

TO: MTC Strategic Planning Steering Committee
FROM: Elizabeth Harchenko
DATE: November 21, 2011
SUBJECT: Summary of 11-17 planning work

You did wonderful work during your meeting on November 17. Here is the summary, organized by the planning blocks. Remember, this is a draft that attempts to synthesize the work that you did, while retaining some of the “brainstorming” qualities of the meeting. At the 11-30 meeting, you will need to refine these elements, so bring your editing pens to that meeting!

This is a “draft” document. I ask that you review it and give me any feedback you have about how well I captured the essence of the conversation on 11-17. Please let me know by the end of your work day on Wednesday, November 23, if you have any urgent corrections. This document will serve as the basis for your update to the states to go out on November 28.

MTC mission and purpose - The essential purpose(s) of the Multistate Tax Commission. The mission statement is a description of why the MTC exists. It should be pretty timeless. [Your final mission statement will be one or two sentences that are easy to remember – as Nancy said, you need an elevator speech.]

Concepts discussed:

- Commission carries out the purposes of the Multistate Tax Compact
 - Full accountability for tax liability without duplicative taxation
 - Promoting uniformity and consistency in tax administration
 - Promoting taxpayer convenience
- Preserving federalism
- Benefits to the states (programs, education, collaboration, technical support)
- Promoting sound and effective tax administrative practices and tax policy
- “Maximizing the synergies of multistate tax cooperation.” (T. Spangler)

Core organizational values - The cultural values, principles or norms that influence the Commission’s policy and business decisions. [Ideally, you will have 4 or 5 core or bedrock values that are not likely to change over time. They should be based on what is – but can be stated with the future in mind.]

Concepts discussed:

- Leveraging resources of the states collaboratively
- Inclusiveness – openness to participation by all governmental entities
- Consistency of action collectively and over time
- Transparency of operations – public participation policy
- Service to the states and taxpayers
- Professionalism and integrity
- Public mission

Vision for MTC - The strategic business purpose(s) that will drive the commission's work over the next 5-7 years. This is the statement that establishes overall direction for the organization going forward. It can't be all things to all people, but it should be broadly enough stated that your strategic goals will comfortably "nest" under it.

Concepts discussed:

- MTC establishes the "gold standard" for model tax policy.
- MTC offers the best choice in training programs for the states.
- MTC is regarded as the first, and best, resource for resolving multistate tax concerns.
- The states speak with one voice through the MTC to all branches of federal and state government.
- The states are actively engaged in all dimensions of the work of the MTC.
- MTC compliance programs are viewed by the states as a natural extension of their own efforts.

Strategic Goal Areas - Identify areas where change in the way things are being done today will be needed. Again, 4 or 5 should be the limit. These categories will capture the most important areas for work over the next several years. I took the discussion and started to identify some of the objectives that would fit within the goal areas.

Concepts discussed:

- Compliance programs
 - Strengthen audit and nexus programs
- State engagement in commission programs and activities
- Stability and Vitality of the commission
 - Top tax administrators (or chief deputies) more actively engaging in leadership
 - Need more institutional knowledge in the states about MTC
 - Stability in funding models in the states
 - Education of state tax administrators, governors, legislators about the MTC generally and ROI for the compliance programs
 - Image and branding of the commission
 - Assuring the states see the commission as a valuable asset
- Stakeholder engagement
 - Public participation policy – clarify and enhance its value as a tool to the commission
 - Access to commission materials – manage more effectively
- Technology
 - Better use of technology to support committee work
 - Better use of technology to support programs
- Uniformity process
 - Clearer and more effective interaction with federalism goals
 - More states adopting uniformity recommendations
 - Promoting uniformity recommendations
 - Efficiency and effectiveness of the process