

Multistate Tax Commission  
Strategic Planning Steering Committee  
Charter  
(Approved December 12, 2013)

I. Purpose of the Steering Committee

The primary function of the Strategic Planning Steering Committee is to oversee the Multistate Tax Commission (MTC) Strategic Planning and Implementation processes. The Steering Committee will provide insight on long-term strategies to achieve the mission and vision of the MTC. Members of the Steering Committee ensure that the MTC's strategic objectives are being addressed and that projects chartered by the Steering Committee are completed. These responsibilities are carried out through the following functions:

- Develop the statements of mission, vision, values and goals for the MTC.
- Conduct periodic environmental scans to assess internal and external opportunities and challenges that affect the MTC's ability to perform its mission and achieve its long-term vision and goals.
- Charter strategic planning and implementation projects that will help the MTC achieve its long-term vision and goals by improving its process and business practices.
- Monitor progress of projects that are underway.
- Formally accept and approve project deliverables.
- Monitor performance and ongoing effectiveness of completed project deliverables.
- Provide leadership within the MTC to advocate for the use and institutionalization of strategic planning disciplines within the operations of the MTC.

II. Committee Membership

The Steering Committee consists of the following members, at a minimum:

- The officers of the MTC (chair, vice chair and treasurer),
- Immediate past commission chair, and
- The Executive Director of the MTC.

The Steering Committee may include other past commission chairs, or other members of the Commission, including sovereignty members, as determined by the Executive Committee of the MTC. The chair of the Steering Committee should be a past commission chair, if possible. Otherwise, the chair should be a tax administrator who is committed to strategic planning as a business practice.

Each year, in conjunction with the Annual Meeting of the MTC, the Steering Committee will affirm its membership and designate a chair.

### III. Role of a Steering Committee member

It is intended that the Steering Committee guide the strategic planning process for the MTC, and oversee implementation of planning practices in the MTC's regular operations. Steering Committee members are not directly responsible for managing project activities, but provide support and guidance for those who do. Steering Committee members should:

- Be genuinely interested in strategic planning and be an advocate for broad support of the vision and goals of the MTC.
- Understand the strategic implications of the political, financial and administrative environmental factors that affect the MTC's performance of its mission.
- Appreciate the significance of the MTC's strategic goals to the states, taxpayers and the public and consider their interests in planning the business of the MTC.

In practice, this means that Steering Committee members:

- Review the status of projects underway.
- Establish priorities for projects in consideration of personnel and financial resource constraints.
- Provide guidance and feedback to project teams.
- Monitor the effectiveness of completed projects and recommend adjustments when necessary.
- Report on project progress to the MTC Executive Committee.
- Communicate with the states, taxpayers and the public about the MTC's strategic planning efforts.

### IV. Steering Committee meetings

The Steering Committee will meet at least three times a year in conjunction with meetings of the MTC Executive Committee. The Steering Committee may also meet at the call of the chair. Meetings of the Steering Committee are subject to the MTC Public Participation Policy. Steering Committee meetings may be held in person or telephonically. A majority of the membership constitutes a quorum.

Charter approved by the MTC Executive Committee on December 12, 2013.