop an education and outreach plan.

Lead: Member Gaines.

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

Lead: Member Gaines, Vice Chair Schaefer.

## **II. Next Steps. Board Member Quarterly Reports on Priorities or Actions Accomplished and Other Actions.**

Since June 23, 2020, Board Members have been concurrently and actively engaged in working on many of the Strategic Plan initiatives; for example, Members reviewed, researched and significantly strengthened the Governance Policy, adopted on January 15, 2021.

In addition, the Board acted on several Priorities and Actions as a result of Board directions given to the Executive Director, that relate to the Strategic Plan Goals:

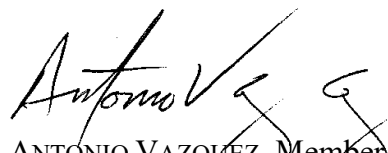
- 2020: Implemented Member Vazquez' and the Executive Director's recommendation on the most effective and efficient use of "L Items" and "M Items" on the monthly public agenda notice.
- 2020-2022: Continued the CA Property Tax Modernization Initiative efforts.
- 2021: Approved Chair Cohen's recommendation and the Executive Director's commitment to establish a BOE Advisory Council – enhancing collaboration with other agencies and external stakeholders on operations of the agency.


- 2021: Implemented Chair Cohen's Charter and the Executive Director's recommendation for a Board "Work Group" structure to replace the former "Committee" structure to engage in important public policy discussions and inquiries.

We previously agreed that each Member would report quarterly regarding our progress on, or completion of, our assigned Priorities and Actions. Therefore, we propose that beginning in March of 2022 that Board Members submit their quarterly reports to the Executive Director for report out by our offices the subsequent month.

The objective is to report on the progress of actions undertaken by the Board and/or the agency as we consider our next steps. It is also possible that, given the realities of our experience in the past 18 months and the agency Strategic Plan, some priorities or actions may now be completed.

Thank you for your hard work and collaboration on this project.

  
ANTONIO VAZQUEZ, Member  
Board of Equalization, 3<sup>rd</sup> District

  
MALIA M. COHEN, Chair  
Board of Equalization, 2<sup>nd</sup> District

Attachment:  
Exhibit A – Board Action Plan

cc: Ms. Kari Hammond, Chief Deputy, Office of Member Antonio Vazquez  
Ms. Regina Evans, Chief Deputy, Office of Chair Malia M. Cohen  
Mr. Gary Gartner, Chief Deputy, Office of Vice Chair Mike Schaefer  
Mr. Matt Cox, Chief Deputy, Office of Member Ted Gaines  
Ms. Yvette Stowers, Deputy State Controller  
Ms. Brenda Fleming, Executive Director  
Mr. Henry Nanjo, Chief Counsel

**BOE Board Member Strategic Plan 2020-2023**  
**June 23, 2020 (Updated as of this Board Meeting Date)**

**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: Chair Cohen

<i>Project Assignments</i>	<i>Priorities</i>	<i>Actions</i>	<i>Progress Updates</i>
<b>1.a.</b> Chair Cohen	<b>1.a.</b> <b>Establish that the Agency has the resources and infrastructure necessary to fulfill its workload.</b>  <i>(See actions under Priority 1.c.)</i>	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.	
<b>1.b.</b> Chair Cohen, Deputy Controller Stowers	<b>1.b.</b> <b>Assure Board Member fiscal responsibility, ethical accountability, and commitment to public service.</b>	1.b.1. Continue to have the Executive Director provide quarterly Agency fiscal reports. 1.b.2. Initiate the quarterly reports on the constitutional functions carried out by CDTFA and the State Controller’s Office	

**BOE Board Member Strategic Plan 2020-2023**  
**June 23, 2020 (Updated as of this Board Meeting Date)**

<i>Project Assignments</i>	<i>Priorities</i>	<i>Actions</i>	<i>Progress Updates</i>
		1.b.3. Conduct an annual review of and formal in-person training on the Board governance policy.	
<b>1.c.</b> Chair Cohen	<b>1.c.</b> <b>Establish that the Board Members have the resources and infrastructure necessary to fulfill their Constitutional responsibilities and associated workload.</b>	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.  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.  1.c.3. Develop a plan of action to address the resource and infrastructure gaps within the next three years.  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.	

**BOE Board Member Strategic Plan 2020-2023**  
**June 23, 2020 (Updated as of this Board Meeting Date)**

**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: Chair Cohen

<i>Project Assignments</i>	<i>Priorities</i>	<i>Actions</i>	<i>Progress Updates</i>
<p><b>2.a.</b> Chair Cohen</p> <p>2.a.2. Vice Chair Schaefer, Chair Cohen</p> <p>2.a.3. Vice Chair Schaefer, Board Member Vazquez</p>	<p><b>2.a.</b> <b>Determine the Board’s 2020-2023 strategic priorities.</b></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>	

**BOE Board Member Strategic Plan 2020-2023**  
**June 23, 2020 (Updated as of this Board Meeting Date)**

<i>Project Assignments</i>	<i>Priorities</i>	<i>Actions</i>	<i>Progress Updates</i>
<b>2.b.</b> Board Member Vazquez	<b>2.b.</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.	2.b.1. Prepare draft guidelines.  2.b.2. Review, refine, and memorialize guidelines.	

**BOE Board Member Strategic Plan 2020-2023**  
**June 23, 2020 (Updated as of this Board Meeting Date)**

**Goal 3. Develop an Education and Outreach Plan. LEAD: Board Member Gaines**

<i>Project Assignments</i>	<i>Priorities</i>	<i>Actions</i>	<i>Progress Updates</i>
<b>3.a.</b> Board Member Gaines	<b>3.a.</b> <b>Expand and strengthen the property tax knowledge and compliance of taxpayers, businesses, non-profits, veterans and other stakeholders.</b>	<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 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>	
<b>3.b.</b> Board Member Gaines/Board Member Vazquez	<b>3.b.</b> <b>Establish outreach and communication guidelines.</b>	<p>3.b.1. Clarify the role of the taxpayer rights advocate and how Board members can interact with this position.</p>	



**BOE Board Member Strategic Plan 2020-2023**  
**June 23, 2020 (Updated as of this Board Meeting Date)**

**Goal 4. 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. LEAD: Board Member Gains**

<i>Project Assignments</i>	<i>Priorities</i>	<i>Actions</i>	<i>Progress Update</i>
<b>4.a.</b> Board Member Gaines/Vice Chair Schaefer	<b>4.a.</b> <b>Launch a three-year branding campaign.</b>	4.a.1. Collaborate with the Executive Director to develop a scope of work for branding campaign.  4.a.2. Secure a consultant.  4.a.3. Direct the consultant to develop a plan and associated budget.  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.  4.a.5. Develop an annual Board outreach and education plan that reflects a consistent and shared approach.	