

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>
<p>1.a. Chair Cohen</p>	<p>1.a. Establish that the Agency has the resources and infrastructure necessary to fulfill its workload.</p> <p><i>(See actions under Priority 1.c.)</i></p>	<p>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.</p> <p>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.</p>	<p>1.a.1 The ED conducted a preliminary assessment in first quarter of 2020. Chair Cohen has requested that the ED complete a formal assessment of the Agency.</p> <p>The ED has requested 60 additional days to complete this action item. (Please Note: In the prior update, Chair Cohen mentioned that the anticipated completion date may change after discussion with the ED.) Anticipated Completion Date 08-18-22</p> <p>1.a.2. Based on the preliminary assessment, initial steps have been taken to inform the Administration, DOF, legislative leadership, and key policy Committees about the resource and infrastructure gaps with the goal of establishing a path forward to addressing the gaps. Once the assessment is completed, the ED will brief Chair Cohen and provide a presentation to the full Board with associated recommended plan of action to address the gaps for the Board to consider. Anticipated Completion Date 08-30-22</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>
		<p>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.</p> <p>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.</p>	<p>1.a.3. Based on the assessment results, the ED will develop a plan of action to address the resource and infrastructure gaps within the next two years. Anticipated Completion Date 08-30-22</p> <p>1.a.4. The ED & Chair Cohen in partnership with other key BOE Executive Team members and the Board will collaborate to champion the resource and infrastructure needs over the next two years. CONTINUOUS – Anticipated Completion Date 07-30-24</p>
<p>1.b. Chair 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. 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.</p>	<p>1.b.1. In 2019/2020, the ED made several Agency fiscal reports. In April 2022, the ED provided the Board a quarterly fiscal report and quarterly reports on other special taxes administered by CDTFA. CONTINUOUS</p> <p>1.b.2. The ED will begin the quarterly report on constitutional functions carried out by the State Controller’s Office in May of 2022 and quarterly thereafter beginning in June of 2022. CONTINUOUS</p> <p>1.b.3</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>
		<p>Conduct an annual review of and formal in-person training on the Board governance policy.</p>	<p>In 2020, the Board reviewed the Governance Policy and made updates. As part the Board’s Ethics & Sexual Harassment training, significant portions of the Governance Policy were addressed. Chair Cohen will partner with the ED to schedule the annual review of the Board Governance Policy & continue to incorporate the Governance Policy in the Board’s biennial training in-person.</p> <p>Chair Cohen and the ED will schedule the training in the third quarter.</p> <p>CONTINUOUS</p>
<p>1.c. Chair Cohen</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>	<p>1.c.1. Chair Cohen & the ED have initiated efforts to address this issue. Discussions are ongoing. However, as stated in the Board Planning session, the priority remains on rebuilding the Agency through 1.a. above.</p> <p>Except for this item, the priority remains 1.a. through July 2022.</p> <p>The requested extension on 1.a. may impact Chair Cohen’s & the ED’s ability to start this work.</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>
		<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>	<p>They will most likely begin this work in August/September of 2022. CONTINUOUS</p>

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>2.a. 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>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>	<p>2.a.1. The Board convened three statewide informational hearings and implemented several associated initiatives and review of laws, regulations, and processes. In the process of exploring two additional hearings/stakeholder town halls. Survey process remains outstanding. Anticipated Completion Date DEC 2022</p> <p>2.a.2. Identified and assessed stakeholders’ priorities from informational hearings held to date. The process is continuous. Anticipated Completion Date DEC 2022</p> <p>2.a.3. Once hearings/stakeholder town halls are concluded will publish findings. Anticipated Completion Date DEC 2022</p> <p>2.a.4. As a result of the Property Tax Modernization Initiative, many Board and Agency efforts are underway to address findings and identified priorities. Once hearings/stakeholder town halls are concluded will publish work plan. Anticipated Completion Date DEC 2022</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>
<p>2.b. Board Member Vazquez</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>	

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>
<p>3.a. Board Member Gaines</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.1 Developing a Board Member Education & Outreach Plan that identifies all constituencies. Work is in progress with the ED and Mr. Kim, to create a vision for how Members can fulfill their “ambassadorship” to educate their districts, address their concerns, and report back to the Board on issues and needs. Will include basic concepts from USC study on branding and ensure that taxpayers, elected officials, business associations, non-profits, veterans and other constituencies are knowledgeable about the Board and our exclusive responsibility for property tax administration.</p> <p>3.a.2 Each Board Member will identify items relevant to their District to include in the Plan. The ED will “survey” each Member to confirm education and outreach needs, methods, issues, and constituencies; collect all input; and compile it in a report for submittal to Member Gaines and Mr. Schaefer, the “Branding & Communications Committee,” to report to the full Board.</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>
		<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>	<p>3.a.4. Identified and put in place the following resources:</p> <ul style="list-style-type: none"> • Board Member Outreach Toolkit – developed by BOE Communications Chief Peter Kim for each Office – consisting of a flyer, a public service announcement (audio and video), social media graphics, suggested talking points and eBlast message, an image for use as web button on external partners’ websites, and web links for additional information regarding public hearings and events. • BOE Website Updates – ability to feature hearings with a dedicated banner on our home page, and stakeholders can use an electronic form rather than paper to submit their concerns up to the date of the hearing. -Mr. Kim is continuing further updates and improvements.
<p>3.b. Board Member Gaines/Board Member Vazquez</p>	<p>3.b. Establish outreach and communication guidelines.</p>	<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>
<p>4.a. Board Member Gaines/Vice Chair Schaefer</p>	<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> <p>4.a.5. Develop an annual Board outreach and education plan that reflects a consistent and shared approach.</p>	<p>4.a.5. July 26, 2022, Board passed a motion formally directing the Branding and Communications Committee to explore the “ambassadorship program” and outreach for each district and bring those ideas back to the Board for consideration, with a progress report at its August meeting.</p>