2019-2023 NATIONAL ASSOCIATION OF STATE TREASURERS
STATE DEBT MANAGEMENT NETWORK STRATEGIC PLAN WORKSHEET

PURPOSE/MISSION

To lead, educate, and advocate efficient and responsible state debt management essential to meeting states' financing needs.

VISION

To be <u>the</u> go-to authority on the professional management of state-level debt.

VALUES
(of greatest importance to SDMN)

- <u>Leadership</u>: As stewards of the public's financial resources, the members of SDMN collectively dedicate themselves to promoting and advocating practices and policies that improve the issuance and management of state debt.
- <u>Expertise</u>: SDMN enhances and leverages its members' comprehensive, collective know-how to advise governmental leaders and policy makers to improve the issuance and management of state debt.
- <u>Inclusiveness</u>: We dedicate ourselves to welcome, understand, and embrace the diversity of state level realities, as well as seeking to be understood.

PRIMARY STAKEHOLDERS
(ordered according to the degree to which each directly depend upon SDMN's activities and support)

- State Treasurers/state officials (responsible for issuance of debt)
- SDMN Members and staff
- Congress (fed)
- Regulatory bodies

Primary Stakeholders' Expectations
(ordered in terms of importance to SDMN through 2023)

- ➢ Provide a forum for the free exchange of ideas and best practices
- ➢ Provide objective subject matter expertise
- ➢ Offer educational opportunities
- ➢ Provide an informed voice/opinion on debt issues
- ➢ Inform policy makers on identified and emerging debt issues

SECONDARY STAKEHOLDERS
(ordered according to the degree to which stakeholders, other than direct clients/customers, are impacted by or vested in SDMN's success or failure)

- Taxpayers
- State policy makers
- Investors
- Rating agencies
- Associations with shared interests
- Capital market participants
- Media

Secondary Stakeholders' Expectations
(ordered in terms of importance to SDMN through 2023)

- ➢ Provide objective subject matter expertise
- ➢ Provide timely, objective, and accurate responses
- ➢ Promote the integrity of the capital markets
- ➢ Provide an informed voice/opinion on debt issues
- ➢ Inform policy makers on identified and emerging debt issues
- ➢ Willing to collaborate and freely share information

STRENGTHS
(ordered according to the degree to which each is projected to be a significant strength during the period covered by this plan)

- Depth and diversity of experience and expertise in debt management
- Partnership between committed, engaged members and an actively engaged board
- Value of the benefits of membership
- Member representation as state entities
- Commitment from our principals
- Support network and staff, including ability to garner support from other State Treasurers, NAST networks, and corporate affiliates
- Willingness to share experiences and practices, and assist other members
- Quality and uniqueness of educational services

WEAKNESSES
(ordered according to the degree to which each is projected to be a significant weakness through 2023)

- Board comprised of individuals with competing responsibilities (for time and resources)

- Lack of institutional mechanisms for capturing Network expertise and best practices
- Network branding
- Limited member pool
- Dependence on a few dedicated members for ongoing operations and functions

OPPORTUNITIES
(ordered according to their potential emergence and impact on SDMN goals through 2023)

- Potential expansion of Network influence in areas impacted by the rapid pace of change framing the emerging environment
- Expansion of membership in debt agencies outside the state treasurers' direct domain
- Turnover offers openings for new individuals to become engaged in Network activities and functions

THREATS
(ordered according to their potential emergence and impact on SDMN goals through 2023)

- Loss or erosion of tax exemption for bonds diminishes SDMN's influence
- Emergence of peer competitors to the Network
- Emergence of policies that hinder debt issuance and management practices
- Emerging events are focusing greater attention on debt with potentially greater consequences
- External misperceptions and lack of understanding of debt issuance and management

STRATEGIC PRIORITIES
(ordered in terms of projected impact on SDMN's vision)

1. Establish the SDMN as <u>the</u> effective national authority on state-level debt issues.
2. Position SDMN to proactively advocate positions and education supporting the issuance and management of state debt.

KEY ASSUMPTIONS

- The SDMN membership will be engaged
- NAST support of the network will continue

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Goals	Objectives	Strategies
Strategic Priority 1: Establish the SDMN as the effective national authority on state-level debt issues. G1: Grow the SDMN by ensuring each state, territory, and the DC is represented in the network and increase member engagement in SDMN activities by 50% through the end of 2023.	(G1)OBJ 1: Each state, territory, and the DC that issues state-level debt is represented by one or more member in the network by the end of 2023.	S1: Immediately engage current State Treasurers who are members of the network and NAST leadership to actively advocate the importance of joining the network prior to and during the 2019 Legislative Conference. (Lead: SDMN Chair) S2: Establish a Membership committee charged with (1) determining the pool of potential membership and (2) developing a coordinated network recruitment and outreach plan that integrates efforts between the network and NAST staff to entice State Treasurers, Corporate Affiliates, and other issuers of state-level debt to join the network by the end 1QCY19. (Lead: SDMN Chair designee) S3: Gain approval for and implement the ad hoc outreach committee's network recruitment and outreach plan by the end of July 2019. (Lead: Ad Hoc Cmte Chair) S4: Measure and report on SDMN membership levels during NAST's annual business meetings. (Lead: SDMN Chair)
	(G1)OBJ 2: Increase member engagement in network activities and operations by 50% (using tailored member activity metrics) by the end of 2023.	S1: Develop and implement metrics that accurately defines "active engagement" in the network and its activities beyond payment of membership fees and attending functions/training activities by the end 2QCY19. (Lead: Membership Cmte Chair) S2: Expand on the developed network recruitment and outreach plan to increase State Treasurers', Corporate Affiliates', and other issuers of state-level debt direct involvement in and active support of network activities, based on the metrics developed in S1, by at least 10% each year through 2023. (Lead: Membership Cmte Chair) S3: Measure and report on SDMN membership engagement during NAST's annual business meetings. (Lead: SDMN Chair)

Strategic Priority 1,2: G2: Increase the SDMN's volume and diversity of resources enhancing and leveraging its members' comprehensive, collective know-how to advise governmental leaders and policy makers to improve the issuance and management of state debt.	(G2)OBJ 1: By the end of 4QCY19, develop and implement a strategy and supporting processes to proactively match the expertise and experiences of members to identified issues of interest across state-level debt issues.	S1: By the end of 3QCY19, develop a comprehensive data collection process and database summarizing member expertise and effective practices regarding significant state-level debt management issues. (Lead: SDMN Vice-Chair) S2: By the end of 4QCY19, develop and implement an interactive database for linking requestors to members with unique, relevant expertise and experiences. (Lead: Staff, SDMN Vice-Chair) S3: Measure and evaluate the effectiveness and use of the interactive, linking database from initial rollout through the end of 2023. (Lead: SDMN Vice-Chair)
	(G2)OBJ 2: During 2019-2023, expand, rollout, and promote/maintain an interactive, systematic library and database that makes available relevant summary and position papers, case studies, and other reference materials on significant state-level debt management issues and practices.	S1: By 2QCY19, complete a technical review of current capabilities to create and support an interactive, systematic library of relevant summary papers, articles, and case studies. (Lead: Shaun) S2: By the end of 1Q2020, identify, develop, and populate/maintain an interactive, systematic library and database that makes available relevant summary and position papers, case studies, and other reference materials. (Lead: SDMN Vice Chair) S3: By end of 2QCY2020, rollout the interactive, systematic library and database making available relevant summary and position papers, case studies, and other reference materials. (Lead: SDMN Vice Chair) S4: Market and promote the interactive, systematic library and database during 2020-2023. (Lead: SDMN Chair) S5: Measure and evaluate the effectiveness and use of the interactive, systematic library and database from initial rollout through the end of 2023. (Lead: SDMN Vice Chair)

Strategic Priority 2: Position SDMN to proactively advocate positions and education supporting the issuance and management of state debt. G1: Institutionalize a process that enables SDMN to proactively and quickly engage on state-level debt issuance issues.	(G1)OBJ1: During 2019-2023, develop, implement, evaluate, and refine a process that enables SDMN to proactively and quickly engage on state-level debt issuance issues.	S1: By the end of 1QCY2019, develop a process that enables SDMN to proactively and quickly engage on state-level debt issuance issues. (Lead: State Treasurer member of SDMN) S2: By the beginning of 2QCY2019, implement a process that enables SDMN to proactively and quickly engage on state-level debt issuance issues. (Lead: State Treasurer member of SDMN) S3: Measure and evaluate the effectiveness of the process through 2023. (Lead: State Treasurer member of SDMN)
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