

Memorandum

Date: June 24, 2019

To: Malia Cohen, Chair
State Board of Equalization

Mike Schaefer, Member
State Board of Equalization

Ted Gaines, Member
State Board of Equalization

Betty T. Yee, State Controller
Office of the Controller

From: Antonio Vazquez, Vice Chair
State Board of Equalization

Re: June 25, 2019, Board Meeting Agenda Item L-1: Board Member Strategic Planning

Issue for Decision. The Board decided at the April 2019 Board meeting to move forward with developing a strategic plan. In the exercise of our constitutional duties and powers throughout the next four years (through 2022), the Board of Equalization Members will conduct strategic planning sessions at our scheduled board meetings to establish and implement a practical, efficient, and effective roadmap (Strategic Plan) that would guide our priorities and workload and focus our efforts and resources to ensure we address the greatest needs of the elected assessors and the people of California. The decision for the Board in June is when will we conduct the planning sessions, and how will the sessions be conducted?

The Board's strategic plan will benefit the Board and the public by defining Members' statewide objectives and clarifying methods to accomplish the resultant workload in a manner that ensures maximum transparency, accountability, and problem-solving capacity.

The three main strategic goals would be:

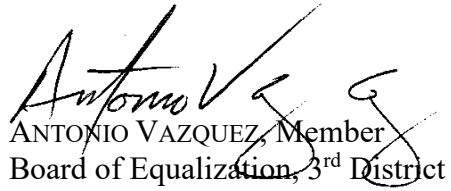
- 1. Ensure the Board's Constitutional mandates are being performed in the most cost effective, efficient, and timely manner with the 58 elected Assessors and California taxpayers in the forefront:**
 - a. Confirm the BOE has the resources and infrastructure necessary to fulfill its workload;
 - b. Assure Board Member fiscal responsibility, ethical accountability, and commitment to public service;

- 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.
- 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.**
 - a. Vet key issues and concerns with assessors, businesses, nonprofits, and our communities at large through informational hearings, special forums, etc.;
 - b. Clarify the guidelines for Board Agenda Items L and M as it pertains to vetting emerging issues and public policy actions by the Board.
- 3. Develop an education and outreach plan.**
 - a. Expand and strengthen our strategic partnerships with assessors, taxpayers, nonprofits, legislators, and others who depend on statewide guidance and problem solving;
 - b. Fully engage in effective communication; and explore and engage in practical problem-solving through outreach, workshops, assessors' conferences, legislative hearings, etc.;
 - c. Establish outreach and communication guidelines.

Recommended Steps for Strategic Planning Process. The strategic planning process could follow the steps listed below:

1. **Laying the Foundation:** Informational briefings may occur prior to the first strategic planning session.
2. **Strategic Planning Session:** Discuss each of the strategic goals and the proposed activities and timeline to achieve the goals.
 - a. **Assessing the Needs:** Initiating stakeholder information hearings at future Board meetings and in the districts;
 - b. **Vetting and Prioritizing the Issues:** Holding additional information hearings and BOE analysis at future Board meetings;
 - c. **Developing a Strategic Action Plan:** Clarifying methods to accomplish the resultant workload with maximum transparency (Board agenda, etc.).

To accomplish this recommendation, the Board would need to approve the concept, authorize the work proposal, and commit to taking an active role in developing the strategic plan over the next five months. The goal would be to have a plan in place with full implementation by the end of 2019.



ANTONIO VAZQUEZ, Member
Board of Equalization, 3rd District