



To: MTC Executive Committee
From: John Ficara, Chair
Date: April 22, 2022
Subject: Strategic Planning Committee Report, July 1, 2021-February 28, 2022

Strategic Planning Committee 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.

Strategic Planning Committee Vision:

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, and the leading resource for ensuring equitable tax compliance.

The Strategic Planning Committee met in person on November 10, 2021 as part of the in person MTC fall committee meetings. The Committee received the Engagement Performance Measures and Data Report, an annual report that provides performance measures and attendance data for Commission activities. The measures were developed ten years ago and adjustments may be necessary going forward to avoid duplication and track activities. The Committee received an update on MTC training activities and efforts. The Chair reported that the Committee had continued the work group on training and that recommendations in the work group’s report on training were being implemented. Training will be virtual and in-person going forward. He also reported that the MTC has implemented a learning management system and created the first test course, which covered the subject of statistical sampling. A course on market-based sourcing is currently being prepared and will be completed by April 2022. The work group met on January 25th to discuss MTC training efforts and to consider possible future training courses. Also at the November meeting, there was discussion on reigniting a strategic planning effort for the MTC.

Ten years has passed since the last review. At that time, each of the Commission’s standing committees did a strengths, weaknesses, opportunities, and threats (SWOT) analysis, which formed the foundation of current MTC strategic planning efforts. The Federation of Tax Administrators (FTA) recently completed that organization’s strategic planning efforts. Background regarding the last MTC strategic planning efforts was presented and the Chair of the Committee discussed how exploring possible approaches to strategic planning makes sense at this time. Further discussion will take place at the April meeting.

