

**DRAFT COMMUNICATION PLAN**

**MTC STRATEGIC PLANNING COMMITTEE**

**PHASE 1 – ENVIRONMENTAL SCAN**

V 2.0 – July 23, 2011

DRAFT

## KEY MESSAGES FOR PHASE 1:

### ***What are we doing?***

- Environmental scan – we are asking ourselves what are our strengths and weaknesses; what are the opportunities we see and the challenges we face? (SWOT)
- We are taking stock of where we are, what is going on in our world right now
- We are taking the first steps to create a basis for future planning
- We are looking for opportunities to improve the efficiency and effectiveness of MTC

### ***What is an environmental scan and what does it mean for the MTC?***

An environmental scan is a process by which we look at factors in the current environment that can affect the MTC's ability to achieve its purpose. The environmental scan will create a body of information on which to base a strategic planning effort, and to identify areas where action is needed.

We are using a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis will help the commission get a broad view of the factors that affect the commission's ability to successfully achieve its purpose. Those factors are:

- **Strengths:** characteristics of the commission that give it the ability to succeed in fulfilling its purpose.
- **Weaknesses:** are characteristics of the commission that create barriers or make it difficult to fulfill its purpose.
- **Opportunities:** *external* chances to improve MTC's performance in the environment.
- **Threats:** *external* elements in the environment that could make it difficult for the commission to fulfill its purpose.

The environmental scan can be extended to obtain input from many different groups (extended MTC staff; committees; commissioners; business partners; and other stakeholders) So that we get the most complete picture of ourselves and our environment. Different techniques can be used to solicit input (in person; telephone; on-line).

### ***Why are we doing this now? What do we want to accomplish?***

- MTC hasn't done any significant strategic planning for quite a while. The pace of change today makes it more important to know where we want to be going and how we plan to get there.
- The large number of new tax administrators makes this a good time to assess where we are and begin to prepare for the future.
- We want to identify what we can and should do to be effective in this rapidly changing and challenging time.
- We will create a solid base of information on which to make decisions about strategic direction in the future.
- We believe we will find opportunities to make changes in the short term that will help us with efficiency and effectiveness.

### ***Why are we only doing an environmental scan right now?***

- A full strategic planning process will involve a lot of time and resources that we don't have right now
- There are many new tax administrators right now; they need time to get oriented to their own organizations and to the MTC before they can fully participate in a strategic planning process.

### ***Who is managing this process?***

- There is a steering committee to manage the planning process. Steering committee members are: Cory Fong (chair), Steve Cordi, Alana Barragan-Scott, Nancy Prosser, and Joe Huddleston. The Steering Committee's role is to review and approve the environmental scanning process, and to develop options and/or recommendations for action by the Executive Committee. The steering committee will meet by telephone at least monthly between the Annual Meeting and the Fall Executive Committee meeting.
- There is also a facilitator-Elizabeth Harchenko. Facilitator will guide the process and assist the steering committee in conducting the environmental scan and preparing recommendations and options for the MTC Executive Committee.

### **PHASE 1 TIME LINE:**

**July 2011 – Annual Meeting:** Begin environmental scanning process with input from committees and from tax administrators during Commission and Executive Committee meetings.

**August 2011:** Post information about process on MTC Web site; Publicize public opportunity to contribute to the scanning process through on-line tools; actively solicit input from business partners, taxpayers and stakeholders.

**September 2011:** Continue to publicize scanning process through news releases, Web site updates and through MTC updates and telephone meetings. Public comment will be taken until the end of September.

**October 2011:** Share summary results of scan with member states (Question to discuss with Executive Committee: do you want to share initial findings more broadly before Executive committee meeting at the end of November?)

**November 2011:** Share process plan with member states – report to Executive Committee; options for next steps

### **Additional information beyond Phase 1:**

If additional planning work continues, share progress on planning process; next steps; milestones as they are reached; who is involved; how people can contribute

**KEY COMMUNICATORS:** MTC Chair; planning committee chair; Strategic Planning Steering Committee members

**COMMUNICATION OPPORTUNITIES:**

Web sites: MTC; FTA TaxExPRESS; trade associations; taxpayer associations

MTC Annual Meeting; committee meetings; Executive Committee session; Commission session

Regularly scheduled teleconferences – updates for the states; committee teleconferences; electronic communications

Stakeholder meetings; presentations or speeches

**KEY AUDIENCES:** State tax administrators; State staff; MTC staff

Stakeholders – taxpayer groups; taxpayer representatives; other government associations

Business partners – FTA, IRS, other organizations that share operational goals or functions or that collaborate with MTC to achieve operational goals.

State tax press