

2018-2022 STRATEGIC PLAN

MISSION

To advance sound financial practices, policies, and education through State Treasurers and other NAST members.

VISION

To be the nation's foremost authority for responsible state treasury programs and related financial practices, policies, and education.

VALUES

ETHICS: Members and staff will hold themselves accountable and act with integrity and transparency representing the best practices of their office and the Association.

EXPERTISE: NAST shall act as the collective authority on practices and policies related to finance and investment for state government and the citizens we serve.

COLLECTIVENESS: We will promote and facilitate the open and bipartisan exchange of time-honored and innovative ideas and information, and seek out external collaborations wherever appropriate, to provide objective analyses and viable solutions to address state financial and investment concerns.

STRATEGIC PRIORITIES (does not indicate order of priority)

- **1.** Enhance the value gained from NAST by our stakeholders by advancing sound financial treasury policies, programs, and practices.
- **2.** Position NAST and its Affiliated Networks as a key policy advocate and authority on Treasurer identified strategic policies and issues.
- **3.** Raise the stature of the Association so NAST is viewed as a thought leader and recognized source on treasury and public finance issues.
- **4.** Strengthen the relationships between NAST and its Affiliated organizations during FY18-FY22.
- **5.** Identify and implement additional revenue sources and utilize fund balance to support strategic plan implementation.



INTERNAL STAKEHOLDERS

(NAST provides representation)

- State Treasury or appropriate
 State representative fulfilling Treasury
 responsibilities
- Network Affiliate members (NAUPA, CSPN, SDMN)
- Corporate Affiliate members
- NAST Staff
- NAST Foundation

EXPECTATIONS

 The access, visibility, networking, idea exchange, education/development, etc. gained from being actively involved in NAST justifies their investment in money, time, and effort

EXTERNAL STAKEHOLDERS

(NAST provides representation)

- Federal, State, and local governments, regulators, and policy makers
- Nonaffiliated product and service providers, e.g. financial, technology, and legal
- Other national associations

EXPECTATIONS

- Act as an advocate and resource for sound, ethical public financial and investment practices and policies
- Provide a professional organization that ensures accessibility and effective dissemination of information
- Provide a mechanism by which their unique concerns and issues can be discussed and addressed
- Promote positions that reflect a consensus of its membership







Strategic Priority: Enhance the value gained from NAST by our stakeholders by advancing sound financial treasury policies, programs, and practices.

Enhance NAST sponsored education sessions/seminars on unclaimed property, college savings plans, state debt management, banking and cash management, financial literacy, and pension and trust investment in order to better tailor them to members' specific needs by July 2020.

OBJECTIVE 1

Establish a Plan to implement comprehensive year-round Treasurer and Treasury Staff education with the goal of making NAST the undisputed national leader in education of treasurers and treasury staff based on a member education needs assessment, including for fee CPE options and distance learning, by July 2020.

TASK 1 Assess members' specific needs for NAST sponsored education sessions/seminars, in terms of topic area and desired format, building upon current basic programs, with results to be presented at the Annual Conference in October 2018. (Lead: NAST Staff)

TASK 2 Identify and begin to develop selected types and topic areas for additional education sessions/ seminars tailored to identified member needs by the end of March 2019. (Lead: NAST Staff)

TASK 3 Test and refine tailored training education sessions/seminars for comprehensive year-round Treasurer and Treasury Staff education sessions/seminars/webinars per year by end of December 2019. (Lead: NAST Staff)

TASK 4 Advertise availability of and begin to deliver new tailored education sessions/seminars by beginning of January 2020. (Lead: NAST Staff)

OBJECTIVE 2

Ensure the continuous integration of tailored education sessions/seminars/webinars in coordination with NIPF objectives within the NAST business model by July 2019.

TASK 1 Determine the most effective relationship between NIPF offerings and other NAST sponsored education programs and options by the January 2019. (Lead: Executive Director)

TASK 2 Balance and integrate the established NAST sponsored education programs and options with NIPF objectives and execution by the end of FY19. (Lead: NAST Foundation Board)



OBJECTIVE 3

Develop, make available and, implement best practices and programs that materially assist Treasurers and their constituents in their states.

Examples include:

- financial literacy, financial wellness and retirement readiness programs targeted to specified groups such as teachers
- government employees and citizens
- production of podcasts featuring the Treasurer speaking about a subject of particular expertise by the Treasurer
- business, communications and operations plans for holding a Women's Empowerment Conference in the Treasurer's state, etc.

TASK 1 Assess members' specific needs for best practices and programs that materially assist Treasurers and their constituents in their states by January 2019. (Lead: NAST Staff)

TASK 2 Identify and begin to develop selected best practices and programs tailored to identified member needs by the end of May 2019. (Lead: NAST Staff)

TASK 3 Test and refine best practices and programs by end of March 2020. (Lead: NAST Staff)

TASK 4 Advertise availability of and begin to deliver best practices and programs by beginning of June 2020. (Lead: NAST Staff)





Strategic Priority 2: Position NAST and its Affiliated Networks as a key policy advocate and authority on Treasurer identified strategic policies and issues.

Work with key stakeholders to develop and communicate bipartisan positions on Treasurer identified strategic policies and issues during FY18-FY22.

OBJECTIVE 1

Work with key stakeholders to develop and communicate a bipartisan position on national infrastructure investment policies while preserving current tax treatment of municipal bonds by June 2019 unless federal activity requires more immediate action by NAST.

TASK 1 Develop a set of SDMN principles regarding a bipartisan position on national infrastructure investment policies that preserves the current tax treatment of municipal bonds by January 2019. (Lead: SDMN)

TASK 2 Deliver a bipartisan NAST committee-approved position on national infrastructure investment policies that preserves the current tax treatment of municipal bonds for NAST member review by March 2019. (Lead: SDMN)

TASK 3 Obtain NAST Executive Committee approval of bipartisan infrastructure position by April 2019. (Lead: SDMN)

TASK 4 Communicate NAST's bipartisan position on infrastructure to Congress, the Administration and media by May 2019. (Lead: Executive Committee, Advocacy and Public Relations Consultants)

OBJECTIVE 2

Work with key stakeholders to preserve current tax treatment of municipal bonds during FY18-FY22.

TASK 1 Work with like-minded associations and NAST membership government affairs officers to influence key decision makers to preserve current tax treatment of municipal bonds during FY18-FY22. (Lead: NAST Leadership & Staff, SDMN and Advocacy Consultants)

TASK 2 Work to increase Congressional membership in the Municipal Finance Caucus to better advocate NAST's position on preserving current tax treatment of municipal bonds. (Lead: NAST Leadership & Staff, SDMN and Advocacy Consultants)



OBJECTIVE 3

Work with key stakeholders to advance retirement security during FY18-FY22.

TASK 1 Develop a set of principles and best practices required to frame a bipartisan position on retirement security models by July 2018. (Lead: Pension Committee)

TASK 2 NAST membership approves a bipartisan position on retirement security financial principles by September 2018. (Lead: Executive Committee)

TASK 3 Communicate NAST's position on retirement security principles to Congress, the Administration and Media beginning in October 2018. (Lead: NAST Staff, Advocacy and Public Relations Consultants)

OBJECTIVE 4

Work with key stakeholders to preserve the tax treatment and enhance the benefits and opportunities for saving in 529 plans during FY18-FY22.

TASK 1 Develop a set of principles regarding a bipartisan position on preserving tax exemption for 529 plans by January 2019. (Lead: CSPN)

TASK 2 Expand benefits and opportunities for 529 programs during FY18- FY22. (Lead: CSPN)

OBJECTIVE 5

Work with key stakeholders to provide and enhance saving opportunities for individuals with disabilities through ABLE programs during FY18-FY22.

TASK 1 Work with Congress to expand eligibility and flexibility of ABLE program benefits during FY18-FY22. (Lead: ABLE Committee)

TASK 2 Review and determine governance structure for ABLE programs within NAST by end of 2020. (Lead: ABLE Committee)



OBJECTIVE 6

Work with key stakeholders to provide and enhance the return of unclaimed property and protect individuals' property rights during FY18-FY22.

TASK 1 Provide a resource to states that wish to adopt the Revised Uniform Unclaimed Property Act while respecting individual states' rights and needs during FY18-FY22. (Lead: NAUPA)

TASK 2 Develop resources to simplify compliance with state unclaimed property laws and improve outreach efforts to return unclaimed property to citizens during FY18-FY22. (Lead: NAUPA)

OBJECTIVE 7

Work with stakeholders and other agencies to disseminate best practices for financial education and empowerment during FY18-FY22.

TASK 1 Develop or identify best practices for financial education and empowerment by July 2019. (Lead: Financial Education and Empowerment Committee)

TASK 2 Determine best approach(es) for working with the NAST Foundation to disseminate best practices for financial education and empowerment by December 2019. (Lead: Financial Education and Empowerment Committee)

OBJECTIVE 8

Work with key stakeholders to identify and advocate for bipartisan approach(es) to financial, banking, securities and debt related regulations and policies during FY18-FY22.

TASK 1 Identify critical regulatory agencies that oversee areas of interest to NAST and its Affiliates by end of 2018. (NAST Legislative Committee, Networks, NAST Staff and Advocacy Consultant)

TASK 2 Develop governance structure and policy platform that provides NAST and its Affiliates the authority and policy basis upon which to act on behalf of membership by June 2019. (NAST Legislative Committee, Networks, NAST Staff and Advocacy Consultant)

TASK 3 Work with like-minded associations / organizations and NAST membership government affairs officers to influence key regulatory decision makers during FY18-FY22. (NAST Legislative Committee, Networks, NAST Staff and Advocacy Consultant)



Strategic Priority 3: Raise the stature of the Association so NAST is viewed as a thought leader and recognized source on treasury and public finance issues.

OBJECTIVE 1

Promote NAST's position as a real and perceived member of the Big 7 (with the goal of forming the Big 8) during FY18-FY22.

TASK 1 Develop relationships and establish routine communication with Big 7 governmental organizations by the end of 2018. (Lead: NAST Executive Director and NAST Leadership)

TASK 2 Engage Big 7 leadership and staff to ensure robust participation and attendance by NAST members at critical Big 7 meetings by July 2019. (Lead: NAST Executive Director and NAST Leadership)

TASK 3 Engage NAST leadership and staff to ensure robust participation and attendance by Big 7 members/ staff at critical NAST meetings by July 2019. (Lead: NAST Executive Director and NAST Leadership)

OBJECTIVE 2

Position NAST as a widely regarded thought leader, resource for and strategic partner with other critical organizations during FY18-FY22.

TASK 1 Identify and develop relationships and establish routine communication with other organizations by the end of 2019. (Lead: NAST Executive Director and NAST Leadership)

TASK 2 Engage leadership and staff of other relevant organizations to ensure robust participation and attendance by NAST members at critical meetings by July 2020. (Lead: NAST Executive Director and NAST Leadership)

TASK 3 Engage NAST leadership and staff to ensure robust participation and attendance by members/ staff at critical NAST meetings by July 2020. (Lead: NAST Executive Director and NAST Leadership)



GOAL 4A

Strategic Priority 4: Strengthen the relationships between NAST and its Affiliated organizations during FY18-FY22.

Integrate Affiliated Network strategic priorities, goals, and budgets within NAST during FY18-FY22.

OBJECTIVE 1

Identify Affiliated Networks' strategic priorities, goals, and budgets that need to be raised to consideration for integration within NAST's strategic plan for FY18-FY22.

TASK 1 Communicate NAST's approved strategic priorities and goals to each Network by April 2018. (Lead: NAST Executive Director)

TASK 2 Work with each Network to identify any strategic priorities, goals, and budget issues that need greater consideration and support by NAST by the approved FY19 budget by June 2018. (Lead: NAST Executive Director)

OBJECTIVE 2

Establish and implement a comprehensive plan to move the State Debt Management Network (SDMN) to an effective national advocacy / information resource organization for state level debt issuers.

- TASK 1 Develop a plan to identify all potential members and their service needs by July 2018.
- TASK 2 Identify strategic priorities, goals, and resources needed to enhance SDMN by end of 2018.
- TASK 3 Develop an outreach campaign to promote services and benefits of SDMN membership by April 2019.
- **TASK 4** Begin implementation of an outreach campaign to promote services and benefits of SDMN membership by June 2019.



GOAL 4B

Strategic Priority 4: Strengthen the relationships between NAST and its Affiliated organizations during FY18-FY22.

Institutionalize the role of the NAST Foundation by June 2020.

OBJECTIVE 1

Institutionalize the role the NAST Foundation will play in support of NAST's mission and educational goals by June 2020.

TASK 1 Develop a formalized business model for the NAST Foundation by June 2019. (Lead: NAST Executive Director)

TASK 2 Identify what role(s) the NAST Foundation will play in support of NAST's mission and educational goals by the end of 2019. (Lead: NAST Executive Director)

TASK 3 Gain NAST Foundation leadership and Executive Committee approval for the proposed role for the NAST Foundation by March 2020. (Lead: NAST Executive Director)





GOAL 4C

Strategic Priority 4: Strengthen the relationships between NAST and its Affiliated organizations during FY18-FY22.

Strengthen the relationship with Corporate Affiliates by creating a model to enhance Corporate Affiliate visibility, engagement, and new member recruitment for presentation at the Annual Conference in September 2018.

OBJECTIVE 1

Create a model for enhancing Corporate Affiliate visibility, engagement, retention and new member recruitment for presentation at the Annual Conference in September 2018.

TASK 1 Develop model for enhancing Corporate Affiliate visibility, engagement, retention and new member recruitment by June 2018. (Lead: Corporate Affiliate Board)

TASK 2 Present preliminary model for Corporate Affiliate visibility, engagement, retention and new member recruitment to Executive Committee for approval in July 2018. (Lead: Corporate Affiliate Board)

TASK 3 Refine presentation and model as required for presentation at the Annual Conference in October 2018. (Lead: Corporate Affiliate Board)

OBJECTIVE 2

Work with Corporate Affiliates to identify new ways to add value to their experiences during conferences held during FY18-FY22.

TASK 1 Review current practices and scheduling processes to identify issues opportunities to enhance the value of Corporate Affiliates participating in NAST conferences during FY18-FY22 by end of June 2018. (Lead: Corporate Affiliate Board and NAST Executive Committee)

TASK 2 Corporate Affiliate Board presents new engagement model to NAST Executive Committee in July 2018. (Lead: Corporate Affiliate Board)

TASK 3 Report to NAST Annual Meeting in October 2018 on proposed enhancements for Corporate Affiliate and Treasurer experience at NAST conferences. (Lead: Executive Director/Corporate Affiliate Board)



Strategic Priority 5: Identify and implement additional revenue sources and utilize fund balance to support strategic plan implementation.

OBJECTIVE 1

Determine potential revenue sources offered by new initiatives and programs during FY18-FY22.

TASK 1 Conduct an environmental scan to identify unique business and revenue opportunities that NAST is well positioned to leverage by end of 2018. (Lead: NAST Executive Director)

TASK 2 Challenge Networks and Corporate Affiliates with providing NAST Executive Director with new ideas for creating and sharing new revenue streams to support identified strategic priorities and plans by July 2018. (Lead: NAST Affiliates)

TASK 3 Develop business proposals of select opportunities for consideration by NAST Executive Committee by April 2019. (Lead: NAST Executive Director)

TASK 4 Begin implementation of approved proposals by May 2019. (Lead: NAST Executive Director)

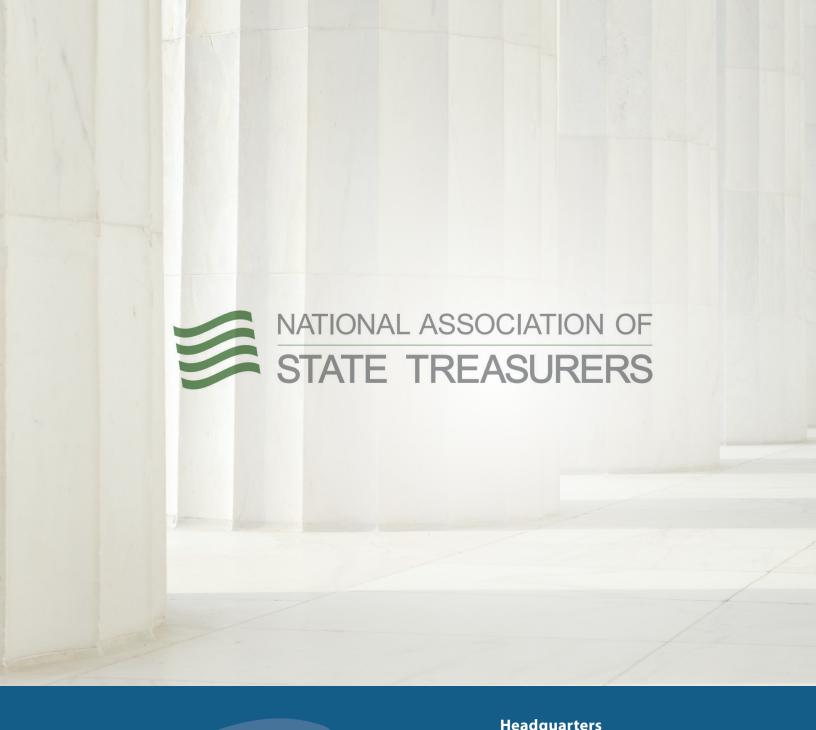
OBJECTIVE 2

Utilize fund balance to support strategic plan implementation during FY18-FY22.

TASK 1 Review and update the Association reserve policy by March 2018. (Lead: Finance Committee and Executive Director)

TASK 2 Identify resource needs and costs to implement Strategic Plan by March 2018. (Lead: Finance Committee and Executive Director)

TASK 3 Present staffing model to support strategic plan implementation by March 2018. (Lead: Finance Committee and Executive Director)



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