



MULTISTATE TAX COMMISSION

**Minutes of the Strategic Planning Committee Meeting  
of the Multistate Tax Commission**

April 21, 2022, 4:00 Mountain Time

Hotel Albuquerque

Albuquerque, New Mexico

**I. Roll Call of the States**

Chair John Ficara (New Jersey), called the Strategic Planning Committee meeting to order at 4:02 p.m. The in-person and virtual attendees are listed below. A quorum was established.

**II. Approval of Minutes of the Strategic Planning Committee Meeting  
Held on November 10, 2021**

Christy Vandevender from Alabama, and Chair of the Nexus Committee, requested two corrections to the November 2021 meeting minutes to show that (1) she was present and (2) that Gil Brewer who was also present at the November meetings was attending for Washington State instead of Alabama. Ms. Vandevender moved to approve the minutes with those corrections and by voice vote the minutes were unanimously approved.

**III. Initial Public Comment Period and Other Communications**

The Chair, John Ficara, asked if there was any public comment. No public comment was offered.

**IV. Strategic Planning**

The Chair discussed some of the history behind the MTC's strategic planning efforts that began in 2011, including the 2019 updates to the Mission, Values, Vision, and Goals (MVVG). At the November 2021 committee meeting, Chair Ficara raised the idea of updating the MTC strategic plan, He noted that the Federation of Tax Administrators (FTA) had been working over the last year on a strategic plan and had just recently approved their strategic plan.

To prepare for today's meeting, Chair Ficara, MTC Executive Director Greg Matson and Deputy Director Scott Pattison have discussed what could make the most sense for the MTC strategic plan update including whether the MTC could benefit from hiring a third

April 21, 2021

party and whether a workgroup would be helpful. The committee and MTC staff discussed a possible approach for now, focusing on updates without doing a major overhaul. Mr. Matson noted that one of the positive things resulting from the most recent MTC strategic planning work was the creation of this committee. He noted that the plan essentially helped build a better organization and perhaps what is most needed now is an update to the “vision” component to help guide the Commission’s work over the next 3-5 years and beyond. He further noted that ongoing strategic planning is akin to scheduled maintenance for a vehicle and the importance of making sure the MTC standing committees were part of the discussion. MTC General Counsel Nancy Prosser, who previously served on and was a prior chair of the strategic planning committee, explained that the committee membership had been updated to ensure that standing committee chairs and vice-chairs were active and voting participants of the strategic planning committee. Ms. Vandevender suggested that the standing committee members do a review of the MVVG. Dee Wald, Chair of the Litigation Committee, and Maria Sanders, Chair of the Uniformity Committee, noted that for their agencies, strategic planning and setting goals can be a very challenging activity. The committee members reached a consensus that doing a review of the MVVs during the next fiscal year would be a good way to start the process of making any updates to the MTC strategic plan. The group decided the best course of action was laying the groundwork at the August committee meetings so state representatives could be better prepared to actively discuss their views on the MVVs at the November meeting. The MTC staff will seek to use surveys in between the August and November meetings to collect input from state representatives.

## **V. Update on Training**

Mr. Pattison explained that MTC staff are updating training opportunities for member and program states on a number of fronts. In May, the MTC will welcome its first eLearning specialist with experience in both production and Learning Management Systems (LMS). Online training on market-based sourcing is almost ready for dissemination to the states via the LMS and MTC legal staff continues to develop and disseminate partnership training as part of the related uniformity project. Mr. Pattison also announced that the strategic planning training workgroup will continue to meet on an ad hoc basis as per the Chair’s suggestion.

## **VI. Other Business**

There was no new business.

## **VII. Adjournment**

The Chair adjourned the meeting at 4:58 PM per the motion of Dee Wald.

Attendance:

State or Organization	Names
Alabama	Christy Vandevender
Alaska	Nicole Reynolds
Arizona	Felicia Gillis, Manishaban Patel
California	Katie Frank*, Laurie McElhatton*
Idaho	Tom Shaner
Kansas	Michael Hale*
Missouri	Maria Sanders
Montana	Derek Bell
New Jersey	John Ficara*
North Dakota	Donnita Wald
Washington State	Gil Brewer
COST	Erica Kenny
Fast Enterprises	Virgil Helton
Intuit	John Mollenkamp
MTC	Greg Matson, Scott Pattison, Nancy Prosser, Helen Hecht, Richard Cram, Lila Disque*, Jonathan White*
	Dave Smith*

\*Virtual