

STRATEGIC PLAN 2023 2028



Table of Contents

- 3 A Message from Assessor Jeff Prang
- 4 Assessor's Foundational Elements
- 5 Overview of the Assessor's Office
- 6 Assessor's Accomplishments
- 8 Strategic Planning Engagement
- 9 Strategic Priorities
- 15 Thank You



A Message from Assessor Jeff Prang

I am pleased to share the Assessor Office's Strategic Plan for 2023-2028. The goals and objectives outlined in this Strategic Plan are the results of an inclusive and collaborative effort from across the Office of the Assessor to ensure the Office of the Assessor continues to meet the needs of residents and businesses in Los Angeles County.

We strive to foster an Office that provides exceptional, transparent, and accessible public service and represents the County's diversity and values. To achieve this, we are focusing on internal changes to better serve the public by building a better:

- Workforce of the Future
- Workplace of the Future
- Work of the Future
- Work Culture of the Future

Because of the changing work world, we must be nimble and able to evolve within the everchanging Los Angeles County landscape. We encourage and value your input to this process.

In Service,

Jeff Prang
Los Angeles County Assessor



Assessor Office's Foundational Elements



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



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



**A.S.P.I.R.E.
Values**

- Accountability
- Service Excellence
- Professionalism
- Integrity
- Respect
- Equity

Working to Better Serve the Public

The Assessor's Office, along with other public agencies and corporations, have been working on ways to develop better customer service, leverage technology, and create flexible work environments. The COVID -19 pandemic accelerated these work environment changes, resulting in:

- Greater use of technology to deliver customer and public service
- Reduced reliance on physical offices to serve the public
- Greater commitment to diversity, equity, and inclusion in the workplace to reflect the people we serve
- The need to sustain a workforce that understands the importance of efficiency, public service, and commitment to our mission

Therefore, our strategic priorities center around creating a better future for our workforce to better serve the public. These changes, along with Information Technology (IT) changes, have a dramatic impact on the work we do and the places we operate as we move forward.

Together, these define our work culture in delivering top-notch customer service and serving the public in Los Angeles County.

Accomplishments in the Last 5 Years

- The Assessor's Office is integral to local government funding as the 2023 Assessment Roll Forecast estimate a net local roll value of nearly \$2 trillion.
- In serving the public, the Assessor's Office boasts a nearly perfect score of 99.87% in its recent California Board of Equalization (BOE) audit.
- The Assessor's Office is proactive in ensuring residents and businesses can access services. Throughout the COVID-19 pandemic, the Assessor's Office continued:
 - Hiring, training, and onboarding staff to meet increasing demands for services
 - Delivering important services while other agencies and departments temporarily closed
 - Maintaining effective operations through telework and hybrid platforms
- The Assessor's Office leverages innovative technology to make services more efficient and accessible to the public by developing and implementing:
 - AI technology for live translations in multiple languages at public seminars, community events, and business Q&A sessions
 - e-Services change of address and other updates
 - Assessor's Online Booking System
 - Assessor's Chatbot
 - e-Notification Fraud Alert System
 - Final phase of implementing the new Assessor Modernization Project (AMP)
- The Assessor's Office responds and adapts its services to meet significant legislative changes (e.g., Proposition 19).
- To meet the public's demand for service, the Assessor's Office has hired and trained approximately 506 employees since 2017:
 - 188 appraisal staff
 - 95 ownership staff
 - 43 administrative staff
 - 110 clerical staff
 - 65 IT and GIS staff
 - 5 management staff
- The Assessor's Office professionally develops its workforce to better serve the public, including implementation of the Appraiser Assistant Training Program.
- The Assessor's Office continues to prioritize community outreach that is transparent and inclusive:
 - Comprehensive public education program in print and radio
 - Collaboration with other County departments to improve community outreach
 - Military Veterans Affairs Outreach regarding the exemptions program for disabled veterans
 - Ethnic media and language translation services on the website
 - Assessor's Homeowners' Resource Fairs

Our Awards

The Assessor's Office continues to be recognized for its dedication to public service. Following is a list of awards received since the last Strategic Plan.

2023

- National Association of Counties (NACo) Achievement Award – Appraiser Assistant Training Program
- NACo Achievement Award – Assessor's Chatbot
- NACo Achievement Award – Assessor's Homeowners' Resource Fairs
- NACo Achievement Award – Online Appointment Booking System
- International Association of Assessing Officers (IAAO) – Certificate of Excellence In Assessment Administration – Recertification
- International Association of Assessing Officers (IAAO) – Public Information Program Award: Assessor's Chatbot

2022

- 35th Annual Productivity And Quality Awards: Top 10 Awards – This is Our Shot! Mobile Vaccine Team Fights COVID
- NACo Achievement Award – Appraiser Training And Workforce Development

2021

- NACo Achievement Award - AABS Virtual Hearing Solution

2019

- NACo Achievement Award – Mobile Assets Tracking System (MATS)
- NACo Achievement Award – Train Tracks
- L.A. County Stars – Property Tax Portal

2018

- 31st Annual Productivity And Quality Awards: Special Merits Awards – One-Stop Service Public Counter (collaboration with Treasurer & Tax Collector and Auditor-Controller)
- Urban and Regional Information Systems Association (URISA) Exemplary Systems In Government (ESIG) Award – The Assessor Portal (*TOP AWARD*)
- L.A. Digital Government Award – Cherwell e-Forms Initiative

2017

- 30th Annual Productivity And Quality Awards: Bronze Eagle – Assessor Portal (*TOP AWARD*)
- NACo Achievement Award – County Administration and Management: New Online Portal Brings the Office of the Assessor into the 21st Century
- L.A. Digital Government Award – Assessor Modernization Project
- International Association Of Assessing Officers (IAAO) – Certificate of Excellence in Assessment Administration (*TOP AWARD*)

Strategic Planning Engagement



1

Strategic Planning Kickoff

In September 2022, 4 virtual meetings were held to acquaint all Office staff to the strategic-planning process and to get their initial input to the effort.



3

Division Focus Groups

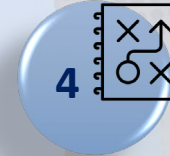
Divisional leadership teams participated in focus groups to provide their insight on strengths to preserve opportunities and challenges to consider in developing the Strategic Plan.



2

Strategic Planning Advisory Group

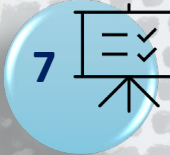
The Strategic Planning Advisory Group (SPAG) consisted of Office Executive, Directors, the CIO, and Administrative Deputy.



4

Strategy Lab

Based on input gathered, the SPAG and Office Managers identified 4 strategic priorities for the Office to focus on in the next 3-5 years.



7

Strategic Planning Summit

Each APT presented draft goals and objectives to the SPAG, including time for Q&A and follow-up discussion.



6

Action Planning Teams

4 Action Planning Teams (APTs) of 4-9 staff assigned to draft goals and objectives for each strategic priority.



5

Staff Survey

All Office staff were surveyed to solicit their input and feedback regarding the strategic priorities.



8

Ongoing Monitoring and Updates

Progress monitoring for each Strategic Priority and its associated goals and objectives will be ongoing. Formal quarterly reviews take place in March, June, September, and December.

Strategic Priorities for a Better Future

Workforce of the Future

Workplace of the Future

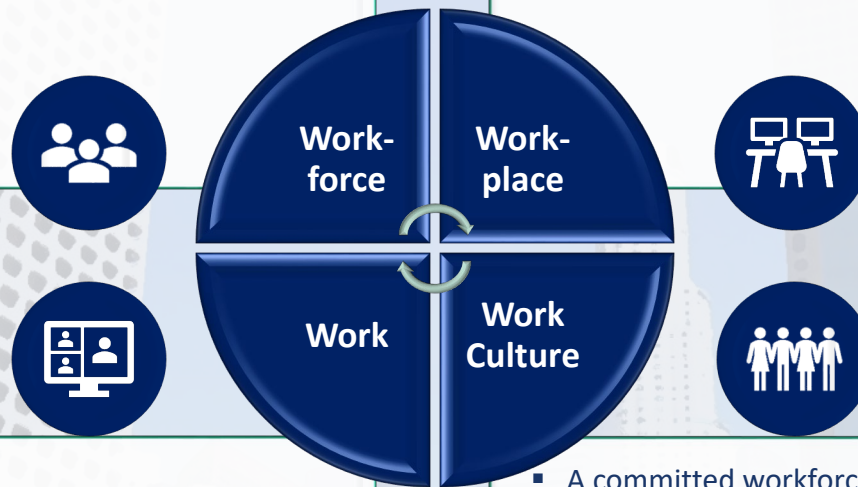
Work of the Future

Work Culture of the Future

Working to Better Serve the Public

- Effective and efficient customer service
- A motivated and talented workforce dedicated to public service
- A diverse workforce reflecting the public they serve
- Improved quality of life for staff with improved flexibility and less commute time

- 24/7 public access to services in a variety of ways (e.g., online, by phone, in person, Chatbot, etc.)
- Ability to effectively work and serve the public remotely or in physical offices



- More customer self-service capabilities, reducing unnecessary drive time to offices
- Better use of technology for inclusive public engagement and accessible and effective services
- More efficient and accurate public service outcomes

- A committed workforce reflecting our A.S.P.I.R.E. values
- An inclusive government agency where all people feel they belong and want to work
- A work culture that prioritizes work-life balance and opportunities for growth
- Higher retention rates that ensure greater institutionalized knowledge and higher quality public service
- Socially responsible in terms of environmental impact with more services handled remotely



Workforce of the Future

As Los Angeles County's population becomes more diverse, so must its public workforce. To ensure exceptional customer and public service, the Assessor is committed to developing a workforce representative of the residents, businesses, and their interests.

Goal 1: Implement a more evidence-based, proactive, and inclusive talent acquisition and management system.

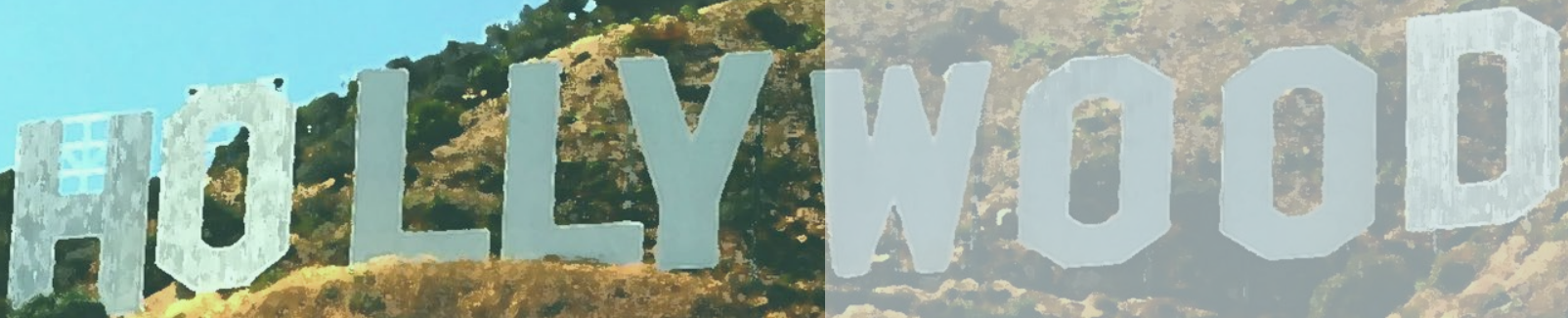
Goal 2: Implement a more comprehensive, agile, and inclusive skills and career development program for Office management and staff.

Workplace of the Future

The Assessor strives to be adaptable to changes facing residents, businesses, and its workforce. With advancement in technology and innovative ways to deliver public services, the Assessor is dedicated to developing effective customer and public service via a hybrid model.

Goal 1: Provide the means and methods for effective on-site and remote (i.e., hybrid) work model in line with County telework policy.

Goal 2: Optimize real estate space to meet the Assessor's mission and sustain effective public service via a hybrid model.

The image shows the iconic Hollywood sign, a large white letter sculpture on a hillside. The sign is partially obscured by a semi-transparent blue overlay that covers the right side of the page. The background is a clear blue sky and a hilly landscape with some greenery and buildings in the distance.



Work of the Future

As our Office develops and applies technology and process improvements, we will enable our customers to make simple changes to their own data and access information they want on their own and other properties. We can simultaneously eliminate routine repetitive work so that our staff can efficiently, thoughtfully, and accurately process requests, resulting in rapid in-person, email, on-line, and telephone responses.

Goal 1: Enhance transparency, inclusiveness, and documentation of the IT priority-setting process.

Goal 2: Continue to leverage technology to improve efficiency, maintain alignment with regulations, boost security, and achieve cost savings.

Goal 3: Maximize availability of tools that move staff efforts from routine to engaging work, simplified standard processes, and enhanced staff autonomy.

Goal 4: Implement people-centered approaches to managing the achievement of organizational goals.

Goal 5: Develop a plan to improve customer service, including balancing in-person and digital customer options.

Goal 6: Use data scientists to provide analytics for data-driven decision-making.



Work Culture of the Future

To sustain exceptional customer and public service, the Assessor is committed to its core values of accountability, service excellence, professionalism, integrity, respect, and equity. Fostering a work culture that embodies these values will contribute to a more committed, socially responsible, and motivated workforce serving the public.

Goal 1: Foster a culture that encourages professional growth and work-life balance.

Goal 2: Develop a culture of community and shared responsibility that meets the needs of a diverse and changing workforce.

Goal 3: Exemplify the values of diversity, equity, and inclusion in the work, workplace, and workforce of the future.



Many Thanks to all Assessor Staff and Our Strategic Planning Participants

Want to Learn More?



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