



Association of Public Treasurers of the United States and Canada

APT US&C 2019-2023 Strategic Plan

Board Approved February 2020

Executive Summary

In 1967, under the leadership of the California Municipal Treasurers Association, the Municipal Treasurers Association of the United States and Canada (MTA US&C) was formed; the Association changed its name in 2001 to the Association of Public Treasurers of the United States and Canada (APT US&C) to continue its mission of providing education and networking opportunities for treasury professionals. Over the next 19 years, APT US&C developed national certifications, training programs, and education manuals on a variety of topics to support the professional development of its members.

The Association is governed by a member-elected board of directors with representation from across the country and contracts with a management company to support their operational oversight. Since August 2018, Dovetail Solutions, Inc. provides management support for APT US&C.

While the Association has faced challenges with the delivery of services from past management companies, the Board leadership has remained committed to finding solutions to keep the Association moving forward to best serve its members.

In September 2019 the Board committed to developing a long term strategic plan to provide a roadmap for themselves, future board members, and their management company to ultimately achieve the vision of ***ensuring long term sustainability through fiscal responsibility; member engagement and recruitment; and by providing quality and profitable education, training programs, and professional treasury-related certifications.***

The following strategic plan is not a static document to sit on the shelf – it needs to be considered a flexible framework that can guide the Association into the future. It is imperative that the plan is reviewed and updated annually by the Board of Directors. The review will analyze progress, highlight objectives that need modification due to new influences, adjust the schedule to reflect changing priorities and realities, and most importantly, help to ensure a successful implementation of the entire plan.

The following action plans that make up the strategic plan are designed to fulfil each of the objectives identified by the Board as the top priorities of the Association. Some action plans may be completed quickly, others may overlap, and many will transition into ongoing programs. By initiating this plan, the 2019-20 Board has truly become the catalyst for the long term success of APT US&C. This strategic plan can be the guide for the current and future leadership structure – Board, Committees, and Management Company – to steer the organization for years to come.

Table of Contents

Membership Objective	3
Action Plan #1: Simplify Membership Levels	
Action Plan #2: Create Ongoing Communication	
Action Plan #3: Promote CPFA Program	
Action Plan #4: Target Corporate Members	
Action Plan #5: Strengthen Relationships with State Organizations	
Action Plan #6: Focus on Canadian Provinces	
Action Plan #7: Add Value to Membership	
Action Plan #8: Word of Mouth (WOM) Campaign	
Action Plan #9: National Promotion Campaign	
Education & Training Objective	7
Action Plan #10: Maximize Publications as Training Resource	
Action Plan #11: Recruit Trainers	
Action Plan #12: Develop Training Programs	
Action Plan #13: Promote Training Programs	
Action Plan #14: Strengthen the State Institute Program	
Action Plan #15: Annual Conference Planning	
Certification Objective	10
Action Plan #16: Promote Current Certifications (CPFA/ACPFA, CPFIM/ACPFIM, Policies)	
Action Plan #17: Assess CPFA/ACPFA Application and Process	
Action Plan #18: Develop and Market a CPFIM/ACPFIM Recertification Program	
Action Plan #19: Assess Policy Certification Program and Process	
Action Plan #20: Add CPFA/ACPFA and CPFIM/ACPFIM Certifications to MC Database	
Action Plan #21: New Certification Opportunities	
Operational Objective	13
Action Plan #22: Develop Financial Goals	
Action Plan #23: Formalize Policies and Procedures	
Action Plan #24: Non-Profit Articles of Incorporation	

Membership Objective: Provide excellence in customer service for the retention and recruitment of membership through enhanced relations with members and state and province treasury associations.

Action Plan #1: Simplify Membership Levels

Objective: Update and simplify membership levels (we currently have 27 membership levels). Simplification will aid communication with prospects, internal processing, and allow the cost of membership to better match the size/budget of each organization. Some current categories have no members.

Tasks to Complete:

1. Review all membership levels and analyze potential loss/gain related to potential changes. (October 2018-January 2020)
2. Work with Membership Committee to review, finalize, and make recommendations to the Board. (October-January 2020)
3. Have Board review and accept suggested levels. (February 2020)
4. Identify actual population/employee counts for each entity and update all current members to appropriate new levels.
5. Roll out to membership prior to next billing cycle. (June-August 2020)

Responsibility: Executive Director, Membership Committee, Board

Action Plan #2: Create Ongoing Communication

Objective: Raise awareness of APT US&C and membership benefits to current and prospective members.

Tasks to Complete:

1. Create and send monthly email communications to all members and prospects. (Ongoing; monthly)
2. Explore options of adding social media links to website.
3. Recruit member(s) to support monthly updates to social media resources.
4. Establish regular communication with State Boards (i.e., quarterly conference calls, emails, etc.) (December 2019-Ongoing)
5. Develop short how-to/informational videos to post online explaining different programs.
6. Attend state conferences and institutes to educate potential members of benefits.

Responsibility: Executive Director, Board, Committees, Members

Action Plan #3: Promote CPFA Program

Objective: Recruit new members through marketing of CPFA certification to Institute Member States, Affiliate States, and APT US&C's current membership.

Tasks to Complete:

1. 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.
2. Enhance online and printed materials for use on website and during Institute programs or state Annual Conferences.
3. Use state Institute attendance rosters to directly contact attendees or graduates with emailed or mailed materials.
4. Send staff or board representation to state Institute trainings to promote certifications and benefits of APT membership to educate potential members of benefits.

Responsibility: Executive Director, Accreditation Committee, Education Committee, Board

Action Plan #4: Target Corporate Members

Objective: Recruit new corporate members to create mutually beneficial relationships.

Tasks to Complete:

1. Work with annual conference sponsors to widen relationships beyond the conference.
 - a. President, Conference Chair have a private meeting with sponsors during the conference (similar to President's meeting).
 - b. 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.
2. 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.
3. Create a specialized invitation for corporate prospects outlining the benefits of membership and the access they can gain to municipal members via MemberClicks.
4. Create email and website communications that can be posted and shared with Affiliate and Institute state organizations that target corporate members.
5. Communicate committee membership as a valuable benefit to corporate members and recruit them to serve on existing committees.
6. Evaluate the need for regular conversations following the 2020 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.

Responsibility: Executive Director, President, Annual Conference Chair

Action Plan #5: Strengthen Relationships with State Organizations

Objective: Strengthen or start relationships with state organizations, develop those that are a good fit into either Affiliate or Institute agreements. Use new and current relationships to extend APT US&C's reach to the state organization's members and add them as prospects for APT US&C services or membership.

Tasks to Complete:

1. Create database of all state treasury organizations.
2. Start a dialog with new state organizations (email or phone calls to current Presidents or Board members).
3. Assess each state (or multi-state) organization for feasibility to develop into an Institute or Affiliate agreement.
4. Develop relationships to share services to their membership.
 - a. APT US&C Board and Committee members to target Board members.
 - i. Phone calls, emails, visits to annual conferences.
 - b. Executive Directors to members.
 - i. Recorded messages, interactive (video conferencing), on-site.
 - c. Share all benefits of APT US&C membership.

Responsibility: Executive Director, Board

Action Plan #6: Focus on Canadian Provinces

Objective: Determine if revitalizing relationships with Canadian provinces and targeting Canadian prospects is valuable.

Tasks to Complete:

1. Research prior membership history to support assessment of value; research similar organizations to see if Canadian treasurers have other organizations they can belong to.
2. 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.
3. Make recommendation based on assessment and proceed accordingly.

Responsibility: Executive Director, Board

Action Plan #7: Add Value to Membership

Objective: Ensure that current and prospective members have enough reasons to join or renew their membership.

Tasks to Complete:

1. Retain member discounts for trainings and sponsorships that provide a noticeable break to members.
2. Analyze potential opportunities for new services only available to members: Listserv, new certifications, etc.
3. Review any current services that could make sense to only offer to members.
4. Recognize member achievements through monthly e-blasts, social media, annual APT US&C conference and at their state conferences.
5. Market and promote membership benefits.

Responsibility: Executive Director, Membership Committee

Action Plan #8: Word of Mouth (WOM) Campaign

Objective: Use the most effective form of advertising – personal recommendation – to grow knowledge and interest of APT US&C and its services.

Tasks to Complete:

1. Develop a process by which Board and Committee members are tasked with sharing the benefits of APT US&C membership in every relevant situation.
2. Gather membership referrals or leads from other organizations that Board and Committee members participate in; add to prospect database.
3. 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.

Responsibility: Executive Director, Membership Committee, Board, Members

Action Plan #9: National Promotion Campaign

Objective: Promote APT US&C on a national level to leverage the natural crossover public treasury officials have with other positions.

Tasks to Complete:

1. 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.).
2. Investigate opportunities for advertising and promotion with these organizations (such as publications, shows, affiliate relationships).
3. Analyze the cost benefit for advertising options to determine what – if any – would be worthwhile.
4. Implement advertising and measure the resulting leads, memberships, or event registrations generated.
5. Request organizations to endorse APT US&C as the leader in education and resources for municipal treasury professionals.

6. Investigate the value of creating our own state-by-state database of all public finance/treasury professionals to target for membership.

Responsibility: Executive Director, Membership Committee, Board

Education/Trainings Objective: Design and offer quality education and training resources to support the professional development of job responsibilities of treasury professionals to enhance our members ability to serve the public and their constituents.

Action Plan #10: Maximize Publications as Training Resource

Objective: Ensure that current APT US&C publications are up-to-date and relevant to maximize sales and effectively support the training programs.

Tasks to Complete:

1. Source viable resources to re-write and update publications that APT US&C offers (some are outdated and no longer being offered).
 - a. Internal Controls and Fraud Prevention (possibly combine)
 - b. Disaster Preparedness
 - c. Debt Policy
 - d. Cash Handling (consider separating into two sections: responsibilities of front office staff and back office staff).
2. Create a schedule and process for manuals to be reviewed in order to maintain their relevance (all manuals above and the Cash Flow Forecasting manual).
3. Offer manuals for sale as traditional printed copies as well as online, digital versions.
4. Identify other topics that would make useful publications for APT US&C's membership.

Responsibility: Executive Director, Education Committee

Action Plan #11: Recruit Trainers

Objective: Ensure that APT US&C has a sufficient number of instructors who are regularly evaluated to provide a quality experience.

Tasks to Complete:

1. Review and approve the trainer fee structure to support the recruitment of additional trainers.
2. Source additional trainers for the programs currently offered.
 - a. Internal Controls
 - b. Cash Handling
 - c. Cash Flow Forecasting
3. Develop and approve trainer contracts and agreements.
4. Develop and utilize a train-the-trainer program and process to ensure new trainers are providing a consistent and high-quality experience. Include an ongoing review process.
 - a. Evaluations, board or committee member review, exit interview by executive director with host organization.
 - b. Host a train-the-trainer orientation at annual conference to recruit new trainers.

Responsibility: Executive Director, Education Committee, Trainers

Action Plan #12: Develop Training Programs

Objective: Provide relevant, certificate-based training classes on topics necessary to treasury-related professionals and their staff.

Tasks to Complete:

1. Develop curriculum and presentations to support the training manuals as they become available.
 - a. Disaster Preparedness
 - b. Debt Policy
 - c. Other
2. Develop and implement an online training program (potentially interactive and/or recorded).
3. Develop a host training agreement that defines cost and expectations of host and APT US&C.

Responsibility: Executive Director, Education Committee

Action Plan #13: Promote Training Programs

Objective: Actively promote training programs to members, prospects, affiliates, state organizations and others.

Tasks to Complete:

1. Promote training programs in monthly e-blasts, attendance at state institutes and conferences.
2. Create online and printed marketing material on available APT US&C trainings and disseminate to membership, prospects, affiliates, state organizations.
3. Develop marketing material to share with host organizations to support consistent image and message when promoting scheduled trainings.
4. Recognize program attendees in monthly e-blasts, social media, etc. to promote awareness and interest of training programs.

Responsibility: Executive Director, Education Committee

Action Plan #14: Strengthen the State Institute Program

Objective: Retain current and recruit new states to adopt the Institute program to support continued education opportunities for members and the ability to earn the CPFA certification.

Tasks to Complete:

1. Update and approve the State Institute Agreement to provide greater clarity of guidelines and obligations of state organizations and APT US&C.
2. 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.
3. Send Institute renewal notices and annual invoices to support the current renewal schedule.
4. Market the State Institute Program to all state treasury associations.

Responsibility: Executive Director, Education Committee

Action Plan #15: Annual Conference Planning

Objective: Secure annual conference contracts for the next five years to promote future planning for member attendance; provide an educational conference experience of national distinction that will become a “must attend” for treasury professionals.

Tasks to Complete:

1. Establish expectations of financial relationship with state affiliates for joint conference partnership.
2. Secure 2023 and 2024 APT US&C annual conference locations with a focus on state affiliate partnerships for joint conference opportunity.
3. Sign contracts for 2021 and 2022 annual conferences.
4. Secure location for the 2025 joint conference with the Illinois Municipal Treasurers Association.
5. Prepare and distribute RFPs to maintain five years of host sites/contracts.
6. Ensure the Advisory Committee performs an evaluation of the current conference within 45 days of completion to support planning efforts for the following year’s conference.
7. Market attendance and sponsorships to members, prospects, affiliates and state organizations.

Responsibility: Executive Director, President-Elect, Conference Committee, Advisory Committee

Certification Objective: Develop and manage national treasury certifications to recognize individuals, municipalities and organizations for their commitment to continuing treasury education, professional development, and passion for serving the public.

Action Plan #16: Promote Current Certifications (CPFA/ACPFA, CPFIM/ACPFIM, Policies)

Objective: Actively promote certifications to members, prospects, affiliates, state organizations and others.

Tasks to Complete:

1. Promote certifications in monthly e-blasts, attendance at state institutes and conferences.
2. Market certifications in municipal publications, website and similar national organizations.
3. 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.
4. Recognize certification recipients in monthly e-blasts, social media, etc. to promote awareness and interest of certifications.

Responsibility: Executive Director, Accreditation Committee

Action Plan #17: Assess CPFA/ACPFA Application and Process

Objective: Increase submission of new and re-certifications of CPFA /ACPFA applications by updating current forms to achieve greater clarity and ease in completion.

Tasks to Complete:

1. Assess current qualification guidelines and modify, if needed.
2. Update application based on end-user feedback.
3. Assess current review process for efficiency, approval time by reviewers and Chair, and timely notification to applicants.
4. Recruit additional committee members to support application reviews.

Responsibility: Executive Director, Accreditation Committee

Action Plan #18: Develop and Market a CPFIM/ACPFIM Recertification Program

Objective: Strengthen the credibility of the CPFIM/ACPFIM certification and engage with current recipients to ensure they are receiving the necessary continued education to maintain the designation of the CPFIM/ACPFIM.

Tasks to Complete:

1. Develop guidelines and review process for CPFIM/ACPFIM recertification.
2. Establish a CPFIM/ACPFIM Review Committee to review recertification applications.
3. Develop a two-hour recertification class and identify how and when the class will be offered.
4. Inform current CPFIM/ACPFIM recipients of new recertification requirements.
5. Inform state affiliates of the recertification guidelines and provide support in communicating guidelines to their members.

Responsibility: Executive Director, Accreditation Committee

Action Plan #19: Assess Policy Certification Program and Process

Objective: Increase submission of policy certification applications by updating forms to achieve greater clarity and ease in completion.

Tasks to Complete:

1. Develop written procedures on the policy certification program, include recertification guidelines.
2. Assess current qualifications and modify, if needed.
3. Update application, if needed.
4. Create “best practices” policy examples to share with applicants, when requested.
5. Recruit committee members to support the assessment and modifications of the various certifications and the review process.
 - a. Debt
 - b. Disaster Preparedness
 - c. Cash Handling

Responsibility: Executive Director, Policy Review Committee

Action Plan #20: Add CPFA/ACPFA and CPFIM/ACPFIM Certifications to MC Database

Objective: Update MemberClicks (MC) database to include certification information in member profiles. Include certification earned, the original certification date, the last recertification date, and the renewal recertification date to support improved tracking and communication to recipients.

Tasks to Complete:

1. Compile a comprehensive list of all known certification recipients.
2. Update member profiles to include certifications.
3. Utilize database to process annual renewal reminders.

Responsibility: Executive Director

Action Plan #21: New Certification Opportunities

Objective: Research opportunities for new certifications to offer members.

Tasks to Complete:

1. Identify possibility of new certifications based on responsibilities of public treasurers (i.e., Certified Public Funds Cash Handler, Certified Public Funds Internal Controls Manager).
2. Assess certifications for popularity, relevance, ability to provide training (e.g., a program already offered by APT US&C like cash handling), or the necessity to develop training.
3. Assess the ability of the organization to support more certification programs and processes, identify additional resources and the cost benefit.
4. Develop programs if determined relevant, sustainable, and profitable.

Responsibility: Executive Director, Accreditation Committee, Board

Operational Objective: Develop finance goals, internal policies, procedures, and best practices that support the vision and mission of the organization.

Action Plan #22: Develop Financial Goals

Objective: Support the long-term financial sustainability of APT US&C through a comprehensive budget process, investment opportunities and new revenue sources. The following goals are defined as stretch goals and designed to challenge the board and organization.

Tasks to Complete:

1. Develop operational budgets to achieve an annual net gain.
 - a. Increase net membership revenue by 7% annually (total gain after any loss).
 - b. Increase conference registration revenue by 15% annually.
 - c. Increase conference sponsorship revenue by 5% annually.
 - d. Increase certification application revenue by 10% annually.
 - e. Increase training revenue by 20% annually.
 - f. Increase publication revenue by 15% percent.
2. Create and market new revenue sources.
 - a. CPFIM recertification program.
 - b. Online training programs.
 - c. In-person training programs.
 - d. Online publications.
3. Add two new state Institute agreements annually.
4. Add two new state Affiliates annually.

Responsibility: Board, Membership Committee, Education Committee, Accreditation Committee, Executive Director

Action Plan #23: Formalize Policies and Procedures

Objective: Ensure consistency in the delivery of service, representation and management of operations through written policies, procedures and best practices.

Tasks to Complete:

1. Develop financial policies and procedures addressing risk management and internal controls for deposits, expenditures, month end reconciliation, investments, financial reporting, etc.
2. Develop operational policies and procedures for operational oversight of training and certification programs, memberships, publication sales, etc.

3. Review and update standing rules to reflect consistency with policies and procedures.

Responsibility: Board, Finance Committee, Membership Committee, Education Committee, Accreditations Committee, Policy Committee, Executive Director

Action Plan #24: Non-Profit Articles of Incorporation

Objective: Ensure all required annual filings are up to date and the Association is registered in the most appropriate state.

Tasks to Complete:

1. Continue working with the State of California to prove past annual filings payments were received by the licensing agencies.
2. Submit the 2018-19 annual filings to remain current with the State of California.
3. Identify benefits of filing in a state other than California.
4. Identify process and annual requirements to file in another state.
5. Make recommendation to the Board.

Responsibility: Executive Committee and Executive Director