

**Maine Municipal Tax Collectors
and Treasurers Association**

2009 Update to the Strategic Plan

**Developed at Hollywood Slots
August 14th, 2009**

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2009 Strategic Plan Update Introduction and Summary

The MMTCTA Board asked MMA to facilitate a strategic planning session at their August 14, 2009 Annual Retreat at Hollywood Slots Hotel and Raceway in Bangor. Janice Tevanian, MMA Manager of Educational Services served as facilitator. Board members felt that their 2008 strategic planning process was excellent, and that the Board had enjoyed great success in accomplishing the goals and tasks that they had set for themselves over the prior year. They asked Janice to help them identify steps to take over the next year to help them continue to strengthen MMTCTA consistent with its strategic plan.

The agenda for the facilitated session was as follows:

- Welcome and Introductions
- What We Will Accomplish Today
- Brainstorming:
 - ✓ Review of Mission Statement
 - ✓ Accomplishments During the Past Year
 - ✓ Challenges for the Next Year
 - ✓ Goals for the Next Year

Brainstorming began with a review and affirmation of the 2008 MMTCTA Mission Statement, and generated the following comments:

Maine Municipal Tax Collectors and Treasurers Association will provide leadership, education and resources to achieve professionalism, uniformity of processes and networking opportunities.

- How are we going to provide the leadership?
- How can we encourage networking and intermingling?
- Professionalism: How can we make the certification process mean more and demonstrate its value? How can we provide the next step in growth, i.e. leadership- oriented training, and demonstrate to municipal officers that it is needed?
- Pick one – will or shall (in the Mission Statement) and be consistent
- Networking – reach out, make it friendly and accessible.
- Improve communication from the Board to the general membership.
- Ensure trainer succession.
- Monitor legislation regulating work processes.

The group identified the following as the Boards accomplishments during the past year:

- Revised Certification process.
- Revised By-Laws.
- Condensed the number of committees & rewrote their roles. Encouraged Board working together.
- Revised Admin. Guide an put it on the web site.

- Board is working well together.
- Did survey outreach.
- Good process to introduce & discuss ideas – leading to consensus

Next, the group brainstormed ideas about their remaining and upcoming challenges:

- What to do with the survey results?
- Need advanced courses and instructors to teach them.
- Need to expand instructor pool to teach basic courses.
- Develop a budget process based on needs.
- Improve follow-up on course evaluations – capture comments and have MMA do a composite and keep a running list.
- Networking – establish county groups for networking purposes – possibly multiple counties working together.
- Network with National organization tap resources for instructors.
- How can we engage people in remote parts of the state?
- Programming at MMA Convention.
- Schedule training in the remote parts of the State.
- Tap external resources (identify partnering opportunities) to provide leadership training.

After reaffirming MMTCTA's mission statement, identifying accomplishments and identifying challenges, the group identified goals for next year and beyond:

- Researching, discussing and implementing the expansion of training locations of core courses.
- Creating a larger group of instructors.
- Creating a budget for each course based on past experience with income & expenses.
- Web-based outreach – getting people to the website.
- Contacting local TC & Treasurers to set up local networking groups.
- Developing new training courses.
- Establishing partnerships for leadership training.
- Set up an outreach process based on a county group structure.
- Establishing mentoring groups.
- Establishing partnerships with other Affiliate Groups to co-sponsor broader training.
- Implement a process to respond concerns identifies by the survey.

Following the brainstorming, the group assigned responsibility, tasking and a timeline for the goals identified. These are embedded in text boxes in the following 2008 report under the appropriate committee sections.

Maine Municipal Tax Collectors and Treasurers Association

Strategic Plan Update 2009

KEY OUTCOMES FROM 2008

- I. New Mission Statement:** Revise Mission Statement to Equate with “Purpose” in By-Laws

New Mission Statement:

Maine Municipal Tax Collectors and Treasurers Association will provide leadership, education and resources to achieve professionalism, uniformity of processes and networking opportunities.

2009 Action

Reaffirmed new mission statement with the following minor edits:

The Maine Municipal Tax Collectors and Treasurers Association shall provide leadership, education and resources to achieve professionalism, uniformity of processes and networking opportunities.

- II. Task Force to Review Certification**

01 / 09

Revise Requirements
Incentives
Advance Level Certification
Trainers Succession
New Courses

- III. Task Force to Re-Write Committees’ Roles**

01 / 09

- IV. Survey Outreach to Members**

03 / 09

- V. Revise By-Laws for Adoption**

04 / 09

Attendance – “Excused”

Committee Restructuring – 4 Committees

Executive Committee Commitment

At least 1 Committee, 3 EC Members per Committee

Read / Understand – Officer Succession / Rules

- VI. Re-Write and Re-Distribute “Administrative Guide”**

08 / 09

- VII. Encourage County Meetings**

10 / 09

THE BIG TO DO LIST!

EXECUTIVE COMMITTEE

As an Executive Committee, resolve to desire and embrace organizational change and new member involvement and ideas.

Re-write the Mission Statement (as agreed) and include it in the next newsletter w/ short article about tying it to the Purpose Statement in the By-Laws.

Adopt By-Law changes by 05/09.

Have MMA draft revisions to the Administrative Guide based on By-Law amendments; MMTCTA to review guide for adoption. This is due for completion by 08/09.

Have Joan develop a 12-month Timeline of activities to be done / routine activities (e.g. Nominations on April agenda, May Annual Meeting) / training courses.

Place "Nominations" on MMTCTA E.C. Agenda for each March or April; send expectations sheet to nominees one month in advance; make sure they can commit.

2009 Action

No Additional Tasks

PROFESSIONAL DEVELOPMENT COMMITTEE

Mayo calls meeting of Professional Development Committee ASAP to begin their tasks.

Review and revise the Certification process. These are due by 01/09.

- Requirements for Certification
- Incentives (P.O.L. price break, press release, congratulatory letter to top elected and appointed official.
- Advanced Level Certification
- Trainer Outreach and Recruitment Strategy
- New Courses.

Discussion w/ MMA Liability Pool; Public Officials Liability price break if they have certified Treasurer or Tax Collector.

2009 Action

Task	Person Responsible	Time-frame
Develop an action plan to identify the steps that need to be taken to expand training locations of core courses & additional training courses	Gilberte Mayo	12/09
Develop an action plan/recommendation to expand the instructor pool & review the instructor policy	Paul Labrecque	11-12/09
Develop an action plan for establishing partnerships with other organizations to ensure the availability of leadership training	Gilberte Mayo & Gayle Doyon	12/09

COMMUNICATIONS COMMITTEE

Doyon calls meeting of Communication Committee ASAP to begin their tasks

Write / re-write “Executive Committee Expectations and Commitments.” This should include language for By-Law amendments. Due by 01/09.

Draft and send an “Outreach Survey” for membership. Outsource the compilation of the results for Executive Committee review. To be distributed by 03/01/08 and back to compiler by 03/30/08.

Draft and send outreach letter encouraging county meetings of Tax Collectors and Treasurers. Encourage them to start this winter. Encourage them to ask local COGs and RPCs to lend administrative support. Encourage agenda items like:

- Resources Needed
- Uniformity of Processes Breakdowns / Ideas for Improvement
- Ideas for Outreach and Involvement
- New Training Ideas.

As part of newsletter, encourage members to again subscribe to MMTCTA Listserv (see Legislative Action Strategy).

Re-issue “rules” for using the Listserv, including a direct feedback “Reply to Sender” for minor inquiries.

As part of newsletter, encourage members to bookmark web page and list the resources they can find there.

2009 Action

Task	Person Responsible	Time-frame
Develop recommendations to implement approaches based on survey results	David Little	11-12/09
Develop strategies for marketing the web site	Gayle Doyon	11-12/09
Establish a plan for organizing local outreach & mentoring groups throughout the state, to include contacting local tax collectors	Gayle Doyon & Marilyn Curtis	12/09

MEMBERSHIP COMMITTEE

Curtis and Parent call meeting of Membership Committee ASAP to begin their tasks.

Ensure MMA breaks down lists into 1) Certified; 2) Soon to need re-certification; 3) Members (and non-members)

Break out non-member list for calls and encourage them to join.

Re-write the Membership Application to include:

- Mission Statement
- Inclusion of Ethics Statement and Sign Off
- Committee of Interest Check-Off Box
- Interest in Being a Trainer Check Off Box
- Need for New Training Ideas Box.

Letter to Jen at MMA: Current and desired included documents in New Members packets; always e-mail co-chairs when new member joins; E-mail co-chairs anytime a member application indicates interest in committee membership.

2009 Action

No Additional Tasks (see task 3 in the above table)

LEGISLATIVE ADVOCACY COMMITTEE

Little calls meeting of Legislative Advocacy Committee ASAP to begin their tasks.

- Develop Legislative Action Strategy using Listserv and other methods.
- Develop Legislative Monitoring Strategy.
- Develop Legislative Hearing and Testimony Coverage
- Develop method for writing and including “Legislative Corner / Updates ” in
- MMTCTA Newsletters.

2009 Action

No Additional Tasks

Additional Task for 2009

Pam Griffeth, Treasurer is to establish a budget with realistic training numbers to present to the Board by 11/09.

Committee Restructuring & E.C. Membership (Four Committees Only)

1) Professional Development Committee and Its Roles

- Training Schedule and Courses
- Revise Certification Course and Process
- Approving Certification Applications & Re-Certification
- Finding Instructors for Training
- Scholarship – up to a budgeted cap
- Sending out reminders for Re-Certification

Professional Development EC Members:

Gilberte Mayo - Chair

Gayle Doyon

Vera Parent

Pam Griffith

Kelly Thibodeau

Tracey Hodgdon-Hyson

Paul Labrecque

2) Communications Committee and Its Roles

- Website - Outsource
- Listserv - Rejoin / Limit Chatter
- Newsletter – Schedule Needed
- Public Relations – Letter to Members
- Surveys – What Do We Need to Know? Outsource Development / Results

Communication EC Members

Gayle Doyon - Chair

Vera Parent

Stu Marckoon -

Kelly Thibodeau

3) Membership Committee and Its Roles

Ensure Letters of Welcome to New Members

w/ Newsletter, Resource Guide (Web / Listserv), Ethics Statement

Check Dues List

Check Members Lists for Recruiting

Compile Skills / Interests / Committees Info from Annual Applications

Review and Revise Membership Application (Skills? Trainer? Ethics?)

Membership EC Members

Marilyn Curtis – Co-Chair

Vera Parent – Co-Chair

Gilberte Mayo

Theresa Shaw

Tracey Hodgdon-Hyson

David Little

4) Legislative Advocacy Committee and Its Roles

Monitor Legislation

Communicating with the EC

Draft Testimony & Present to Legislature

Draft Legislation & Find Sponsors

Attend / Speak at LPC Meeting

Use List Serve as Legislative Alarm System

Legislative Advocacy EC Members

David Little - Chair

Gilberte Mayo

Paul Labrecque

GENERAL NOTES

New Member Packet (Revise This)

Welcome Letter

Latest Newsletter

Training Calendar

Ethics Paper (Sign Off)

Committee Interest (?)

Instructor Interest (?)

Certification Incentives:

Public Officials Liability Reduction – Contact MMA w/ Questions

Newly Elected Officials Workshop – Request Announcement of Certification
Process / P.O.L. Reduction?

Notification of Manager / Elected Officials

Framed Certificate?

Announcement in Newsletter

Press Release for Local Paper – “John Smith, Certified Treasurer”

AFFILIATE ADMINISTRATIVE TASK: Break up MMTCTA list into:

Members by County – To Membership Committee

Currently Certified – To Prof. Development Committee

Soon To Lose Certification – To Prof. Development Committee

Membership

MMA Staff

**Dues Application to be revised by Membership Committee – Send to Jen
Jen to send a Draft Welcome packet to Theresa Shaw and Marilyn Curtis
for review and revision**

Always email both when a new member joins to let them know

**Jen to email monthly any members that request to be on a committee to
Theresa Shaw and Marilyn Curtis**

Send Theresa & Marilyn Membership Protocol & Timeline

Executive Committee - Roles/Expectations

Amend 3 Consecutive Absences: Change By-Laws to include language about “Unexcused Absences.” At Meetings, determine if a prior call in by an MMTCTA member qualifies as an “Excused Absence” @ roll call. Whole EC votes. Unscheduled / changed meeting times and dates may qualify for “Excused Absence.”

Commitment: Eight (8) Board Meetings

Read Administrative Guide Fully.

Understand & Agree to Officer Succession.

Understand and Agree to Committee Requirements.

All EC need to be on at least one committee

Appointment to Committee

- 1) By Voluntary at Annual Retreat
- 2) Appointed By V.P., if not otherwise volunteering

APPENDICES

Date

Dear MMTCTA Member,

The Executive Committee of the MMTCTA recently held a facilitated retreat to plot the future course of our organization.

Perhaps the most primary goal and effort we will be undertaking is to much more greatly solicit your input, involve our members more, and ask for your ideas and participation in this fine organization.

This letter is intended to share the highlights of that retreat.

Where we once had eight committees that were essentially “one-man shows,” we are combining their tasks into just four committees and asking for greater member involvement.

The new committees are 1) Professional Development (incl. Certification), 2) Membership, 3) Communications and 4) Legislative Advocacy.

We also revisited our mission statement to ensure that our eyes were really on the goals we sought to achieve over the next 18 months.

Mission Statement: Maine Municipal Tax Collectors and Treasurers Association will provide leadership, education and resources to achieve professionalism, uniformity of processes and networking opportunities.

We will soon be sending out a survey to get your views on numerous important initiatives such as 1) the certification process and needed training courses; 2) the expectations of members with regard to the MMTCTA web site and listserv; 3) by-law and administrative guide amendments; and 4) how to involve you in the legislative process, to name but a few.

If you have quit the listserv, please consider signing back on; if you have not been to the web site in a while, please stop by and check our resources <http://www.mmtcta.org>.

Please feel free to contact the Executive Committee with ideas, needs and desires, and look for the membership survey in about February or March.

We value you, and thank you for your support of MMTCTA.

Sincerely,

Gayle Doyon, MMTCTA President

Draft

MMTCTA Membership Survey – March 1, 2008

Please take a few minutes and respond to the following question to assist the MMTCTA Executive Committee in better offering a professional organization tailored to your expectations.

Please fax your responses to MMA, c/o Jen at # ___ - ___ by ___/___/2009

On the following questions, please rate your response on a 1 to 10 scale with one (1) being poor and ten (10) being excellent.

1) How useful is the Listserv as a resource to you? _____

Comments: _____

2) How useful is the Web Site as a resource to you? _____

Comments: _____

3) How useful are the “Dollars and Sense” Newsletters as a resource to you? _____

Comments: _____

4) How satisfactory are the recent professional development courses to you? _____

Comments: _____

5) How would you rate your interest in becoming “certified” in your profession? _____

Comments: _____

6) How would you rate your interest in serving on an MMTCTA Committee? _____

Comments: _____

7) How would you rate your interest in assisting with affecting legislation that affects Tax Collectors and Treasurers? _____

Comments: _____

8) Please make at least one suggestion regarding training and certification.

Comments: _____

9) Please make at least one suggestion regarding better involving membership in the MMTCTA organization.

Comments: _____

10) Please suggest at least one resource that you wish MMTCTA provided.

Comments: _____

THANK YOU