

NATIONAL ASSOCIATION OF UNCLAIMED PROPERTY ADMINISTRATORS (NAUPA)

STRATEGIC PLAN 2018-2022

PURPOSE/MISSION

NAUPA facilitates collaboration among administrators in their efforts to reunite unclaimed property with the rightful owner.

VISION

As the foremost authority on unclaimed property, NAUPA will lead a coalition of administrators to reunite all recovered unclaimed property with the rightful owner.

VALUES

- Stewardship: *NAUPA members are committed and obligated to recovering, safeguarding, and returning unclaimed property to and protecting the interests of the rightful owners.*
- Integrity: *NAUPA members act in a manner that continually earns and justifies the trust of those we serve.*
- Professionalism: *NAUPA members ethically execute their duties and responsibilities, treat others with respect and fairness, and strive to enhance their expertise and understanding of unclaimed property issues.*

CLIENTS

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

- NAUPA members
- NAST
- Corporate Affiliates
- Owners of unclaimed property

Expectations

(Any unrealistic expectations are italicized)

- NAUPA supports the return of unclaimed property to rightful owners
- NAUPA provides a wide variety of forums and opportunities for members to collaborate and share information

- NAUPA gathers and shares information, education, and training on unclaimed property issues and practices
- NAUPA provides a unique expertise and knowledge base regarding unclaimed property issues, policies, and practices
- NAUPA ensures State Treasurers and agency heads engaged in the administration of unclaimed property laws are informed of unclaimed property policy developments and legislative changes having a potential national impact
- NAUPA will maintain a searchable national online property database
- NAUPA provides a mechanism and forum for pooling and sharing resources that States can employ to enhance efficiencies and reduce costs

STAKEHOLDERS

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

- General Public
- UP State staff
- Holders (entities obligated to report unclaimed property)
- Federal and State policy makers, legislators, and other officials
- Public interest groups
- Media

Expectations

(Any unrealistic expectations are italicized)

- NAUPA will provide technical assistance, information, and education on unclaimed property issues and administration
- NAUPA will shape and encourage uniform State legislation and rules
- NAUPA will support government officials in protecting the interests of unclaimed property owners
- NAUPA will act as a national advocate for strengthening and standardizing unclaimed

property practices and enhancing compliance across the States

- NAUPA will continue to provide a wide variety of forums and opportunities for interchange and networking
- NAUPA will ensure state unclaimed property staff have access to appropriate training opportunities to effectively fulfill their responsibilities and enhance professional growth
- NAUPA will maintain a searchable national online property database
- NAUPA will provide and maintain compliance resources
- NAUPA will advise Federal and State policy makers, legislators, and officials on unclaimed property issues and administration

STRENGTHS

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

1. Unified bipartisan commitment of members to protecting rights of owners of unclaimed property and returning it to its rightful owners
2. Depth of experience, knowledge, and commitment among members, staff, and association leaders
3. Annual conferences provide opportunities for members to network with and help each other
4. Willingness of members to cooperate and work together
5. NAUPA membership is perceived as a valued asset among its members

WEAKNESSES

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

1. Limited participation by members undermines NAUPA's ability to identify and utilize unique member skills and experiences beyond a core group
2. Limited NAUPA resources to meet the challenges of increased demand for services
3. Lack of action to grow senior leaders and prepare them for future NAUPA service

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4. Lack of organizational culture to pursue effective proactive action
5. NAUPA's legal and policy expertise is not sufficiently organized to properly and rapidly respond to unclaimed property issues and challenges
6. Lack of supportive and engaged coalition partners to counter opposing positions and coalitions
7. Lack of a communications plan and supporting templates for efficiently and proactively distributing information

OPPORTUNITIES

(ordered according to their potential emergence and impact on NAUPA goals during the period covered by this plan)

1. The return of property to rightful owners is an inherently bipartisan issue
2. Increased compliance with unclaimed property laws and practices
3. Emerging state by state challenges present opportunities to demonstrate NAUPA's leadership and bring members of our coalition together in common cause
4. Impact of uniformity policy debates increases relevance of UCP information and data gathered by NAUPA
5. Incidents of fraud increase agency's and individuals' interest in related UCP information and policies
6. Economic pressures increase individuals' awareness of and interest in unclaimed property
7. Access to other Networks' best practices and lessons learned

THREATS

(ordered according to their potential emergence and impact on NAUPA goals during the period covered by this plan)

1. Legislation eroding unclaimed property law by increasing exemptions and other potential revisions of unclaimed property acts that undermine the rights of owners
2. Increased instances of agents outside of NAUPA attempting to circumvent unclaimed property compliance

3. Increasing attempts at State legislation restricting compliance examinations and enforcement of unclaimed property laws
4. Increasingly strong influences by external sources that inaccurately promote perception that unclaimed property programs "seize" or confiscate assets for the benefit of "cash strapped states"
5. Rising levels of fraudulent practices and claims
6. Lack of public awareness about State unclaimed property programs
7. Limited willingness or ability of States to consistently commit resources needed to carry out NAUPA priorities and goals
8. Increasing numbers of opportunistic asset locators
9. Impact of intervention and preemption through federal regulatory and legislative unclaimed property initiatives

PRIORITIZATION CRITERIA FOR STRATEGIC PRIORITIES AND GOALS

- Degree of alignment with NAUPA's stated vision
- Consistent with SWOT prioritization
- Degree external resources and support are required

STRATEGIC PRIORITIES

1. Create and enact a communications and systematic multitiered education plan serving both clients and stakeholders
2. Enable NAUPA to proactively support states' efforts to address legislative challenges and emerging unclaimed property issues
3. Revise the standard unclaimed property reporting format
4. Develop and deploy a new NAUPA website

KEY ASSUMPTIONS

- State travel policies and funding still limit the capability of States to send members to NAUPA events and activities
- The regulatory environment will continue to present challenges

- Demand for services will continue to outpace available staffing resources
- NAST will continue to provide sufficient funding support to NAUPA
- Corporate Affiliates will continue to sufficiently support and be involved with NAUPA
- Lack of consistency and standardization across States regarding unclaimed property regulations and administration
- Impact of changing administrations due to elections and appointments

ISSUES/ONGOING CONCERNS

(other significant targeted issues and activities in addition to specified strategic goals within this plan)

- Share specialized technology and expertise among members and staff to combat fraud
- Facilitate unclaimed property examination training/education efforts
- Revise NAUPA's governance document
- Identify revenue generating opportunities to support NAUPA activities
- Develop contingency actions for addressing potential loss of free reporting software support and a lack of readily available alternatives
- Strengthen relationships with like-minded advocacy groups

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Goals	Objectives	Strategies
1. Create and enact a communications and systematic multitiered education plan serving both clients and stakeholders		
(P1)G1: (Tier 1) Enact a systematic plan by the end of 2020 framing legislators' and advocacy groups' understanding of NAUPA's policy position on the necessity for the states' unclaimed property programs and potential impact of unclaimed property legislation.	(G1)OBJ 1: Develop an adaptive communications plan by the end of 2018 that tailors information into messages that frames legislators' and advocacy groups' understanding of NAUPA's policy position on the necessity for the states' unclaimed property programs and potential impact of unclaimed property legislation.	<p>S1: By the July 2018 NAST Conference, reframe existing policy statements and position papers into NAUPA resolutions that can be made available to NAUPA members in the near-term. (Special Working Grp; Chair: Carolyn Atkinson w/David Milby)</p> <p>S2: Develop new and revise existing NAUPA policy statements, information/talking point one pagers, etc. (Legal Community of Practice w/David Milby)</p> <p>S3: Develop a communications plan for converting NAUPA policy statements, information/talking point one pagers, etc., into effective messages framing legislators' and advocacy groups' understanding of NAUPA's policy position on the necessity for the states' unclaimed property programs and potential impact of unclaimed property legislation. (Communications Cmte (TBD))</p> <p>S4: By the end of 2019, develop a platform for and/or strengthen the NAUPA website's capability for making the messages developed under the communication plan accessible to NAUPA members. ((Communications Cmte (TBD))</p> <p>S5: Secure sufficient, ongoing funding for communications plan and products. (Executive Cmte)</p>
	(G1)OBJ 2: Enact new communications plan by the end of 2020.	<p>S1: Enact new communications plan by the end of 2020. (Communications Cmte (TBD))</p> <p>S2: Measure effectiveness of new communications plan in tailoring information into messages that frames legislators' and advocacy groups' understanding of NAUPA's policy position; refine as needed. (Communications Cmte (TBD))</p>
(P1)G2: (Tier 2) Enact a systematic plan by the end of 2020 for framing the public's understanding of the necessity for and impact of states' unclaimed property programs.	(G2)OBJ 1: Develop and integrate an adaptive communications plan by the end of 2020 that tailors information into messages that frame the public's understanding of the necessity for and impact of states' unclaimed property programs.	<p>S1: Develop new and revise existing presentations, informational materials, etc. to frame the public's understanding of NAUPA's policy positions. (Communications Cmte)</p> <p>S2: Convert NAUPA policy statements, information/one-pagers, etc., into effective public multimedia messages. (Communications Cmte)</p> <p>S3: By the end of 2019, develop a platform and/or strengthen the NAUPA website's capability for making the public messages developed under the communication plan accessible to NAUPA members. (Communications Cmte (TBD))</p>

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		S4: Secure sufficient, ongoing funding for public communications plan and products. (Executive Cmte)
	(G2)OBJ 2: Enact new public communications plan by the end of 2020.	S1: Enact new public communications plan by the end of 2020. (Communications Cmte (TBD)) S2: Measure effectiveness of new communications plan in tailoring information into messages that frame the public’s understanding of the necessity for and impact of states’ unclaimed property programs; refine as needed. (Communications Cmte (TBD))
2. Enable NAUPA to proactively support states’ efforts to address legislative challenges and emerging unclaimed property issues		
(P2)G1: Develop systematic support that individual States’ efforts can employ to address legislative and compliance challenges and debates involving unclaimed property during 2018-2022.	(G1)OBJ 1: Deliver new and revise existing NAUPA policy statements, information/talking point one pagers, etc. to address legislative challenges and debates involving unclaimed property.	S1: Canvas states to identify recently enacted and pending legislative actions and challenges involving unclaimed property during 2018-2022. (Executive Cmte) S2: By the June 2018 Conference, identify and compile existing NAUPA policy statements, information/talking point one pagers, etc. and State member resources that address or offer responses to ongoing legislative challenges and debates involving unclaimed property. (Legal Community of Practice w/Staff) S3: Develop new or update existing NAUPA policy statements, information/talking point one pagers, etc. and State member resources to respond to new and emerging legislative challenges and debates. (Legal Community of Practice w/Staff) S4: Provide options for members to efficiently access and contribute to repository. (Blue Ribbon Cmte)
	(G1)OBJ 2: Deliver new and revise existing NAUPA policy statements, information/talking point one pagers, etc. to challenges involving compliance with unclaimed property laws.	S1: Canvas states to identify challenges involving compliance with unclaimed property laws during 2018-2022. (Legal Community of Practice w/Staff) S2: By the June 2018 Conference, identify and compile existing state member resources that address or offer responses to specific compliance challenges and debates. (Legal Community of Practice w/Staff) S3: Develop new or update existing state member resources to respond to new and emerging compliance challenges and debates. (Legal Community of Practice w/Staff) S4: Provide options for members to efficiently access and contribute to repository. (Blue Ribbon Cmte)
(P2)G2: Proactively support states’ unclaimed property programs by vigorously opposing and providing alternatives to any model acts that undermine unclaimed property laws.	(G2)OBJ 1: Provide a NAUPA resolution by the end of Jan 2018 and vigorously oppose the advancement of the ABA Model Act.	S1: Develop a NAUPA resolution opposing the advancement of the ABA Model Act by the end of Jan 2018. (Carolyn Atkinson w/Staff) S2: Partner with advocacy groups to influence public opinion to oppose the advancement of the ABA Model Act. (Executive Cmte w/Staff)

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including the American Bar Association (ABA) Model Act.		
	(G2)OBJ 2: Use the ULC RUUPA as the framework for developing a model alternative to the ABA Model Act by the end of Aug 2018 that preserves and protects the unclaimed property rights of rightful owners. (Legal Community of Practice (subcmte TBD))	S1: Using the ULC RUUPA as a framework, develop an alternative model act to the ABA Model Act by the end of Aug 2018. (Legal Community of Practice (subcmte TBD)) S2: Share and encourage States to adopt NAUPA’s alternative model act. (Executive Cmte w/Staff)
	(G2)OBJ 3: Develop contingency responses and guidance addressing potential enactment of the provisions included in the ABA Model Act, as needed.	S1: Develop contingency responses and guidance addressing potential enactment of the provisions included in the ABA Model Act, as needed. (Legal Community of Practice w/Staff) S2: Make contingency responses and guidance available as needed, based on any advancement of the ABA Model Act or its provisions. (Legal Community of Practice w/Staff)
3. Revise the standard unclaimed property reporting format		
(P3)G1: Update NAUPA’s file format by the end of 2020.	(G1)OBJ 1: Create subcommittee to identify revisions needed to NAUPA file format by the end of Jun 2018.	S1: By the end of March 2018, identify funding for special summit meeting to resolve subcommittee (TBD) differences and define final scope and requirements. (Uniformity and Standardization Cmte) S2: Identify and appoint stakeholders to subcommittee charged with identifying needed file format changes by Jun 2018. (Uniformity and Standardization Cmte)
	(G1)OBJ 2: Propose and obtain approval for changes to NAUPA file format by the end of May 2019.	S1: Canvas the States, vendors, holders, and other key stakeholders to identify commonly desired file format changes by the end of Sep 2018. (Uniformity and Standardization Cmte (subcomte (TBD)) S2: Refine changes to NAUPA file format based on States and other stakeholders’ inputs during Sep 2018 - Apr 2019. (Uniformity and Standardization Cmte (subcomte (TBD)) S3: Propose file format changes and supporting structure, as well as any additional development and implementation funding requirements, to NAUPA Executive Committee for approval by the end of May 2019. (Uniformity and Standardization Cmte (subcomte (TBD)) S4: Present NAUPA file format changes and supporting structure to full membership for approval by vote in May 2019. (NAUPA Exec Cmte, Uniformity and Standardization Cmte)
	(G1)OBJ 3: Implement approved NAUPA file format update by reporting period in 2020.	S1: Promote dates of implementation and benefits of file format update to States following member approval in May 2019. (Uniformity and Standardization Cmte w/Staff)

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		S2: Monitor and update new/revised file format as needed in order to address full scope of requirements. (Uniformity and Standardization Cmte w/Staff)
4. Develop and deploy a new NAUPA website		
(P4)G1: By the end of 2020, deploy a new website that delivers public messaging and optimizes NAUPA member access to resources.	(G1)OBJ 1: By the end of 2019, develop a new website.	<p>S1: Identify specification requirements for new NAUPA website (comparable to scope and functionality of CSPN’s website) by March 2018. (Blue Ribbon; Mark Bracken w/David Milby)</p> <p>S2: Provide budgetary request to NAST for website development by April 2018. (Budget Cmte)</p> <p>S3: Identify, select, and initiate options and/or vendors for developing new website by the beginning of 2019. (Executive Cmte w/Blue Ribbon Cmte)</p>
	(G1)OBJ 2: Complete testing and deployment of new website by the end of 2020.	<p>S1: Test and refine new website during 2019-2020. (Blue Ribbon Cmte)</p> <p>S2: Deploy refined website by the end of 2020. (Blue Ribbon Cmte)</p> <p>S3: Measure utility and functionality of new website compared with the previous one; refine as needed. (Blue Ribbon Cmte)</p>