



TO: MTC Executive Committee

FROM: Nancy Prosser, Chair; Strategic Planning Steering Committee

DATE: May 7, 2015

SUBJECT: Report of the Strategic Planning Steering Committee

I respectfully submit this report of the Strategic Planning Steering Committee that met by teleconference on May 1, 2015.

We reviewed the progress of three projects currently underway. Two are being conducted by the Nexus Committee. They relate to increasing membership in the committee and improving the Multistate Voluntary Disclosure Program. Those projects are expected to conclude by July. The third project is being conducted by the MTC Joint Audit Program staff and it is intended to align the joint audit program with the MTC strategic plan. We will have a status report in July.

We discussed membership and leadership of the steering committee for the next fiscal year and expect two major changes: Julie Magee will take over as Chair of the Committee and we will add the MTC's new Treasurer as a member. Confirmation of members and the Chair will be made in July.

We also reviewed the progress in achieving our goal of increasing engagement by the states in the MTC. This relates to the first project approved by this Committee. We reviewed a number of different data sets that indicate an increase in the active participation in the MTC by the states and by top tax administrators. This is due to the outreach program that the Steering Committee initiated in 2012. We approved some changes to the way we will review that data over time. We also decided to extend our formal outreach activities to include new top tax administrators in associate member states.

In July, when we meet in person in Spokane, Washington, we will review the progress and achievements of our strategic planning work over the past 4 years and look ahead to the future in order to achieve our goals and our vision for the MTC. Everyone is welcome to attend and participate.

The statement of MTC Mission, Values, Vision and Goals is attached for your information.

MULTISTATE TAX COMMISSION – MISSION, VALUES, VISION AND GOALS (as of 7-23-13)

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

VALUES:

Value Collaboration

- Share our expertise with members and stakeholders
- Develop and leverage shared resources among states to maximize return
- Engage federal, state, and local governments and taxpayers

Value Excellence

- Provide the highest quality legal, policy, and compliance services
- Provide superior support and training

Value Inclusivity

- Invite the participation of all stakeholders
- Act openly and transparently

Value Integrity

- Conduct all activities according to the highest ethical standards

Value Sovereignty

- Promote the authority of state and local governments to determine their own tax policies and administer their own tax systems
- Assist Congress to maintain a balance between states' sovereign powers and the role of the federal government in regulating interstate commerce

Value Uniformity

- Pursue uniformity of tax policy and practices by tax jurisdictions
- Stand up for the equitable treatment of taxpayers
- Support taxpayer accountability

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

STRATEGIC GOAL AREAS- Areas in which MTC must focus in order to achieve its vision

Vitality and reputation of the commission – Our goal is to improve our image and reputation nationally.

Increased vitality and reputation of the MTC will be reflected by:

- A higher level of institutional knowledge within the states about the MTC.
- A more stable model for funding the activities and services of the MTC.
- A more positive image and reputation nationally.
- A higher level of awareness and use of the MTC's services by state and local tax authorities.
- More effective and efficient decision-making processes and communication.

Engagement of states and other stakeholders – Our goal is to increase the level of institutional knowledge within the states about MTC. Greater engagement of the states and other stakeholders in the MTC will be reflected by:

- A high level of participation by states and local jurisdictions in the activities of the MTC.
- A significant number of top tax administrators will be directly involved in leadership of the MTC.
- Significant public participation in commission activities.
- Significant public use of MTC services such as voluntary disclosure and alternative dispute resolution.
- Strong relationships and strategic partnerships that help the MTC achieve its mission and vision.

Uniformity – Our goal is to increase uniformity in tax policy and administrative practices among the states. Achievement of the MTC's uniformity goal will be reflected by:

- Greater adoption of uniformity recommendations by state and local tax jurisdictions.
- Uniformity projects will have the greatest value to the states and stakeholders.
- More multistate tax issues will be referred first to the MTC for recommendation or resolution by the states, taxpayers and the federal government.

Compliance programs – Our goal is to develop timely and effective strategies to address new compliance challenges. Achievement of the MTC's compliance goals will be reflected by:

- Greater voluntary compliance by taxpayers with state and local tax laws.
- Earlier identification of compliance challenges by the states and MTC staff.
- Prompt development of strategies to address new compliance challenges by the states and MTC staff.
- Broad recognition for our leadership in addressing compliance issues.