



## Strategic Planning Committee Year End Report

The Multistate Tax Commission began its strategic planning process in May 2011. During 2011-2012, the Commission developed its statements of Mission, Values, Vision, and Goals.

### **MISSION STATEMENT:**

The Multistate Tax Commission is an intergovernmental state tax agency. Its mission is to:

- Achieve fairness by promoting compliance and consistent tax policy and practice; and to
- Preserve the sovereignty of state and local governments over their tax systems

### **VISION**

By 2019, MTC will be recognized as:

- The “gold standard” for tax policy development
- The primary authority for the public and public officials on issues of state and local tax uniformity and fairness
- The leading resource for ensuring equitable tax compliance

The Committee met on July 24, 2018, in Boston, Massachusetts. Executive Director Greg Matson presented information on performance measures and data for the Engagement Goal Project. The Committee asked about using WebEx or similar technologies when holding meetings. Some program committees and work groups are moving towards using such technology and Commission staff indicated that such technology will soon be tested.

The Committee also discussed overall strategic planning efforts. Members suggested that greater engagement in the process might result if program committees were more aware of the Commission’s mission, vision, values, and goals. As a result of these suggestions, the committee chair and the deputy executive director decided to attend each of the November program committee meetings and discuss strategic planning at the Commission. The plan was to then seek ideas from program committees at the

2019 spring committee meetings as an initial step to work on updating the Commission's mission, vision, values, and goals.

The Committee met again on November 7, 2018, in Orlando, Florida. A report was made on presentations by the committee's chair and Commission staff at program committee meetings held earlier in the week. Questions were asked and answers provided on the name of the committee, committee membership, and committee leadership. It was decided the committee would vote at the April 2019 meeting on changing the committee's name.

Extensive discussion occurred concerning how the committee could better receive input from and participation by program committees and their members on strategic planning activities. Comments were made concerning whether program committees had enough time during their meetings to participate in strategic planning activities. A suggestion was made that the Commission's mission, vision, values, and goals be updated, which would provide direction to and encourage program committees to work on ways to achieve the goals and vision. After the meeting, staff sent out a request to committee members for input on updating the Commission's mission, vision, values, and goals to assist in deciding how the Commission will proceed with strategic planning.

The Committee met for the last time on April 25, 2019, in Denver Colorado. At that meeting the Committee voted to have "Steering" removed from the committee's name, resulting in the Committee being called "Strategic Planning Committee." Proposed changes to the Committee's charter were discussed and the proposed charter amendments were revised to eliminate use of the term "advisory" regarding membership on the Committee of chairs and vice chairs of standing Commission committees. Suggested language clarifying the quorum requirements for the Committee was also proposed. The proposed charter revisions with the changes previously noted were adopted by the Committee.

Proposed updates to the Commission's mission, vision, values, and goals were presented to Committee members so they could review them, recommend any changes, and be prepared to vote on these at the Committee's next meeting. Initial background information was provided on a project to update Commission bylaws. This project is intended to update the Commission's bylaws to better encourage participation and engagement of sovereignty members.

The Committee continues to be committed to integrating strategic planning tools and practices into the operations of the Commission. Permanent staff continues to integrate strategic planning into the daily work of the Commission. The Committee continues to evaluate the Commission's progress with strategic planning. These

discussions will continue and the committee will report to the Executive Committee on progress and future direction.