



Strategic Planning Steering 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 Steering Committee met on August 1, 2017, in Louisville, Kentucky. An oral presentation was made regarding information found in the written report prepared on performance measures and data for the Engagement Goal Project. The Committee requested that electronic meeting participation be measured to see what impact that has on in-person attendance. A summary of findings from a survey on training was given. Greg Matson, Helen Hecht, and Lila Disque were recognized for their efforts in supporting the focus for 2017 (enhancing the vitality and reputation of the Commission) by putting together “This Week in MTC History” which celebrates the Commission’s 50th anniversary.

Nancy Prosser (Texas) agreed to serve as committee chair for the upcoming year. New members of the committee will be sought, especially from sovereignty member states. Ms. Prosser also recommended that beginning with the next meeting of the

committee, the committee revisit past planning tasks and the use of a yearly strategic planning calendar and volunteered to assist in moving this effort forward.

Mr. Matson mentioned that he and Marshall Stranburg have done some preliminary work on ideas for additional participation by sovereignty member states and associate member states. Some of these ideas would require changes to the Commission's bylaws. Mr. Matson and Mr. Stranburg will provide the committee with additional information that can be discussed at the committee's meeting in November.

The Steering Committee met again on November 16, 2017, in New Orleans, Louisiana. At that meeting Ms. Prosser provided an update on the status of the committee, noting the turnover in committee membership in the past year. She also briefly reviewed past completed projects. Ms. Prosser suggested that the focus for this year should be to look at the status and future of the committee and the strategic planning process. Mr. Matson emphasized that while the commission did not have any official strategic planning projects ongoing, there is a significant amount of activity going on with the commission, its committees, and staff.

Ms. Prosser suggested revising the committee's name to Strategic Leadership Committee. She also noted proposed revisions to the committee's charter, such as including standing committee chairs and vice-chairs as advisory members to this committee. Proposed changes to the strategic planning calendar were also mentioned. These changes include recurring review of mission, vision, values, and goals, updating of charters, and completion of environmental scans. Comments were received asking if it would be possible to find more ways for the commission's uniformity process to engage the business community so they would feel that what they have contributed has been heard and if it would be possible to have business members of commission committees.

Committee members were asked to review the current mission, vision, values, and goals and provide suggested changes. Also requested before the committee's next meeting in April 2018, was feedback on the proposed name change for the committee and the proposed revisions to the committee charter and planning calendar. Ms. Prosser volunteered to work on updating the committee's communications plan.

The Steering Committee met for the final time this past year in Bloomington, Minnesota, on April 25, 2018. Ms. Prosser began the meeting by providing a recap of the 10 projects previously chartered by the committee. Updates made to the communications plan were reviewed. Proposed revisions to the Committee's charter were discussed, with many comments received noting the benefit of having standing committee chairs and vice-chairs as advisory members to this committee.

Extensive discussion occurred regarding the time frame for strategic planning efforts. A number of comments were made concerning efforts that could be made to enhance the engagement of the business community in Commission uniformity projects. Questions were raised and suggestions were given on when standing committees should coordinate projects with this committee.

Input was requested from committee members regarding the committee's charter, planning calendar, and communications plan, as well as on the Commission's mission, vision, values, and goals. Any comments would be integrated into those documents by Ms. Prosser, Mr. Matson, and Mr. Stranburg. The proposed name change – Strategic Leadership Committee – was discussed. Current committee members John Ficara, Gil Brewer, and Dee Wald indicated they would continue their participation next year.

The Steering Committee continues to be committed to integrating strategic planning tools and practices into the operations of the Commission. The MTC permanent staff continues to integrating strategic planning into the daily work of the Commission. The Steering 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.