

**TO: Members of MTC Strategic Planning Steering Committee**

**From: Elizabeth Harchenko, Consultant**

**Date: November 27, 2013**

**Subject: Preparing for Environmental Scan**

We will be conducting an environmental scan during the steering committee meeting in New Orleans. Since we have a tight schedule, please review the information in this memo before you come to New Orleans.

**What we are doing:** Each year, the Strategic Planning Steering Committee conducts a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis to create a body of information on which to guide your strategic planning efforts. The SWOT analysis will help the commission get a broad view of the factors that affect the commission's ability to successfully achieve its purpose. Those factors are:

- **Strengths:** characteristics of the commission that give it the ability to succeed in fulfilling its purpose.
- **Weaknesses:** are characteristics of the commission that create barriers or make it difficult to fulfill its purpose.
- **Opportunities:** external chances to improve MTC's performance in the environment.
- **Threats:** external elements in the environment that could make it difficult for the commission to fulfill its purpose.

Each of these factors should be considered with the purpose of the Multistate Tax Commission in mind. The focus of the commission's work is on taxes that have an interstate impact (income and sales). According to the Multistate Tax Compact, the commission was created for the following purposes:

1. Proper determination of tax liability for multistate taxpayers by seeking full accountability for tax reporting to the states and equity in administration of division of income rules that apply to multistate taxpayers
2. Promoting uniformity or compatibility of state tax systems
3. Promoting taxpayer convenience and compliance with state tax laws
4. Avoiding duplicative taxation of multistate taxpayers by the states

Please think about the commission's purpose, and come prepared to share your perspective on these questions:

**STRENGTHS:** What are the strengths of the Commission today—what qualities or characteristics make it successful in achieving its purpose?

**WEAKNESSES:** What does the commission do today that impairs its ability to fulfill its purpose? Are there internal challenges or barriers to effectively accomplishing its purpose?

**OPPORTUNITIES:** What is happening in the world of state tax administration that the MTC can take advantage of to better fulfill its purpose?

**THREATS:** What is happening in the world of state tax administration that could undermine the MTC's ability to fulfill its purpose?