



# 2020 Strategic Plan

April 29, 2020

# Antitrust Compliance Statement

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](mailto:mbilski@nabankco.com)

## 2. Nurture our Unique Value Proposition



**Deborah Phillips**  
FPC Vice Chair  
[Deborah.Phillips@icba.org](mailto:Deborah.Phillips@icba.org)

## 3. Increase Member Value



**Perry Starr**  
FPC Secretary/Treasurer  
[Perry.Starr@target.com](mailto:Perry.Starr@target.com)

## 4. Optimize Operational Performance



**Reed Luhtanen**  
FPC Executive Director  
[rluhtanen@fasterpaymentscouncil.org](mailto:rluhtanen@fasterpaymentscouncil.org)

# Be the Authoritative Source



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.

# Be the Authoritative Source

## 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



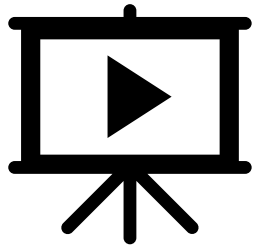
The FPC fosters dialogue and collaboration to identify, develop, and support principles, guidelines, and additional market practices that support competition and innovation, inform efficient system design, enhance cross-solution risk mitigation, and achieve ubiquity.

# Nurture our Unique Value Proposition

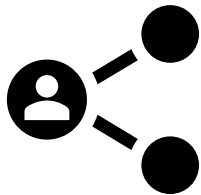
## 2.1 Establish and support work groups that focus on timely and pertinent industry topics.

- 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



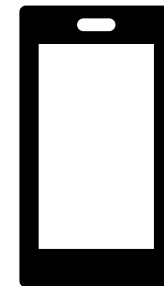
Cross Border Payments



### Regulatory



QR Code Interface



[memberservices@fasterpaymentscouncil.org](mailto:memberservices@fasterpaymentscouncil.org)



# 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.

## 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.

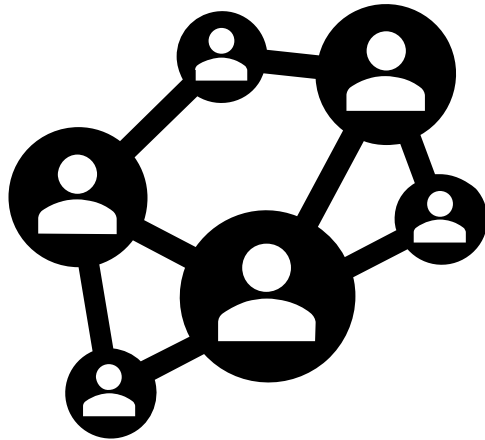
## 2.3 Hold in-person membership meetings and member town halls.

- 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.

# Increase Member Value

**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.**

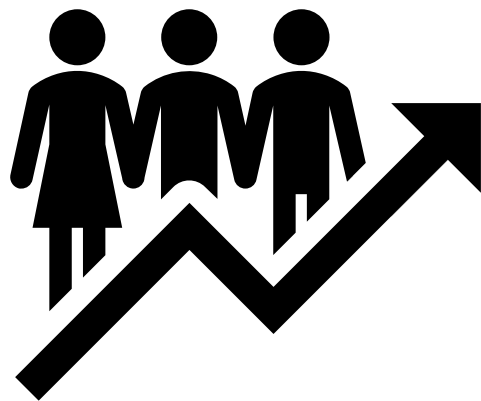
**3.2 Establish a membership committee.**

- 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



Optimize 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

<b>ABTC Corp.*</b>	CDT Technologies, a Texas Corp (Ventanex)	First National Bankers Bank	Midwest Independent Bank	Reinvestment Partners
Accredited Standards Committee X9	Center for Responsible Lending	FirstBank	<b>Mindgate Solutions Inc.*</b>	ReliaFund
<b>ACI Worldwide*</b>	Ceridian HCM	Fiserv (First Data Processing, Inc.)	Missouri Independent Bankers Association	Retail Industry Leaders Association
Aite Group	CFM Communications LLC	Food Marketing Institute	Nacha	Ripple Labs
Alabama Banker's Association	Citizens Bank & Trust	Future Proof Digital	National Association of Convenience Stores	Secure Payment Systems
Alloya Corporate FCU	CNB Bank & Trust	Glenbrook Partners, LLC	National Consumer Law Center	SHAZAM
Alston & Bird LLP	Commerce Bank	Goldman Sachs	National Retail Federation (NRF)	Shore United Bank
American Banker's Association	Community Bankers Assoc. of Georgia	Heartland Bank	Navigant Consulting Inc. / Guidehouse	SnapCheck, Inc.
American Express	Community Bankers Assoc. of Illinois	ICBA – Ind. Community Bankers of America	Navy Federal Credit Union	Southern Financial Exchange
Aptys Solutions, LLC	Community Bankers Assoc. of Ohio	ICBA Bancard	Netflix, Inc.	<b>SWIFT*</b>
Ascertain, LLC	Community Bankers Assoc. of Oklahoma	Icon Solutions	<b>Network Branded Prepaid Card Assoc.*</b>	Target Corporation
Assoc. for Financial Professionals	Community Bankers of Michigan	<b>ICUL Service Coporation*</b>	North American Banking Company	<b>TASCET*</b>
ATM Industry Association	Community Bankers of Washington	<b>Iliad Solutions*</b>	North Salem State Bank	TD Bank, N.A.
<b>Avenue B Consulting*</b>	Corporate Central Credit Union	Ind. Bank of South Carolina	Open Payment Network, Inc.	The Bankers Bank - OK
AvidXchange	Corporate One	Ind. Community Bankers of Minnesota	Pacific Coast Banker's Bank	The Clearing House Payments Company, LLC
Axletree	<b>Cross River Bank*</b>	Ind. Community Bankers of South Dakota	Padrona Payments Advisory Group, LLC	The New England ACH Association
Banker's Bank (Madison)	Debit Network	Inlet	<b>PayFi*</b>	<b>TranferWise Inc.*</b>
Bankers' Bank of the West	<b>Digital Check Corp.*</b>	Iowa Bankers Association	PayGility Advisors LLC	Travelex
Barclays Bank Delaware	Discover Financial Services	Iowa Independent Bankers	PaymentsFirst Inc.	United Nations Federal Credit Union
<b>Bayer Heritage Federal Credit Union*</b>	Dow Chemical Employees' Credit Union	<b>iSoftware4banks*</b>	Payrailz, LLC	Upper Midwest ACH Association (UMACHA)
Better Buy Design	Early Warning Services LLC	Jack Henry	Payroc	US Bank
<b>BHMI*</b>	EPCOR	James Polk Stone Community Bank	Payveris	US Dataworks
<b>BillGO*</b>	Electronic Transaction Association	JPMorgan Chase	Pennsylvania Bankers Association	Viewpointe
Blueflame Consulting	EMVCo	Juniper Payments	PeopleFirst Bank	Visa
BMA Management Support Corp.	<b>Englebrardt, Leland*</b>	Liberty Bank	PSCU	Vments Inc
<b>BMO Harris Bank*</b>	ePayResources	Lipis Advisors	<b>Ptapi Advisory*</b>	<b>Volante Technologies Inc.*</b>
BNY Mellon	ExcheQ, LLC	Mastercard International	Q2	Volunteer Corporate Federal Credit Union
<b>Bottomline Technologies*</b>	<b>Federal Reserve Bank of Chicago*</b>	Merchant Advisory Group	Qcheque, Inc.	Walmart
Bridge Community Bank	<b>Fexco Marketing North America*</b>	<b>Microsoft*</b>	Randolph Brooks FCU	Wells Fargo
<b>Brown, Owen*</b>	First Commonwealth Bank	Mid-Atlantic Clearing House Association	Reef Karson Consulting, LLC	Western Payments Alliance dba WesPay
Catalyst Corp. Federal Credit Union				Wisconsin Automated Clearing House (WACHA)

\*New Members since October 2019



## Founding Sponsors



# Thank you!

**Mark your calendars and please join us for these upcoming FPC events**

Date	Format	Topic
May 6 (2:00-3:00ET)	Virtual Town Hall	FPC Work Groups Deep Dive
May 20 (2:00-3:00ET)	Virtual Town Hall	Release Event: Faster Payments Interoperability Primer
June	Webinar	Faster Payments Qualitative Analysis with Glenbrook Partners
Sept. 15-16	In-Person Meeting	FPC Fall Member Meeting in Minneapolis, MN

**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.**

[fasterpaymentscouncil.org](http://fasterpaymentscouncil.org)

[memberservices@fasterpaymentscouncil.org](mailto:memberservices@fasterpaymentscouncil.org)

