2020 Strategic Plan
April 29, 2020
The U.S. Faster Payments Council, Inc. ("FPC") has adopted a policy of strict compliance with the U.S. antitrust laws. Certain topics that may be considered anticompetitive are not proper subjects for discussion or consideration at any FPC meeting of members, officers, directors, or committees, whether formal or informal. The antitrust laws prohibit certain combinations and agreements among competitors, including those in the payments industry, and members of an association may be considered competitors for purposes of antitrust challenges even if their businesses are not in the same geographical areas or in the same product lines. A member’s conduct at all FPC-sponsored or FPC-scheduled meetings and events should comply with antitrust laws. The penalties for violation of the antitrust laws can be very severe – not only for FPC, but also for its individual members.

FPC members cannot come to understandings, make agreements, or otherwise concur on positions or activities that in any way tend to raise, lower, or stabilize prices, costs, or fees, divide up markets, or encourage boycotts. Each member must decide for itself, without consultation with competitors, how to conduct its business and with whom to do business. Specifically, members should not agree on:

- Current or future prices or fees, price or fee changes, discounts, regulation of production, and other terms of sale.
- Allocating or monopolizing geographic markets or customers;
- Encouraging boycotts or seeking to exclude specific participants.

In addition, FPC officers, directors, and members should avoid discussing or revealing any individual participant’s competitively sensitive information, including any participant’s prices, discounts, costs, capacity, inventory, sales, future business plans or bids for contracts. The FPC’s antitrust statement shall be referenced at the start of each meeting where FPC business will be discussed and noted in the minutes of the meeting, and this statement will be included in the meeting materials as well.

The antitrust laws are complicated and often unclear. If any member is concerned that he or she may be in a “gray area,” that member should consult with FPC or legal counsel. If the conversation among competitors at an FPC meeting turns to antitrust-sensitive issues, participants should discontinue the conversation until legal advice is obtained, or else leave the meeting immediately.
Welcome
FPC Leadership

1. Be the Authoritative Source

Michael Bilski
FPC Chair
mbilski@nabankco.com

2. Nurture our Unique Value Proposition

Deborah Phillips
FPC Vice Chair
Deborah.Phillips@icba.org

3. Increase Member Value

Perry Starr
FPC Secretary/Treasurer
Perry.Starr@target.com

4. Optimize Operational Performance

Reed Luhtanen
FPC Executive Director
rluhtanen@fasterpaymentscouncil.org
The FPC becomes the “go-to” organization for all things faster payments, providing authoritative thought leadership to the industry to catalyze progress toward adoption as the market evolves.
1.1 Develop educational and awareness programs tailored to specific member segments.
• Partner with FPC members to develop educational programs to foster a deeper understanding of faster payments across the payments system.

1.2 Establish a marketing & communications plan.
• Leverage media and public relations strategies/tactics to foster stronger relationships with the press and industry analysts.
• Promote the FPC value proposition across the industry and public through speaking engagements, social media, and FPC website.
• Create more engagement opportunities to promote work group deliverables.

1.3 Conduct and publish original quantitative and qualitative research.
• Partner with Glenbrook Partners to deliver an authoritative industry barometer, informing stakeholders’ thinking around faster payments awareness and adoption.

1.4 Participate in public forums to share FPC’s opinions across a broader audience.
• Submit comment letters on proposed regulatory rulemakings that impact faster payments to provide input on design questions and key regulatory provisions.
• Speak at policy briefings, conduct interviews via podcast, or create educational videos to highlight industry considerations for greater faster payments adoption.
Nurture our Unique Value Proposition

The FPC fosters dialogue and collaboration to identify, develop, and support principles, guidelines, and additional market practices that support competition and innovation, inform efficient system design, enhance cross-solution risk mitigation, and achieve ubiquity.
Nurture our Unique Value Proposition

2.1 Establish and support work groups that focus on timely and pertinent industry topics.
- Attract broad member participation and diverse viewpoints.
- Ensure annual work plans are in place.
- Publish materially relevant deliverables that drive greater industry adoption of faster payments.

Education and Awareness
- Directory Models

Fraud Information Sharing
- Cross Border Payments

Regulatory
- QR Code Interface

memberservices@fasterpaymentscouncil.org
Nurture our Unique Value Proposition

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   • Publish materially relevant deliverables that drive greater industry adoption of faster payments.

2.2 Convene the FPC membership to address complex issues surrounding faster payments implementation and adoption as highlighted by the Faster Payments Barometer.
   • Assess the appropriate model for interoperability and provide recommendations to the industry on options to enhance the faster payments ecosystem.
   • Assess other critical aspects of faster payments such as exception processing, dispute resolution, directories, fraud prevention, etc. and provide recommendations to the industry on options to enhance the faster payments ecosystem.

2.3 Hold in-person membership meetings and member town halls.
   • Host two in-person membership meetings each year and conduct quarterly town hall meetings and/or regional in-person half-day sessions.
   • Leverage these events to ascertain FPC member perspectives on a variety of pressing and relevant faster payments-related topics.
   • Socialize these perspectives with membership, monthly via emails/newsletters, blog posts, one-on-one member discussions, industry roundtables, etc.

2.4 Identify the legal, industry, and technical frameworks that apply to faster payments.
   • Assess gaps between systems and develop options to resolve the industry’s pain points or barriers to faster payments adoption.
Increase Member Value

The FPC creates member experiences that are positively memorable, customized to member needs, and result in a growing and expanding membership base across all FPC member segments.
3.1 Implement a modified FPC dues structure starting January 1, 2020, that will drive member value across all FPC member segments in a cost-effective way.

3.2 Establish a membership committee.
   - Leverage FPC members’ networks, relationships and faster payments experience to introduce new companies to the FPC.
   - Develop membership ambassadors to help retain existing members by delivering a more personalized experience to FPC member representatives.

3.3 Evaluate the viability of the creation of a faster payments solution showcase that would allow FPC members to promote their faster payments products via the FPC site, a micro site, eBook, etc.

3.4 Strive to incorporate a diversity of demographics, ethnic backgrounds, and viewpoints across the membership base and FPC leadership to mirror the society we serve.
Optimize operational performance by optimizing organizational culture, structure, and resources. Align the organization’s value chain and ensure that products, programs, and services are responding to evolving market demands and member needs.
Optimize Operational Performance

4.1 Re-balance outsourced services and hone FPC staff knowledge.
  • Reduce services provided by external contractors/consultants and realign resources to focus on enhancing the skills and subject matter expertise of the FPC full-time staff.

4.2 Identify and establish user-friendly systems, metrics, and tools to monitor and manage financial performance.

4.3 Conduct periodic reviews of governance documents and policies to ensure they support the FPC’s strategic direction.

4.4 Invest in a customer relationship management system so that FPC can more efficiently orient business processes around the membership and leverage internal resources to deliver the highest level of customer service possible.
FPC Members

<table>
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<tr>
<th>ABTC Corp.*</th>
<th>CDT Technologies, a Texas Corp (Ventanex)</th>
<th>First National Bankers Bank</th>
<th>Midwest Independent Bank</th>
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<td>FirstBank</td>
<td>Minidate Solutions Inc.*</td>
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<td>Ceridian HCM</td>
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<td>Future Proof Digital</td>
<td>National Association of Convenience Stores</td>
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<td>CNB Bank &amp; Trust</td>
<td>Glenbrook Partners, LLC</td>
<td>National Consumer Law Center</td>
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<td>Commerce Bank</td>
<td>Goldman Sachs</td>
<td>National Retail Federation (NRF)</td>
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<td>Heartland Bank</td>
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<td>Iliad Solutions*</td>
<td>Network Branded Prepaid Card Assoc.*</td>
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<td>Ind. Bank of South Carolina</td>
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<td>ePayResources</td>
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<td>Ptap Advisory*</td>
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<td>Fexco Marketing North America*</td>
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*New Members since October 2019

*Reinvestment Partners
ReliaFund
Retail Industry Leaders Association
Ripple Labs
Secure Payment Systems
SHAZAM
Shore United Bank
SnapCheck, Inc.
Southern Financial Exchange
SWIFT*
Target Corporation
TASCET*
TD Bank, N.A.
The Bankers Bank - OK
The Clearing House Payments Company, LLC
The New England ACH Association
TransferWise Inc.*
Travelex
United Nations Federal Credit Union
Upper Midwest ACH Association (UMACHA)
US Bank
US Dataworks
Viewpointe
Visa
Vments Inc
Volante Technologies Inc.*
Volunteer Corporate Federal Credit Union
Walmart
Wells Fargo
Western Payments Alliance dba WesPay
Wisconsin Automated Clearing House (WACHA)
Founding Sponsors
Mark your calendars and please join us for these upcoming FPC events

<table>
<thead>
<tr>
<th>Date</th>
<th>Format</th>
<th>Topic</th>
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<tbody>
<tr>
<td>May 6</td>
<td>Virtual Town Hall</td>
<td>FPC Work Groups Deep Dive</td>
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<td>May 20</td>
<td>Virtual Town Hall</td>
<td>Release Event: Faster Payments Interoperability Primer</td>
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<td>June</td>
<td>Webinar</td>
<td>Faster Payments Qualitative Analysis with Glenbrook Partners</td>
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<td>Sept. 15-16</td>
<td>In-Person Meeting</td>
<td>FPC Fall Member Meeting in Minneapolis, MN</td>
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A recording of today’s FPC Town Hall will be available in our FPC Member Portal and a survey about our Town Hall series will be distributed in May.

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