

**Association of Public Treasurers of the United States and Canada
2019-2023 Strategic Plan**

Updated July 2020

| | TASK | LEAD | START | END | STATUS |
|------------|--|---------------------------|-----------|-----------|--------------------|
| 1 | MEMBERSHIP | | | - | |
| 1.1 | Membership: Simplify Membership Levels | MC, BD, DS | | - | |
| 1.1.a | Review all membership levels and analyze potential loss/gain related to potential changes. | DS | 1-Oct-19 | 31-Jan-20 | Complete |
| 1.1.b | Work with Membership Committee to review, finalize, and make recommendations to the Board. | MC | 1-Oct-19 | 31-Jan-20 | Complete |
| 1.1.c | Have Board review and accept suggested levels. | BD | 22-Feb-20 | 23-Feb-20 | Complete |
| 1.1.d | Identify actual population/employee counts for each entity and update all current members to appropriate new levels. | DS/MC | 1-Apr-20 | 31-Jul-20 | In Progress |
| 1.1.e | Roll out to membership prior to next billing cycle. | DS | 1-Jul-20 | 31-Jul-20 | |
| 1.1.f | Send membership invoices | DS | 1-Aug-20 | 30-Sep-20 | |
| 1.2 | Membership: Create Ongoing Communications | EC, BD, MC, AC, DS | | - | |
| 1.2.a | Create and send monthly email communications to all members and prospects. | DS | 1-Oct-19 | n/a | Ongoing |
| 1.2.b | Explore options of adding social media links to website. | DS/MC | 13-Jul-20 | 30-Dec-20 | |
| 1.2.c | Recruit member(s) to support monthly updates to social media resources. | DS/MC | 1-Jul-20 | n/a | Ongoing |
| 1.2.d | Establish regular communication with State Boards (i.e., quarterly conference calls, emails, etc.) | DS/BD | 1-Dec-19 | n/a | Ongoing |
| 1.2.e | Develop short how-to/informational videos to post online explaining different programs. | DS/MC | 1-Oct-20 | 31-Dec-20 | |
| 1.2.f | Attend state conferences and institutes to educate potential members of benefits. | BD | 1-Oct-19 | n/a | Ongoing |
| 1.2.g | Create an Annual Report to disseminate organization's goals and accomplishments. | DS/BD/Committees | 15-Jun-20 | 30-Sep-20 | In Progress |
| 1.3 | Membership: Promote CPFA Program | AC, EC, BD, DS | | - | |
| 1.3.a | Start with the basics by communicating who APT US&C is and the relationship with Institute and Affiliate States. Explain what the CPFA is and how easy it can be to apply for. Highlight the connection to current Institute programs. | AC/DS | 1-Apr-20 | n/a | Ongoing |
| 1.3.b | Enhance online and printed materials for use on website and during Institute programs or state Annual Conferences. | AC/DS | 1-Jun-20 | 31-Dec-20 | |
| 1.3.c | Use state Institute attendance rosters to directly contact attendees or graduates with emailed or mailed materials. | ED/DS | 1-Sep-20 | n/a | Ongoing |
| 1.3.d | Send staff or board representation to state Institute trainings to promote certifications and benefits of APT membership to educate potential members of benefits. | BD | 1-Oct-19 | n/a | Ongoing |
| 1.4 | Membership: Target Corporate Members | EC, BD, ACC, DS | | - | |
| 1.4.a | Work with annual conference sponsors to widen relationships beyond the conference. | EC, BD, DS | 1-Oct-20 | n/a | Ongoing |
| 1.4.b | President, Conference Chair have a private meeting with sponsors during the conference | | 19-Jul-21 | n/a | Ongoing |
| 1.4.c | Distribute a specific evaluation to our sponsors to make them a part of the process and gain knowledge of how APT US&C can provide value to them. | EC, BD, DS | 1-Jul-20 | 1-Oct-20 | |
| 1.4.d | Develop a database of "hot" leads to target based on vendor contacts from all Board and Committee members. Work with Affiliate and Institute state boards to see if they will share their corporate member lists. | DS | 1-Jul-20 | 30-Aug-20 | |
| 1.4.e | Create a specialized invitation for corporate prospects outlining the benefits of membership and the access they can gain to municipal members via MemberClicks. | DS | 1-Sep-20 | 1-Nov-20 | |
| 1.4.f | Create email and website communications that can be posted and shared with Affiliate and Institute state organizations that target corporate members. | DS | 1-Sep-20 | n/a | Ongoing |

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| 1.4.g | Communicate committee membership as a valuable benefit to corporate members and recruit them to serve on existing committees. | DS | 1-Sep-20 | n/a | Ongoing |
| 1.4.h | Evaluate the need for regular conversations following the 2021 annual conference. If corporate members and sponsors support it, begin a biannual conference call with them (led by the President and attended by the Annual Conference Chair) to continue to grow relationships. | EC, BD | 4-Aug-21 | 4-Aug-21 | |
| 1.4.i | Reevaluate sponsorship program (more than just conference support) | | 1-Jul-20 | 1-Nov-20 | |
| 1.5 | Membership: Strengthen Relationships with State Organizations | BD, DS | | | |
| 1.5.a | Create database of all state treasury organizations. | DS | 1-Jul-20 | 1-Aug-20 | |
| 1.5.b | Start a dialog with board members of state organizations not already affiliated with APT regarding benefits, trainings, certifications, etc. | BD, DS | 1-Sep-20 | 1-Sep-21 | |
| 1.5.c | Assess each state (or multi-state) organization for feasibility to develop into an Institute or Affiliate agreement. | DS | 1-Sep-20 | 1-Sep-21 | |
| 1.5.d | Develop relationships to share services to state organization members (recorded messages, interactive-video conferencing, on-site, etc. | BD, DS | 1-Sep-20 | n/a | Ongoing |
| 1.5.e | Develop a state affiliate agreement | | 1-Jul-20 | 31-Dec-20 | In Progress |
| 1.6 | Membership: Focus on Canadian Provinces | MC, DS | | | |
| 1.6.a | Research prior membership history to support assessment of value; research similar organizations to see if Canadian treasurers have other organizations they can belong to. | MC, DS | 1-Jan-21 | 1-Jul-21 | |
| 1.6.b | Reach out to province-level organizations to assess their interest and need. If we receive positive feedback, ask them for involved municipalities and interview a few of them to see if they are also interested in joining an international organization. | MC, DS | 1-Jul-21 | 30-Sep-21 | |
| 1.6.c | Make recommendation based on assessment and proceed accordingly. | MC | 1-Oct-21 | 30-Oct-21 | |
| 1.7 | Membership: Add Value to Membership | MC, DS | | | |
| 1.7.a | Retain member discounts for trainings and sponsorships that provide a noticeable break to members. | MC, DS | 1-Mar-20 | n/a | Ongoing |
| 1.7.b | Analyze potential opportunities for new services only available to members: Listserv, new certifications, etc. | MC, DS | 1-Oct-20 | 1-Oct-21 | |
| 1.7.c | Review any current services that could make sense to only offer to members. | MC, DS | 1-Oct-20 | 30-Jan-21 | |
| 1.7.d | Recognize member achievements through monthly e-blasts, social media, annual APT US&C conference and at their state conferences. | DS | 1-Jan-20 | n/a | Ongoing |
| 1.7.e | Market and promote membership benefits. | DS | 1-Apr-20 | n/a | Ongoing |
| 1.8 | Word of Mouth (WOM) Campaign | BD, Committees, DS | | | |
| 1.8.a | Develop a process by which Board and Committee members are tasked with sharing the benefits of APT US&C membership in every relevant situation. | BD, Committees, DS | 1-Jul-20 | n/a | Ongoing |
| 1.8.b | Gather membership referrals or leads from other organizations that Board and Committee members participate in; add to prospect database. | BD, Committees, DS | 1-Jul-20 | 31-Dec-20 | |
| 1.8.c | Encourage current members to promote APT US&C to colleagues within their professional circle. This encouragement could be rewarded through recognition, small giveaways, discounts, or other type of benefit | BD, Committees, DS | 1-Jul-20 | n/a | Ongoing |
| 1.8.d | Research referral reward program through recognition, discounts, etc. | BD, DS | 1-Jul-20 | 1-Oct-20 | |
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| 1.9 | National Promotion Campaign | BD, MC, DS | | | |
| 1.9.a | Identify national organizations that have a large degree of commonality with public treasury (e.g., GFOA, GIOA, clerks organizations, municipal organizations, school districts, retirement systems, etc.). | BD, MC, DS | 1-Jul-20 | 30-Aug-20 | |
| 1.9.b | Investigate opportunities for advertising and promotion with these organizations (such as publications, shows, affiliate relationships). | MC, DS | 1-Sep-21 | 31-Dec-21 | |
| 1.9.c | Analyze the cost benefit for advertising options to determine what – if any – would be worthwhile. | MC, DS | 1-Jan-22 | 1-Feb-22 | |
| 1.9.d | Implement advertising and measure the resulting leads, memberships, or event registrations generated. | MC, DS | 1-Dec-21 | 31-May-22 | |
| 1.9.e | Request organizations to endorse APT US&C as the leader in education and resources for municipal treasury professionals. | BD, DS | 1-Jun-20 | 31-Dec-20 | Incorporate into Affiliate Agreement |
| 1.9.f | Create our own state-by-state database of institute attendees and research value of adding all public finance/treasury professionals to target for membership. | MC, DS | 1-Jan-21 | 30-Dec-21 | |
| 2 | EDUCATION/TRAININGS | | | | |
| 2.1 | Maximize Publications as Training Resources | ESC, DS | | | |
| 2.1.a | Source viable resources to update publications that APT US&C offers | ESC, DS | 15-Jun-20 | 30-Sep-22 | In Progress |
| 2.1.a.1 | Internal Controls and Fraud Prevention (possibly combine) | ESC, DS | 15-Jun-20 | 1-Aug-20 | In Progress |
| 2.1.a.2 | Disaster Preparedness | ESC, DS | TBD | | |
| 2.1.a.3 | Debt Policy | ESC, DS | TBD | | |
| 2.1.a.4 | Cash Handling (consider separating into two sections: front and back office responsibilities) | ESC, DS | 15-Jun-20 | 1-Aug-20 | In Progress |
| 2.1.b | Create a schedule and process for manuals to be reviewed based on relevance/sales | ESC, DS | 15-Jun-20 | 30-Jun-20 | In Progress |
| 2.1.c | Research options for online, digital versions. | ESC, DS | 1-Jul-20 | 1-Jan-21 | In Progress |
| 2.1.d | Identify other topics that would make useful publications for APT US&C's membership. | ESC, DS | 1-Jan-21 | 30-Apr-21 | |
| 2.2 | Recruit Trainers | EC, Trainers, BD, DS | | | |
| 2.2.a | Review and approve the trainer fee structure to support the recruitment of additional trainers. | EC, DS | 1-Oct-19 | 30-Jul-20 | Complete |
| 2.2.b | Source additional trainers for the programs currently offered. | EC, Trainers, BD, DS | 1-Mar-19 | n/a | Ongoing |
| 2.2.c | Develop and approve trainer contracts and agreements. | EC, DS | 1-Oct-19 | 30-Jul-20 | Complete |
| 2.2.d | Develop a train-the-trainer program | EC, DS | 1-Feb-20 | 30-Jul-20 | |
| 2.2.d.1 | Perform training evaluations with attendees, exit interview with host organization for review | DS | 1-May-19 | n/a | Ongoing |
| 2.2.d.2 | Host train-the-trainer orientation at annual conference | EC, Trainers, DS | 19-Jul-21 | n/a | Ongoing |
| 2.3 | Develop Training Programs | EC, DS | | | |
| 2.3.a | Develop curriculum and presentations to support the training manuals as they become available. | EC, ESC, DS | TBD | | |
| 2.3.b | Develop and implement an online training program (potentially interactive and/or recorded). | EC, ESC, DS | 1-Apr-20 | n/a | Ongoing |

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| 2.4 | Promote Training Programs | DS | | | |
| 2.4.a | Promote training programs in monthly e-blasts, attendance at state institutes and conferences. | DS | 1-Oct-19 | n/a | Ongoing |
| 2.4.b | Create online and printed marketing material on available APT US&C trainings and disseminate to membership, prospects, affiliates, state organizations. | DS | 1-Oct-19 | n/a | Ongoing |
| 2.4.c | Develop marketing material to share with host organizations to support consistent image and message when promoting scheduled trainings. | DS | 1-Oct-19 | n/a | Ongoing |
| 2.4.d | Recognize program attendees in monthly e-blasts, social media, etc. to promote awareness and interest of training programs. | DS | 1-Oct-19 | n/a | Ongoing |
| 2.5 | Strengthen State Institute Program | EC, BD, DS | | | |
| 2.5.a | Update and approve the State Institute Agreement to provide greater clarity of guidelines and obligations of state organizations and APT US&C. | EC, BD, DS | 1-Oct-19 | 28-Feb-20 | Complete |
| 2.5.b | Develop a process to ensure that the obligations of the state and APT US&C are being met to ensure a long-term collaboration between both parties. | EC, DS | 1-Oct-19 | 30-May-20 | Complete |
| 2.5.c | Send Institute renewal notices and annual invoices to support the current renewal schedule. | DS | 1-May-20 | 30-May-20 | Complete |
| 2.5.d | Market the State Institute Program to all state treasury associations. | DS | 1-Jan-21 | n/a | Ongoing |
| 2.6 | Annual Conference Planning | ED, ACC, BD, DS | | | |
| 2.6.a | Establish expectations of financial relationship with state affiliates for joint conference | BD, ACC | 1-Oct-19 | 1-Sep-20 | |
| 2.6.b | Secure 2023 and 2024 conference locations; focus on state affiliates for joint conference | President Elect, DS | 1-Oct-19 | 1-Sep-20 | In Progress |
| 2.6.c | Sign contracts for 2021 and 2022 annual conferences | President | 1-Oct-19 | 30-Apr-20 | Complete |
| 2.6.d | Secure location for 2025 joint conference with Illinois | President Elect, DS | 1-Jun-20 | 31-Dec-20 | |
| 2.6.e | Prepare and distribute RFPs to maintain five year of site/contracts | BD, DS | 1-Jan-22 | 30-Jun-22 | |
| 2.6.f | Ensure Advisory Committee performs evaluation of conference within 45 days of completion | BD | 1-Aug-21 | n/a | Ongoing |
| 3 | CERTIFICATIONS | | | | |
| 3.1 | Promote Current Certifications (CPFA/ACPFA; CPFIM/ACPFIM) | AC, BD, DS | | | |
| 3.1.a | Promote certifications in monthly e-blasts, attendance at state institutes and conferences. | AC, DS | 1-Oct-19 | n/a | Ongoing |
| 3.1.b | Market certifications in municipal publications, website and similar national organizations. | AC, DS | 1-Jun-20 | n/a | Ongoing |
| 3.1.c | Update the CPFIM/ACPFIM marketing material as necessary and create CPFA/ACPFA and Policy Certifications printed marketing material to disseminate to membership, prospects, affiliates, and state organizations. | AC, DS | 1-Mar-20 | 31-Dec-20 | In Progress |
| 3.1.d | Recognize certification recipients in monthly e-blasts, social media, etc. to promote awareness and interest of certifications. | DS | 1-Oct-19 | n/a | Ongoing |
| 3.2 | Assess CPFA/ACPFA Application Process | AC, BD, DS | | | |
| 3.2.a | Assess current qualification guidelines and modify, if needed. | AC, DS | 1-Mar-20 | 1-Sep-20 | In Progress |
| 3.2.b | Update application based on end-user feedback. | AC, DS | 1-Mar-20 | 1-Sep-20 | In Progress |
| 3.2.c | Assess current review process for efficiency, approval time by reviewers and Chair, and timely notification to applicants. | AC, DS | 1-Jul-20 | 1-Sep-20 | |
| 3.2.d | Recruit additional committee members to support application reviews. | BD, AC, DS | 1-Jul-20 | 1-Oct-20 | |

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| 3.3 | Develop and Promote CPFIM/ACPFIM Recertification Program | BD, AC, DS | | | |
| 3.3.a | Develop guidelines and review process for CPFIM/ACPFIM recertification. | BD, AC, DS | 1-Jan-20 | 1-Mar-20 | Complete |
| 3.3.b | Establish a CPFIM/ACPFIM Review Committee to review recertification applications. | BD, AC, DS | 1-Jan-21 | 31-Mar-21 | |
| 3.3.c | Develop a two-hour recertification class and identify how and when the class will be offered. | AC, DS | 1-Oct-20 | 30-Jun-21 | |
| 3.3.d | Inform current CPFIM/ACPFIM recipients of new recertification requirements. | DS | 1-May-20 | 1-Jun-20 | Complete |
| 3.3.e | Inform state affiliates and their members of the recertification guidelines | DS | 1-Jul-20 | 31-Dec-20 | |
| 3.4 | Assess Policy Certification Program | AC, BD, DS | | | |
| 3.4.a | Develop written procedures on the policy certification program, include recertification guidelines. | AC, DS | 1-Sep-20 | 30-Nov-20 | In Progress |
| 3.4.b | Assess current certification and qualifications; modify, if needed. | AC, DS | 1-Jul-20 | 30-Aug-20 | |
| 3.4.c | Update applications, if needed. | AC, DS | 1-Dec-20 | 31-Dec-20 | |
| 3.4.d | Create “best practices” policy examples to share with applicants, when requested. | AC, DS | 1-Sep-20 | 28-Feb-21 | |
| 3.4.e | Recruit committee members to support assessment, and review process | BD, AC, DS | 1-Dec-20 | 30-Jun-21 | |
| 3.5 | Add Certification to Database | DS | | | |
| 3.5.a | Compile a comprehensive list of all known certification recipients. | DS | 1-Oct-19 | 1-May-20 | Complete |
| 3.5.b | Update member profiles to include certifications. | DS | 1-Apr-20 | 31-May-20 | Complete |
| 3.5.c | Utilize database to process annual renewal reminders. | DS | 1-Jan-21 | n/a | Ongoing |
| 3.6 | Research New Certification Opportunities | ED, AC, BD, DS | | | |
| 3.6.a | Identify possibility of new certifications based on responsibilities of public treasurers | ED, AC, BD, DS | 1-Jun-21 | 30-Mar-22 | |
| 3.6.b | Assess certifications for popularity, relevance, ability to provide training | AC, DS | 1-Jun-21 | 30-Mar-22 | |
| 3.6.c | Assess the ability of the organization to support more certification programs and processes | ED, AC, BD, DS | 1-Jun-21 | 30-Mar-22 | |
| 3.6.d | Develop programs if determined relevant, sustainable, and profitable. | ED, AC, DS | 1-Apr-22 | 31-Mar-23 | |
| 4 | OPERATIONAL OVERSIGHT | | | | |
| 4.1 | Develop Financial Goals | BD, DS | | | |
| 4.1.a | Establish operational budgets to achieve an annual net gain. | BD, DS | 1-May-20 | 31-Jul-20 | Ongoing |
| 4.1.a.1 | Increase net membership revenue by 7% annually (total gain after any loss). | BD, DS | 1-Oct-21 | n/a | Ongoing |
| 4.1.a.2 | Increase conference registration revenue by 15% annually. | BD, DS | 1-Oct-21 | n/a | Ongoing |
| 4.1.a.3 | Increase conference sponsorship revenue by 5% annually. | BD, DS | 1-Oct-21 | n/a | Ongoing |
| 4.1.a.4 | Increase certification application revenue by 10% annually. | BD, DS | 1-Oct-21 | n/a | Ongoing |
| 4.1.a.5 | Increase training revenue by 20% annually. | BD, DS | 1-Oct-21 | n/a | Ongoing |
| 4.1.a.5 | Increase publication revenue by 15% percent. | BD, DS | 1-Oct-21 | n/a | Ongoing |
| 4.1.b | Create and market new revenue sources. | BD, DS | 1-Oct-19 | n/a | Ongoing |
| 4.1.b.1 | CPFIM recertification program. | BD, DS | 1-Jan-20 | 31-May-20 | Complete |
| 4.1.b.2 | Online training programs. | BD, DS | 30-May-20 | n/a | Ongoing |
| 4.1.b.3 | In-person training programs. | BD, DS | 1-Oct-19 | n/a | Ongoing |
| 4.1.b.4 | Online publications. | BD, DS | 1-Apr-21 | n/a | Ongoing |

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| 4.1.c | Add two new state Institute agreements annually. | BD, DS | 1-Jan-21 | n/a | Ongoing |
| 4.1.d | Add two new state Affiliates annually. | BD, DS | 1-Jan-21 | n/a | Ongoing |
| 4.2 | Formalize Policies and Procedures | FC, BD, DS | | | |
| 4.2.a | Develop financial policies and procedures for Association | FC, DS | 1-Jun-20 | 30-Sep-20 | In Progress |
| 4.2.b | Develop operational policies and procedures for Association | BD, DS | 1-Jun-20 | 30-Sep-20 | In Progress |
| 4.2.c | Review and update standing rules to reflect consistency with policies and procedures. | BD, DS | 1-Jun-20 | 30-Sep-20 | In Progress |
| 4.3 | Non Profit Status | BD, DS | | | |
| 4.3.a | Continue working with the CA to prove past annual filings and payments were made/received | DS | 1-Apr-20 | 30-Sep-20 | |
| 4.3.b | Submit the 2018-19 annual filings to remain current with the State of California. | DS | Ongoing | 30-Sep-20 | Complete |
| 4.3.c | Identify benefits of filing in a state other than California. | BD, DS | 1-Jun-20 | 30-Sep-20 | |
| 4.3.d | Identify process and annual requirements to file in another state. | DS | 1-Jun-20 | 30-Sep-20 | |
| 4.3.e | Make recommendation to the Board. | DS | 1-Sep-20 | 30-Sep-20 | |