



# OFFICE OF THE ASSESSOR 5-YEAR STRATEGIC PLAN

2017-2021





## A MESSAGE FROM THE ASSESSOR



Our 35 County departments, 88 cities, 81 school districts, and numerous special districts rely on the Office of the Assessor and our Assessment Roll. Enrolling all property through this annual valuation effort serves as the foundation for generating more than \$13.5 billion overall and \$5.3 billion specifically for the County in property tax revenue. This revenue is essential for providing vital public services and improving the quality of life of our mutual constituents – the 10.4 million residents of Los Angeles County.

I am pleased to share our Office's latest Strategic Plan. The six-month planning process involved active participation at all levels of the organization by:

- Conducting a confidential survey of all Office of the Assessor staff to gather employees' opinions;
- Engaging executive leadership in an Innovation Lab;
- Including more than 100 staff members in an offsite workshop to develop strategic priorities;
- Involving a cross-section of more than 60 staff members to work on Action Planning Teams and draft proposed action plans for the strategic priority areas; and
- Reviewing, expanding, and prioritizing the proposed plans.

Through this work, we have gained greater insights into our work culture and the challenges we face. We revisited our prior strategic framework; and our employees overwhelmingly re-affirmed our vision, mission, and values.

Our continued vision is to serve the County of Los Angeles and be “the premier property assessment agency in the nation.” I am proud of all our employees who represent the County well in providing exceptional public service.

Sincerely,

A handwritten signature in blue ink that reads "Jeffrey Prang". The signature is fluid and cursive.

**JEFFREY PRANG**  
Assessor



# WHO WE ARE

The Los Angeles County Assessor is an elected official, governed by the California Constitution, the laws passed by the State Legislature, and the rules adopted by the California State Board of Equalization (BOE). As directed by the California Constitution, the Office of the Assessor is separate from the County of Los Angeles Board of Supervisors and is directly elected by the voters of Los Angeles County.

The Office of the Assessor determines the value of more than 2.6 million secured and unsecured properties with a value of more than \$1.3 trillion. Other County departments then use these assessed property values to determine property tax rates. These assessed property values support dozens of local programs and services, offered by all 35 County departments, 88 cities, 81 school districts, and numerous special districts, serving 10.4 million residents.



The work processed by our dedicated staff, nearly 1,400 employees in 7 offices located throughout the county, is foundational to everything the County of Los Angeles does – facilitating the ability to provide critical services, including public safety, public health and welfare, and roads that make Los Angeles a great place to live, work, and visit.

# WHAT WE DO

## OUR MISSION

The Assessor's mission statement speaks to what we do every day:

**We produce an accurate and timely assessment roll while delivering exceptional service to the public.**

## OUR VISION

Our vision statement emphasizes our continual and long-term dedication to excelling in our vital role within the County of Los Angeles property tax spectrum.

**To be the premier property assessment agency in the nation.**

## OUR **A.S.P.I.R.E.** VALUES

### **A**CCOUNTABLE

We are responsible for producing an accurate and timely Assessment Roll, and for all actions and decisions relating to that work.

We celebrate our successes and collaborate to solve the root causes of problems.

### **S**ERVICE EXCELLENCE

We provide outstanding service to the public by being courteous, listening to their needs, speaking their language, and responding to their issues promptly.

### **P**ROFESSIONALISM

We uphold the highest standards of our profession and take pride in the quality of our work.

### **I**NTEGRITY

We are ethical, honest, and transparent, and adhere to our policies and procedures.

### **R**ESPECT

We show respect by being civil, honest, open in our communications, and transparent in our actions.

We are sensitive to our community's diverse cultures and value our staff expertise.

### **E**QUITY

It is our legal and ethical duty to deliver an objective assessment roll in accordance with the law.

# WHO WE SERVE

The Office of the Assessor has several key customers and stakeholders who have different needs and expectations of us.

## PROPERTY OWNERS

- **Involved property:** More than 2.6 million secured and unsecured properties with a value of more than \$1.3 trillion
- **Property owners' needs:** Fair property assessments

## GOVERNMENTAL JURISDICTIONS

- **Involved local governments:** 35 County departments, 88 cities, 81 school districts, and numerous special districts
- **Governmental needs:** An accurate assessment roll to be able to predict their revenues and fund programs and services

## THE PUBLIC

- **Involved public:** The public at large and business community
- **Public's needs:**
  - Fair property assessment performed by an Office of Assessor with integrity and public accountability
  - Governmental services
  - Data and maps prepared by the Assessor for public and private purposes

# STRATEGIC PRIORITIES

At first glance, the Assessor's work is straightforward, managed within a prescribed structure of procedures and professional standards. The reality is that we work in an atmosphere of constant change with a variety of sometimes conflicting challenges – technological, political, legislative, interpretative, or customer-related issues – that require an adaptable approach and critical thought. To meet these challenges, the Assessor's 2017-2021 Assessor Five-Year Strategic Plan emphasizes the need for change management and continual growth. The Plan is organized around Strategic Priorities. The Assessor formed Action Planning Teams (APTs) to address each Strategic Priority.

## I. INFORMATION TECHNOLOGY

The Assessor's primary initiative since 2015 has been the development and implementation of the Assessor Modernization Project (AMP) to replace the Office's outdated enterprise systems. Building on the Assessor's IT Plan, this Strategic Priority focuses on implementing a comprehensive IT communication program, improving public access to records, refining relevant IT training programs, and improving document management.

## II. PROCESS IMPROVEMENT

Continual and evidence-based improvement is a growing theme throughout the Assessor's Office. Process improvements entail systematic reviews of policies, procedures, and organizational structures to ensure alignment with the Assessor's new technology enhancements, evaluating off-site work assignments and alternative work schedules, and streamlining of the Assessment Appeals Board (AAB) processes.

## III. AGENCY COLLABORATION

The Assessor is dedicated to working in collaboration with other County departments and State agencies to ensure the effectiveness and efficiency of the property tax system as a whole. In keeping with this commitment to collaboration, the Office participated in the County's open-data effort and the recent reopening of the One-Stop Property Tax Counter to provide comprehensive customer service for taxpayers. This Strategic Priority provides a blueprint to improve further

responsiveness to taxpayer inquiries, expedite the review and assessment of new construction, and improve AAB processes through multi-agency collaboration.

## IV. CULTURE & STAFFING

The Assessor requires a strong work culture to ensure that our A.S.P.I.R.E. values and purpose are part of everything we do. As part of our change management initiatives, a full complement of trained staff is imperative for achieving the Assessor's vision, mission, and goals. To address the staffing challenges facing the County of Los Angeles, including the Assessor's Office, Assessor's staff developed initiatives to improve and support staff recruitment and retention, career planning, and training and development programs. The culture initiatives focus on the development and implementation of a formal Culture Improvement Plan and Training Plan that take advantage of the Office's new 21st-century technology in ways that can improve productivity, work quality, and work-life balance.

## V. FINANCE

The Office of the Assessor's ability to achieve its mission and implement this Strategic Plan depends on its ability to efficiently and effectively manage its financial and human resources. To ensure that happens, the Finance initiative improves communications about the allocation of budgetary resources throughout the Office. In combination, the strategic priorities should achieve a sound return-on-investment in AMP.

# STRATEGIC PRIORITIES & GOALS

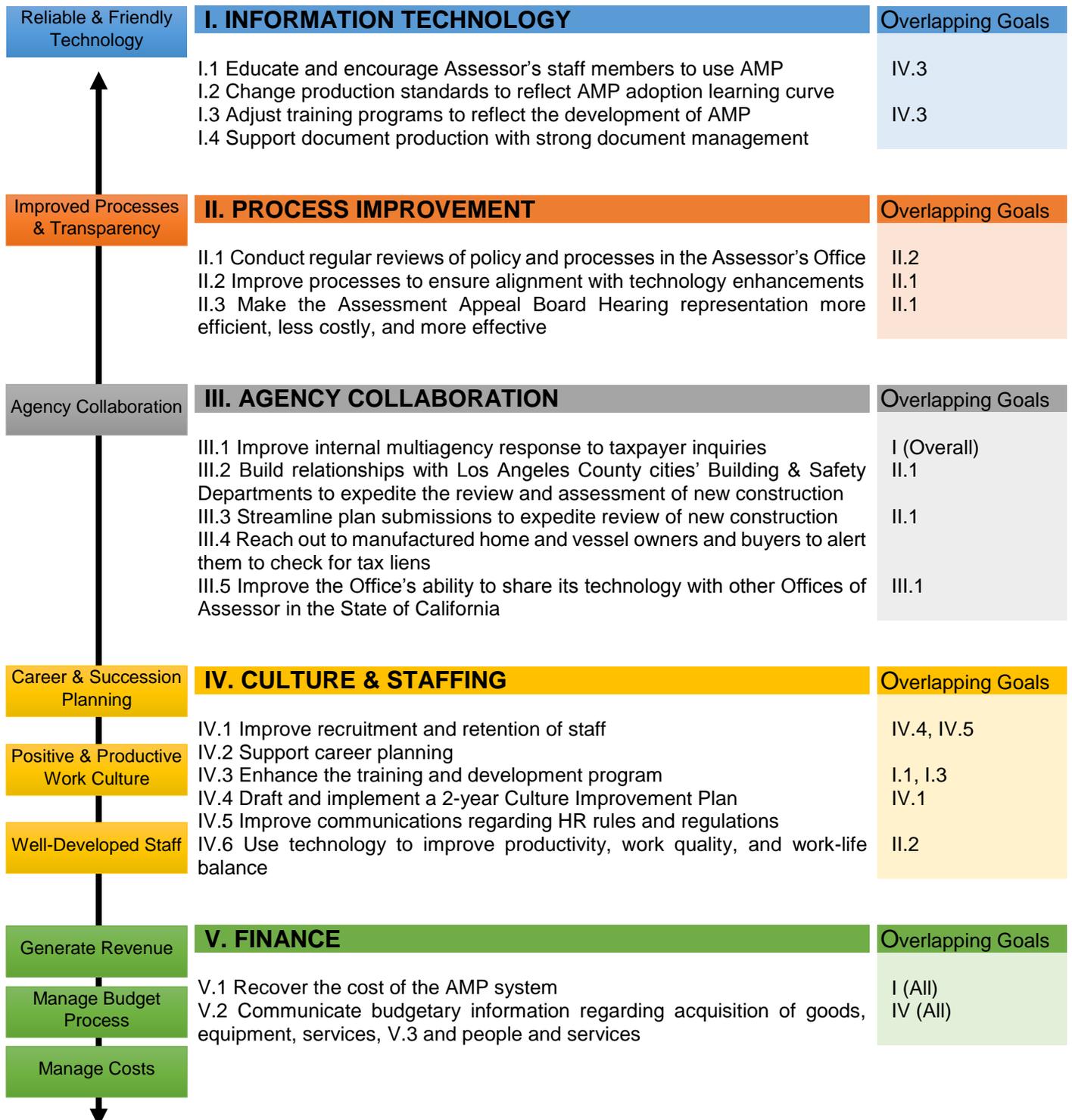
## For an Accurate and Timely Assessment Roll

SERVING OUR CUSTOMERS:

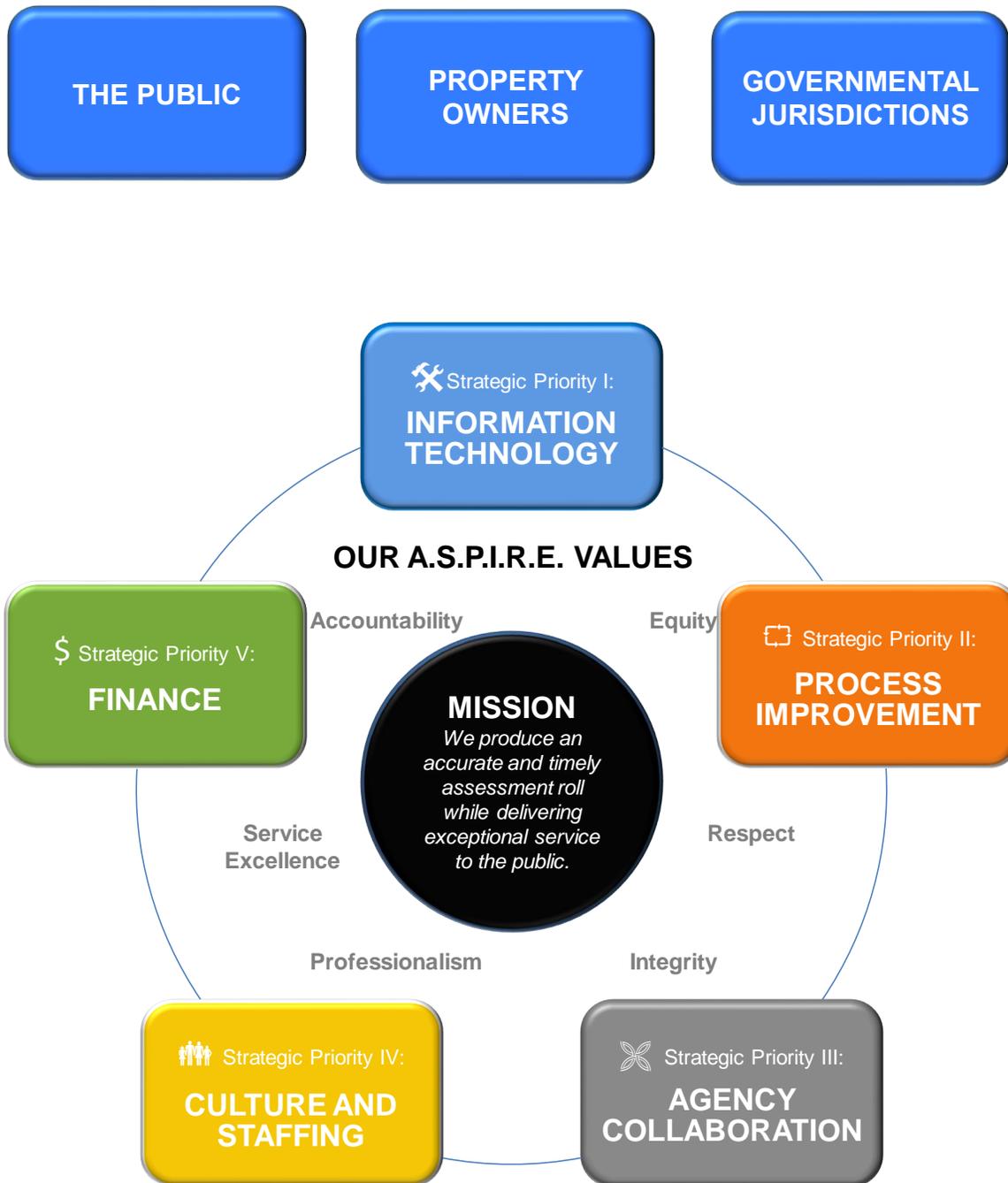
THE PUBLIC

PROPERTY OWNERS

GOVERNMENT JURISDICTIONS



# TYING THE STRATEGY TOGETHER





## OUR MISSION

WE PRODUCE AN ACCURATE  
AND TIMELY ASSESSMENT  
ROLL WHILE DELIVERING  
EXCEPTIONAL SERVICE TO  
THE PUBLIC



NOTES



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OFFICE OF THE ASSESSOR  
**5-YEAR STRATEGIC PLAN**

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**OFFICE OF THE ASSESSOR**  
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