

## **Revised draft Mission, Values, Vision and Goal Areas – 12-28-11**

### **MISSION – Essential Purpose of MTC**

MTC empowers state and local tax authorities to preserve state tax sovereignty and achieve tax fairness by promoting compliance and consistent tax policy and practice.

### **VALUES – MTC’s cultural norms**

- Collaboration
  - We share the expertise of our staff, members and stakeholders
  - We leverage the resources of the states
  - We strive to cooperate with states, taxpayers and the federal government
- Quality
  - We pursue excellence in developing and using our shared resources
  - We pursue excellence in the legal, policy, education and compliance work we do
  - We pursue excellence in the technical support we provide
- Inclusiveness and transparency
  - We are open to participation by all governmental entities and public and private stakeholders
  - We honor our status as an intergovernmental entity created by mutual state legislation, with the authority to act on behalf of the states.
- Professionalism and integrity
  - We conduct all of our business to the highest ethical standards
- Tax sovereignty
  - We promote the state and local government control and authority over their tax systems
- Uniformity
  - We pursue consistency of tax policies and practices by tax jurisdictions, collectively and over time
  - We pursue equity and balance in state taxation
  - We pursue equal treatment of taxpayers and full accountability by all taxpayers

### **VISION – Direction for the next 5-7 years**

Draft Statement(s) – By (date) the MTC will be recognized as:

- Setting the “gold standard” for the process to develop model tax policies.
- A credible and authoritative voice to the public and public officials concerning issues of state sovereignty and tax fairness. [A “champion of uniformity”.]
- A leading resource for ensuring equitable tax compliance.

## **Possible consolidation of goal areas – December 28, 2011 redraft**

**Vitality and reputation of the commission** – Develop more institutional knowledge about MTC in the states. Stabilize funding models for commission fees in the states. Enhance the MTC’s national reputation and image by raising the commission’s profile. Promote use of services, such as dispute resolution. Consider “branding” for the commission. Assure the states see the MTC as a valuable asset. Educate state tax administrators, governors and legislators about the MTC. Adapt commission processes to work more effectively and efficiently. Consider how technology or educational tools can help promote MTC.

**Engagement of states and other stakeholders** – pursue greater participation by states in MTC activities; pursue outreach and communication within the states. Top tax administrators (or chief deputies) more actively engaged in leadership. Evaluate how committee work is communicated in the states; consider who participates from the states. Clarify and enhance the value of the public participation policy as a tool for achieving the commission’s purpose and goals. Manage access to commission materials more effectively. Adapt commission processes to increase state engagement. Clarify the value of strategic relationships with other organizations. Evaluate use of communication tools to enhance engagement. Consider how technology or educational tools can help promote engagement.

**Uniformity** - pursue greater adoption of uniform laws and rules by the states. Pursue clearer, more effective interaction between tax sovereignty goals and uniformity projects. Identify which projects have the greatest potential to be adopted. Develop principles for selecting appropriate projects. Develop supporting materials to assist in explaining proposals. Consider how technology and educational tools can help promote greater uniformity among taxing jurisdictions.

**Compliance programs** – review and evaluate effectiveness of voluntary compliance programs and enforcement programs in order to strengthen these programs. Consider deeper research and analysis of enforcement program results (quantitative and qualitative). Consider how technology can help enhance effectiveness and efficiency of compliance programs. Evaluate communication practices for opportunities to better support compliance programs.

### **TACTICAL IDEAS**

As tactical plans are developed, consider these ideas for specific projects to achieve MTC goals.

**\*\*Commission processes** — review committee structure, procedures, agendas, and content. Review MTC by laws.

**\*\*Communication-** review communications tools and processes to achieve greater consistency across communications media; speakers and audiences. Need to update tools used for communications. Need to evaluate content.

**\*\*Education/training** – enhance education and training programs – include emerging topics (example, pass-through entities); broaden audience to include taxpayers.