



FGFOA 2026 Annual Conference

June 13-17, 2026

Loews Sapphire Resort at Universal Orlando

Treasury Innovations in the Public Sector:

Real World Successes

CPE Credit: 1.5 Hours

Explore how public-sector entities are modernizing treasury operations through virtual credit card programs, ACH payments, and fraud reduction strategies. This session will highlight practical case studies, rebate opportunities, and methods to reduce reliance on paper checks while strengthening financial security.



Today's Moderator



Dominic D'Amato
Relationship Executive
J.P. Morgan

Today's Panelists



Jamie Roberson
Chief Operating Officer of
Finance
**Martin County Clerk of the
Circuit Court and
Comptroller**



John Rauback
Treasury Manager
City of West Palm Beach



Charles Million
Treasury Executive
J. P. Morgan



The time to modernize is now

On March 26, 2025, an Executive Order **mandated the federal government to cease issuing paper checks by September 30, 2025**, except in limited cases¹.

Reasons for this change include:

- ✓ Modernizing payment systems
- ✓ Reduce costs
- ✓ Mitigate security risks associated with paper-based payments



Opportunity this provides:

- ✓ As state and local governments often align with federal practices, this shift presents an opportunity to enhance your payment infrastructure as constituents have already decreased check usage

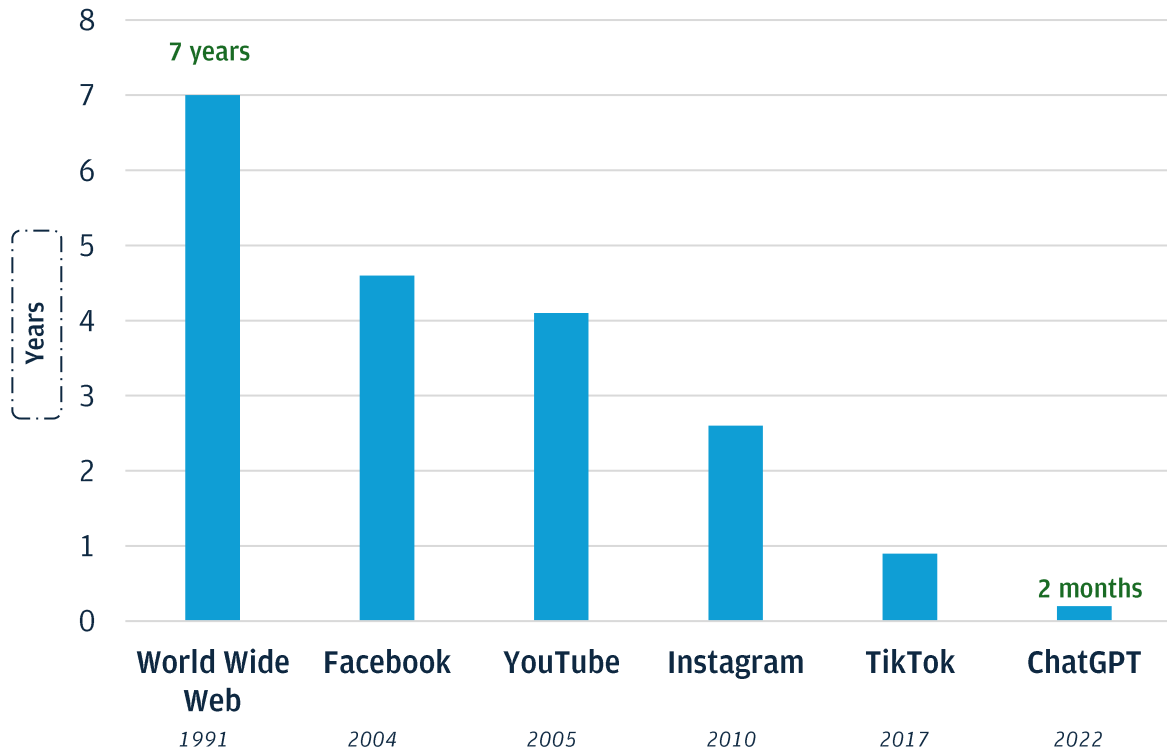


Nacha noted that Direct Deposit is used for 100% of federal employee payments, 99% of Social Security benefits, and 97% of veterans' benefits and tax refunds²

Transformation has long lasting implications as market dynamics increasingly become defined by new tech

The pace of technology adoption has increased exponentially....

Time to reach 100M users¹



...dramatically shifting how the world perceives value

Top 5 Publicly Traded Companies (by Market Capitalization as of 5/2025)²

Legend: Tech Other



Data is the new oil

Technology, specifically mobile and cloud, transformed how constituents consume content and data

Global Figures of Internet Usage



67.9%

Of the worlds population uses the internet³
(5.6B internet users worldwide)¹

13%+

Increase in overall internet usage among individuals aged 15-24 compared to those aged 25 and older²

ALMOST
Everyone is Connected

96%+

Users accessing the internet via mobile phones³
(4.7B smartphone users worldwide)⁵

53%

Respondents use digital wallets more often than traditional payment methods⁴



Number of internet and social media users worldwide, Statista 2025¹ Digital Around the World, DataReportal³
Age distribution of internet users worldwide, Statista 2024² Forbes 2023 (Data collected by PYMTS and ACI Worldwide)⁴
Number of Smartphone Users Worldwide, Statista 2025⁵

Top trends shaping digital transformation across industries

Executives are paying attention...

90%

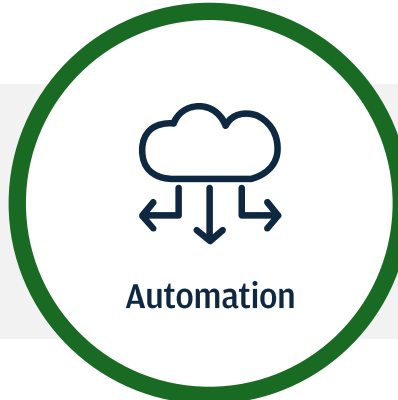
of all organizations are estimated to be currently undergoing some kind of digital transformation¹



Data is critical in providing customer tendencies, cash flow positioning, and potential risk offering insights to make educated business decisions



People and businesses continue to **move to digital invoicing** allowing for **faster receipt of payment**



Optimizing invoicing & payments processes with automation **streamlines payment transactions and increases accuracy while decreasing costs**



Payment methods continue to evolve as more and more constituents lean into utilizing digital wallets



As payments move digital, **fraud protection** is highlighted as a **top digital transformation focus**

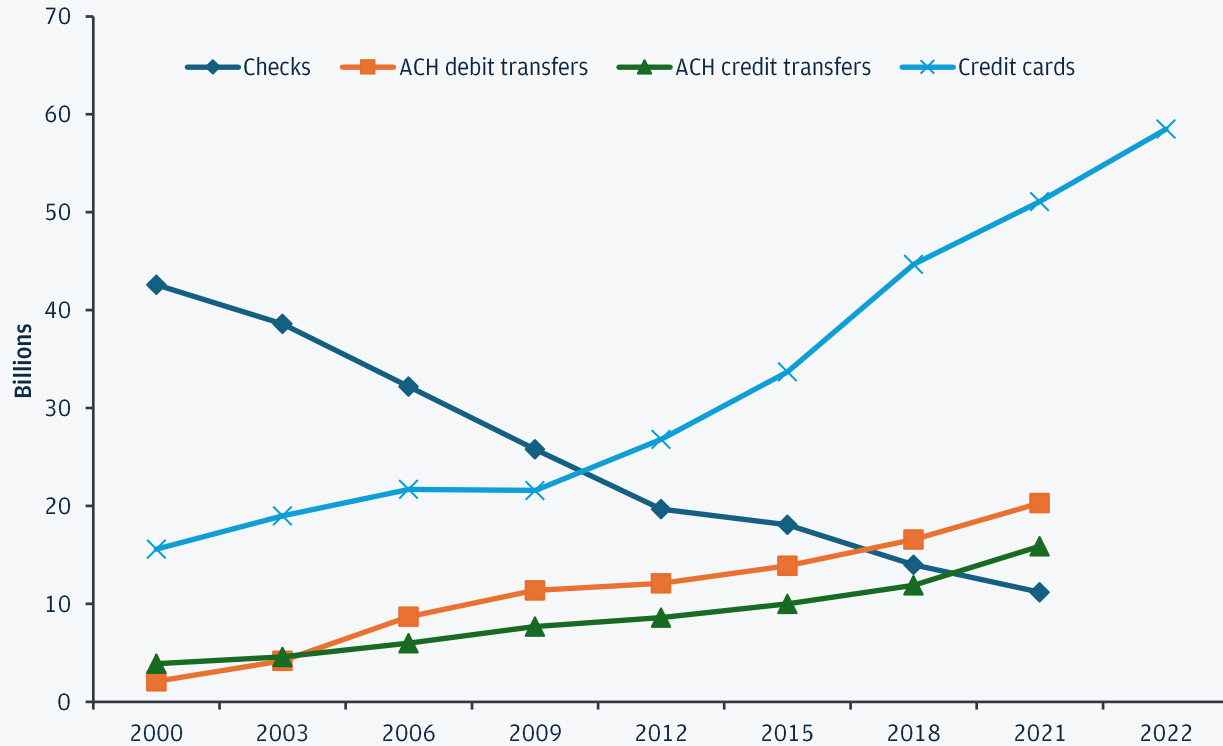


“It is ‘show me the money’ time for digital transformations. To succeed in a digital transformation, it needs to be a CEO agenda item.”¹

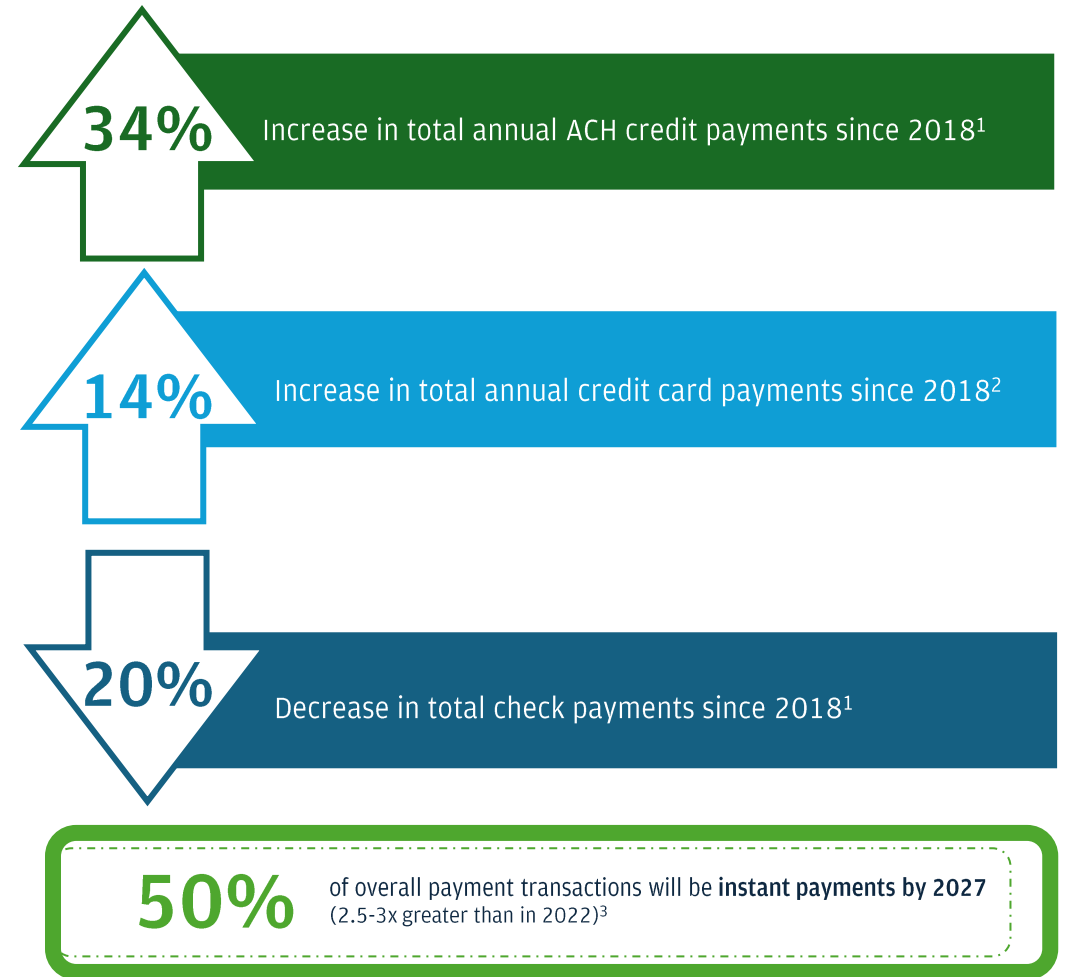
The current landscape

Payment trends continue to move to electronic

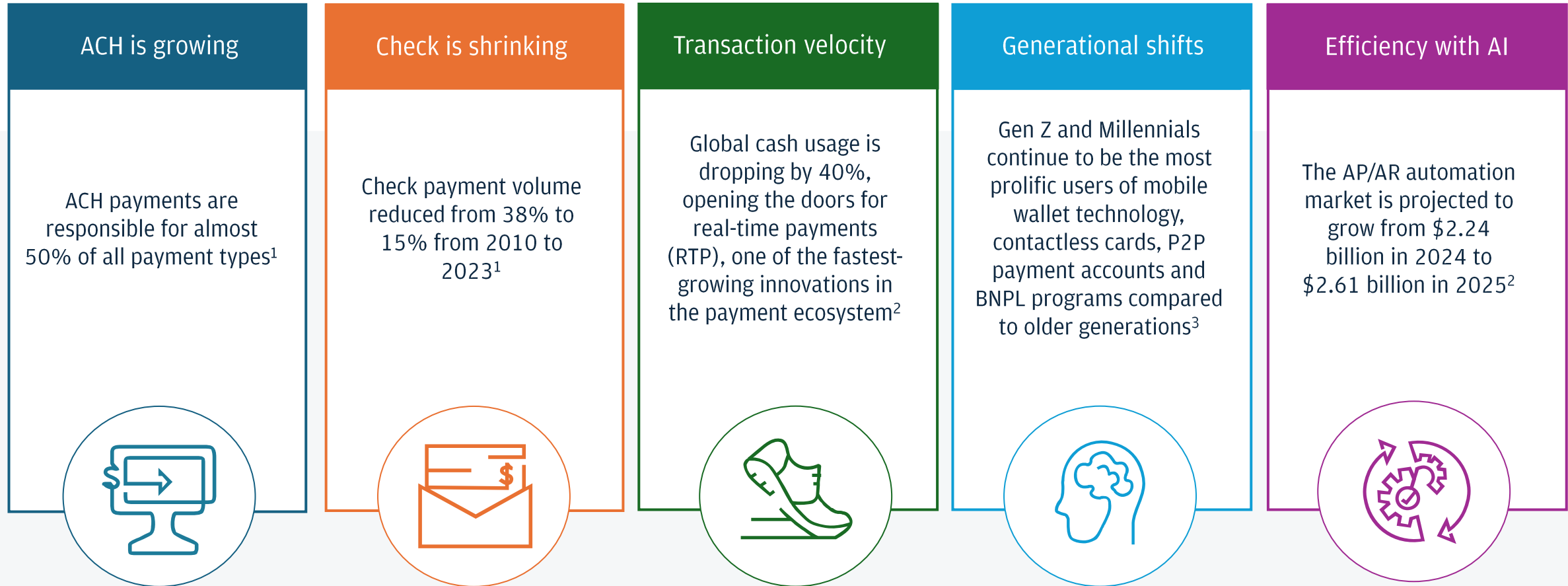
Trends in non-cash payments by number (volume)



Note: All estimates are on a triennial basis, except that card payments were estimated for every year since 2015. Credit card payments include general-purpose and private-label versions.



Overall trends to watch in the payments landscape



Mobile wallet usage at a glance

What are the most popular mobile wallets and who is using them?

Most popular digital wallets

Most Popular



Cash App



Peer-to-Peer Usage is Rising

3/5

U.S. consumers who tried a new payment last year did so with a digital wallet

Who uses them



Digital wallet's new users continued to use them as a substitute for other payment options

64%

of people use digital wallets at least as much as traditional payment methods

Why and how are consumers using digital wallets?



Flexibility of payment options from phone bills, to credit card payments and mortgages

59%

of consumers believe digital wallets are as or more safe than traditional wallets



Easier speed at checkout

41%

Of consumers use digital wallets for their convenience



Consumers store health and auto insurance cards in addition to travel tickets, identification cards, and more

What are some things to consider for the future of digital wallets?

Widespread and advanced European adoption



Increasing popularity in the United States

50%

Of users won't use mobile wallets if there are fees involved



Younger participants are at least 2x as likely to use a digital wallet app than their older counterparts



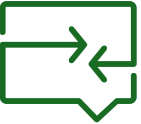




51%

Of users say they would stop shopping with a merchant that doesn't accept digital wallets



What is driving digital payment adoption? Both constituents and agencies are motivated to go digital

Benefit	Constituents	Agencies
 Payment Velocity	Digital tools reduce time in making and receiving payments by increasing convenience and access	Send and receive payments faster
 Security	High confidence that payment information will be guarded and delivered successfully	Decrease risk of fraud and maintain compliance with less effort
 Engagement	Provide constituents choice with an easy-to-use interface including multiple payment methods and channels	Digital interaction with constituents improves experience
 Visibility and insights	Digital tools enable constituents to stay informed on end-to-end payment status	Drive decisions with access to payment data insights



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Receiving payments can be challenging—but it doesn't have to be



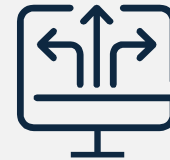
YOUR CHALLENGE:

- Your constituents want an easy, convenient digital experience when paying
- Your constituents want multiple payment methods and channel options
- You have manual processes internally
- Reconciliation can be difficult: Your end-to-end accounts receivable process is spread across several platforms



THE SOLUTION:

One platform to boost your payment potential



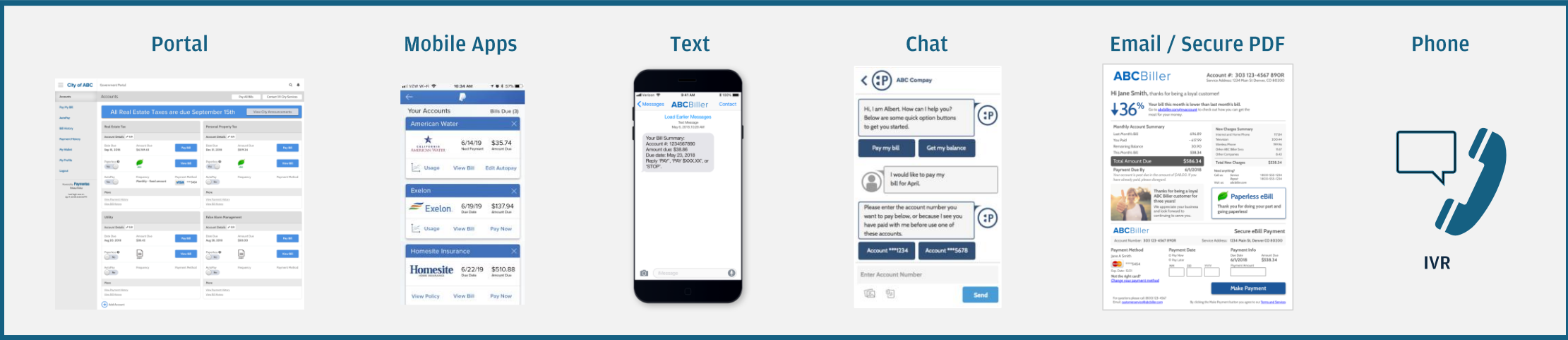
- Faster payment that makes it easier for your constituents to initiate payments—with our digital bill payment solution
- Single unified payment platform with 16 different payment channels
- Campaign manager and custom outbound alerts to drive engagement
- Self-service portal for more control for your constituents

What is omnichannel versus multichannel and why should you care?

How many different interaction channels are used to interact with billers each year?

Average consumer: at least 2

Average millennial: 4



A unified, omnichannel platform provides your agency...

- ✓ Full visibility into all interactions / transactions in a single dashboard
- ✓ Simplified reconciliation regardless of channel and payment method
- ✓ Streamlined and intuitive experiences for constituents with minimal data entry



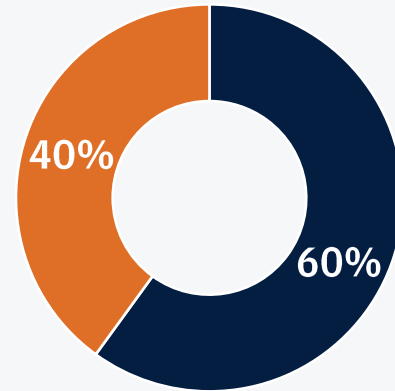
Constituents want seamless, on-demand payment experiences for bills and routine transactions

ACH remains the primary way to make both automatic and recurring bill payments....

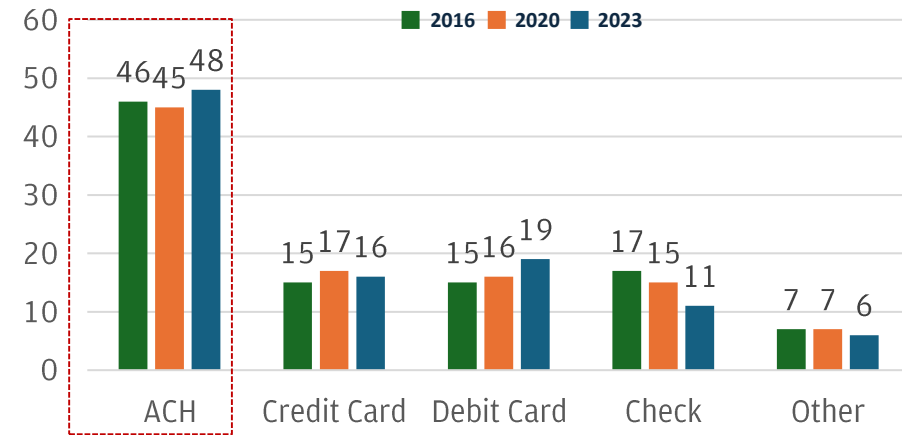
How do you typically make the payment for this bill?

(Base: 309,058 bills paid by 3,025 U.S. consumers)³

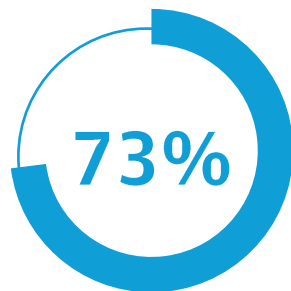
- I make one-time (that is, not automatic payments)
- I set up automated recurring (repeating) payments



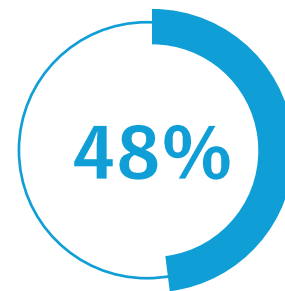
Percentage of Bill Volume by Method, 2016-2023



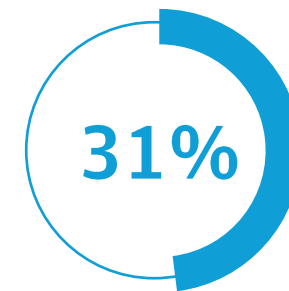
But Mobile Wallets and eCash solutions are now considered mandatory options by constituents for everyday transactions



Of consumers expect large businesses to offer a variety of payment methods, including **digital wallets** and **eCash**¹



Of consumers use digital wallets more often when spending online²



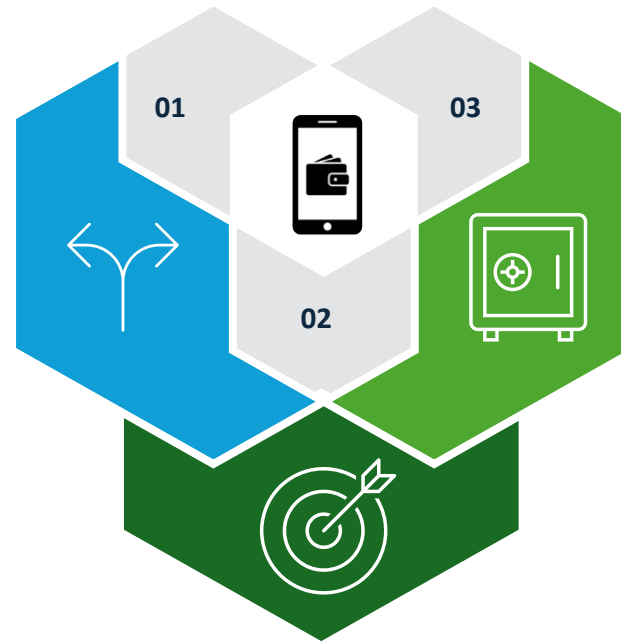
Of people paying with cash online are paying with it more often than in previous years¹

Mobile wallets have grown in popularity because of their convenience, security, and flexibility

Mobile wallets surpassed QR codes and NFC tap-to-pay when paying three to four bills on average annually.¹

Flexibility

- Payments can be made on a phone bill, credit cards, home internet fees, mortgage and more
- Debit/credit cards, various ID cards, event tickets, and virtual keys, can be stored reducing the need to carry physical documents²



Security

- Biometrics and tokenization implementation effectively prevents unauthorized access to personal and financial data
- Card data and bank account information are never disclosed when making a transaction

Convenience

- Allows for easy and quick money transfers regardless of location, payment method (bank transfer, card transaction), or recipient
- Eliminates the need for manually entering payment info, creating a fast and hassle-free user experience



The right solution should provide 360° view into all payment channels for payments

Giving you the complete picture—all while satisfying your customers

TRADITIONAL PAYMENT METHODS

EMERGING PAYMENT METHODS

PAYMENT CHANNELS

 One-Time & Registered User Web Portal	 Responsive Web, Mobile First Technology	 IVR	 Text to Pay
 Auto Pay & Recurring Payments	 Secure Service & Agent Assisted	 Retail Locations ¹	 Kiosk
 E-billing & Paper Suppression	 Bill & Invoicing Images	 Bill Print	 Advanced Notifications & Bill Delivery
 PayPal app	 Point of Sale	 NACHA Account Validation	 Chat Bot

BUSINESS INTELLIGENCE & ANALYTICS

The dashboard displays a 'Last 24 hour snapshot' with metrics for Payments, Revenue, Processing Time, and Declined Payments. Below this, a 'Report Period: Last One Year' section features four summary cards for PAYMENTS (\$8.0k), DECLINES (\$390.00), RETURNS (\$0.00), and AUTOWAY (\$306.39). The main area contains several charts: 'Payments Volume' (line chart for ACCEPTED and DECLINED), 'Pay Later Volume' (line chart for Scheduled Transactions), 'Processing Time' (line chart for Time to Process), 'Payments by Channel' (pie chart), 'Payments by Method' (pie chart), and 'Payments by Status' (pie chart).

Agent Dashboard portal provides payment visibility with simplified reporting and reconciliation.

Constituent to government use cases



Tax collection

- Sales tax
 - Income tax
 - Late payment fines/penalties
 - Property
-



Utilities

- Monthly bill payments
 - Service calls
 - Fines/penalties
 - Equipment
-



Permits & licenses

- Parking passes
 - Parking tickets
 - Building permits
 - Game & wildlife license
 - Public use spaces
 - Transit, tolls
 - DMV
-



School districts

- Meal programs
 - Athletic fees
 - Club fees
 - Events
 - Tuition
-



Housing authority

- Rent
 - Lease
 - Deposits
 - Fines/penalties
 - Repairs
-



Transformation in action

Here are some insights to think about as you prepare to move forward with accepting digital payments



Payment options

Determine which payment methods to accept

- Constituents want choice in payment methods. Typically, they want lower friction & lower cost options
- Offering options increases constituent satisfaction
- Promote payment types that have faster settlement or lower costs for you



Channel preferences

Determine which channels your constituents prefer to pay you through

- Meet your constituents where its convenient for them to pay
- Offering options increases constituent satisfaction
- Offer or Promote payment types that have faster settlement or lower costs for you



Constituent data

Gain visibility into your constituent's needs and payment patterns

- Improve constituent service experience with clear understanding of payment history and preferences
- Valuable insights into constituent behavior, enabling businesses to make more informed decisions about pricing, marketing, and services
- Payment data can help identify patterns and anomalies that might indicate fraud or other risks, allowing businesses to take preventative measures



Cash application

Review your cash application process

- Automating cash application significantly reduces processing time, allowing for quicker identification of errors and faster access to cash.
- Automating cash application automation frees up finance teams to focus on more strategic initiatives
- Automated cash application systems can handle large volumes of payments without requiring additional resources



Fraud mitigation/security

Prioritize the security of constituent and agency payment/account data

- It is recommended not to include Personally Identifiable Information (PII)
- Help to prevent fraud, identity theft, and unauthorized access to payment data, protecting both the agency and its constituents from financial and reputational damage
- Data breaches can lead to significant financial losses for the agency, including costs associated with remediation, fines

Real World Successes: Receivables

1. Online payments optimization
2. Digital Wallet usage
3. Virtual Reference Numbers/UPIIC (account numbers masking)
4. Location Identifiers
5. Receivables Matching

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The world is shifting towards faster digital payments

While check payments remain common, there is a strong preference for electronic payments and automation

76%

Of consumers say that choice is important to them when receiving payments from businesses²

23%

Of benefit recipients still receive assistance by check or voucher, as Government payments are an area where checks are still widely used⁴

63%

Of consumers believe digital and electronic payments are the most secure payment method⁵

...And faster payment methods continue to be at the front and center

90%

Over 90% of businesses are investing significantly in payments technology³

66%

of businesses are likely to use faster payments more often in the future¹

83%

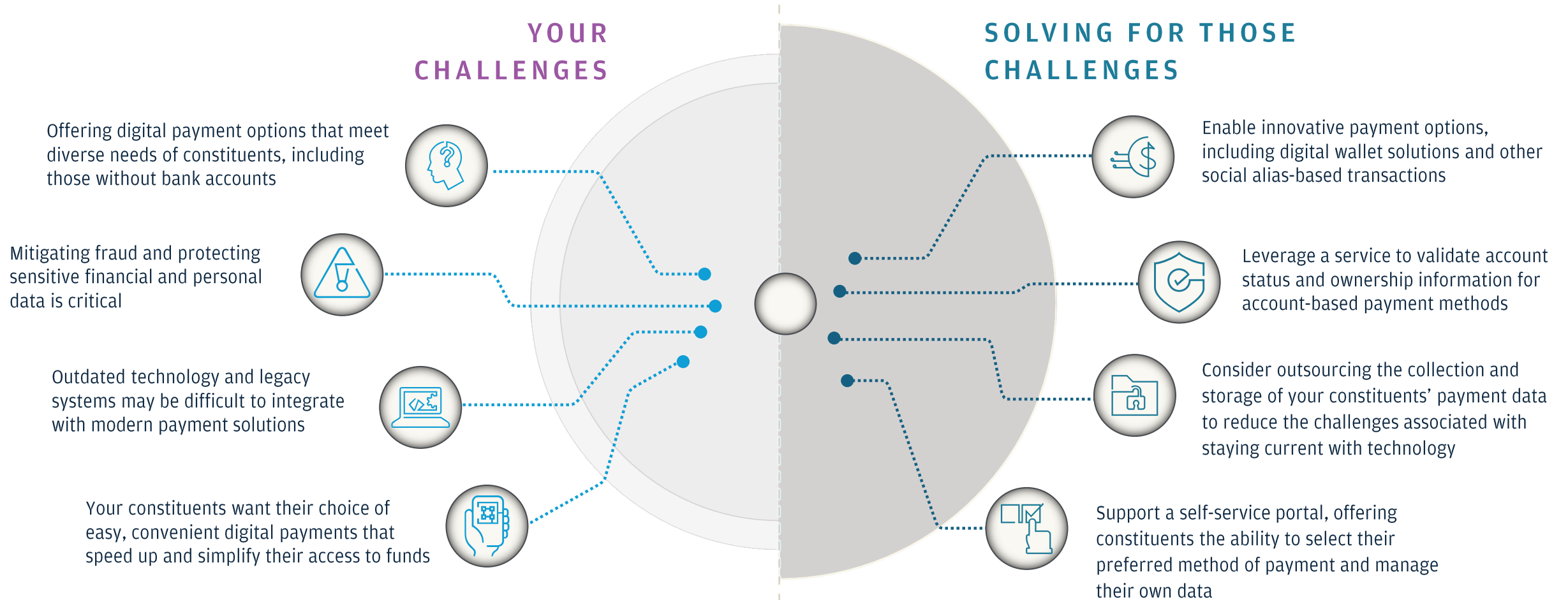
of businesses actively use some form of real-time transaction¹

75%

of consumers actively use some form of real-time transaction¹



Modernizing your payments strategy with faster, digital payments



Leverage a digital payments strategy to help deliver greater speed, security, convenience and efficiency

Your constituents are very important to you, and privacy and timeliness are very important to them

Get to know the digital payment options your constituents have come to expect and rely on, and how they compare to checks

Payment options are influenced by the details your constituents are willing to share and the speed at which you would like to deliver funds



Constituent details		Payment options	Speed	Price
Bank account & routing number	→	Real-time payments	Pay Now	\$\$
	→	Same-Day ACH	Pay Today	\$\$
	→	ACH	Pay Tomorrow	\$
Visa/Mastercard debit or reloadable prepaid card number	→	Push to Card	Pay Now	\$\$
Email address & mobile number "social alias"	→	Zelle®	Pay Now	\$\$
	→	PayPal/Venmo	Pay Now	\$\$
Name & address	→	Checks	Pay Later	\$\$\$



Consider the value of these outcomes to you and your constituents...

...as you plan to transform your payments strategy

Convenience

Help simplify your constituents' access to funds, with modern payment options, as they've become a baseline expectation for them to enjoy frictionless payment experiences.

And, with PayPal and Venmo, you can now extend digital payment solutions to the underbanked.



Security

Safeguard your account data by digitizing payments, helping mitigate fraud.

Extend this security to your constituents by offering payment options that originate with social aliases, such as Zelle®, PayPal, and Venmo.



78%

of customers are highly satisfied when receiving disbursements via instant payments¹



Choice

Boost digital adoption by letting constituents choose their preferred and trusted payment methods.

Offer a variety of payment options, catering to your constituents' diverse needs, increasing your potential to digitize payments.



Streamlined operations

Facilitate automation and help reduce fraud risk by integrating with a payments choice portal to manage the collection, storage and maintenance of constituent data.

Stay future-ready with a single gateway for emerging payment options.

Optimized reconciliation

Help reduce escheatment burden associated with checks, increase visibility to payment statuses and tighten controls in your account reconciliation process.



Government to constituent use cases



Unclaimed property

- Bank accounts
- Stocks, bonds, mutual funds, dividends
- Life insurance policies
- Utility deposits
- Escrow accounts



Refunds

- Tax refunds (income taxes, property taxes)
- Student loan overpayments
- Government utility and transit refunds
- Government fee refunds (passport or licensing fees)



Benefit distributions

- Welfare disbursements
- Child support
- Adoption and Foster Care
- Workers Compensation
- Social Security (SSA/SSI)
- Unemployment Insurance (UI)
- Housing Authority
- Veteran's administration



Economic relief

- Emergency funds
- Disaster relief (viral and natural disasters)
- Financial aid
- Stimulus payments
- Local support programs
- Temporary Assistance for Needy Families (TANF)
- Small business payments



Other payments

- Jury duty payments
- Veterans' bonuses



Transformation in action

Here are some insights to think about as you prepare to move forward with digital payment options



Payment options

Determine which payment methods to offer

- Most options are irrevocable, delivering funds in minutes with certainty
- Consider transaction limits, which differ based on the networks that facilitate the payments
- Speed of funds delivery and customer willingness to share data will impact customer preference



Payment data

Confirm the accuracy of your constituents' data

- Consider using a validation service to check your constituent's payment data before originating account-based payments
- It is recommended not to assume the email or mobile phone number you have on file can be used for alias-based payment origination
- Consider implementing a platform for your constituents to select their payment preference, enabling them to manage their payment data



Liquidity

Evaluate your liquidity strategy for potential modifications

- Ensure sufficient funds are available to meet payment obligations; most options require good funds to originate successfully
- Account for immediate funding of transactions, reducing the reliance on float for short-term liquidity



Reconciliation

Review your reconciliation process

- Most digital options settle quickly and report individually
- Faster response for successful and failed originations when compared to traditional methods, achieving faster, more accurate financial reconciliation
- May reduce escheatment processing, enabling you to repurpose your resources



Remittance information

Ensure your constituents understand their payments with limited remittance details

- Supports up to 140 characters, varying based on the networks that facilitate the payments
- It is recommended not to include Personally Identifiable Information (PII)

Real World Successes - Payables

- 1) Alias payments (email-based payment notification and payment method selection)
- 2) Virtual Card
- 3) ACH growth / fraud concerns
- 4) Strategic Payables (Combined file/vendor directed payment methods)
- 5) Third-party purchasing card expense monitoring

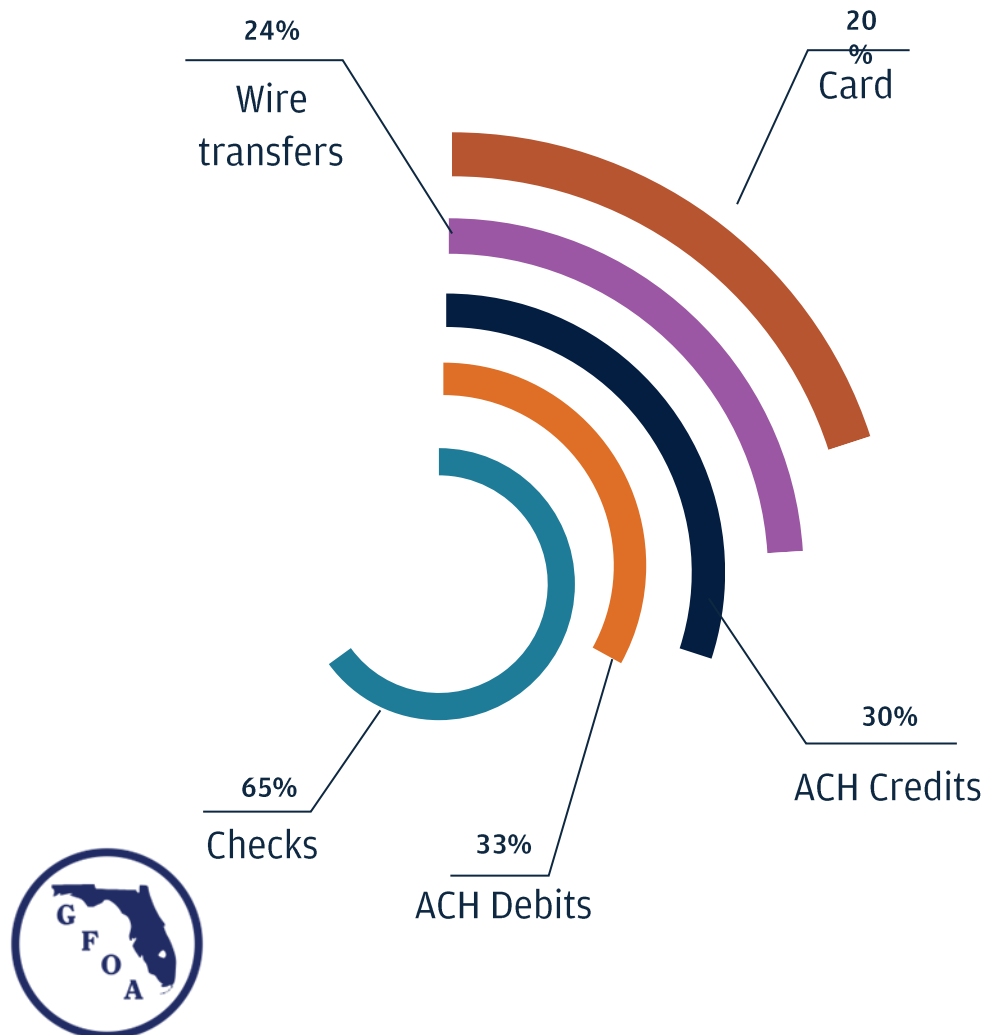
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Payments Fraud Activity Jumped by 16% in 2023 and continues to increase

80% of organizations were victims of payments fraud attacks/attempts in 2023, with checks and ACH debits most susceptible to payments fraud.

Targeted payment method for fraud (% of organizations)¹



Checks continue to be the payment method most vulnerable to fraud, with over 76% of respondents reporting their organizations faced fraud attacks of this type.



The share of respondents reporting fraud via ACH debits increased from 30% in 2022 to 33% in 2023. This small increase could be connected to the uptick in the incidence of check fraud. Fraudsters are creating an ACH debit with stolen check information.



The incidence of payments fraud via wire transfers decreased from 31% in 2022 to 24% 2023. The percentage of organizations that were victims of fraud via wire transfer has been on a steady decline since 2017.



Card fraud has decreased significantly since 2022, from 24% to 36%.

AI-Based Proactive Fraud Management & Cybersecurity

Fraud Prevention	Cause	Impact	Mitigation	Result
Account Level	User/Account behavior - leverages ACH payment delays	Accounts repeatedly receive fraudulent activity with returns	Real-time mitigation blocking any check-based payments on user's card account	Fraud Reduction: User can only use debit cards and real-time payment options unless CSR approves
Payment Options Level	DDA Behavior - DDAs have propensity to originate fraudulent payments	Payments are likely returned for various reasons	Once a payment is returned across the network and external databases, block such account from being used for Payments	Fraud Reduction: User can only use accounts that are verified and legit and real-time options
Payment Level	Payments Frequency Behavior - Payments are made with increasing frequency due to ID theft etc.	Fraudulent payments due to ID Theft etc. are made with valid accounts at that time - that will be returned eventually	Payment Velocity Rules	Fraud Reduction: User is only allowed a certain number of payments in a week or month to prevent fraud
BOTs/Third Parties	BOTs/Third Party Behaviors - bad actors attempt to make payments against multiple accounts or multiple payments on same account	Payment is made and card balance is used which eventually will result in a returned payment	Prevent BOTs and third parties	Fraud Reduction: Primarily Legitimate payments are received

Real World Successes: Fraud Mitigation

- 1) Account/Entity Validation (AVS)
- 2) Account number masking (Virtual Reference Numbers)
- 3) ACH Transaction Blocking
- 4) Positive Pay with Payee Name Validation
- 5) Timely reconciliation

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Flexibility, agility, and efficiency enabled by technology will be the keys to success

1 | On-demand engagement

- **Constant connectivity** allowing the government/agency and its payees/payers to engage whenever

2 | Real-time experience

- **End-to-end real-time infrastructure** to support real-time payments, visibility, and experience across your organization

3 | Optionality and choice

- **Payment, capability, and connectivity optionality** as constituent demands gain traction in government/agency

4 | Data-driven insights

- **Data visibility and usage of data for value-add** to optimize operations and to enhance insights

5 | Technology as an enabler

- **Find the right use cases** to scale emerging technology and enable change across your organization



Challenge your organization and your bank partners to accelerate your transformation together

Digital Transformation is a top priority and critical to address the needs across the organization

91% of all businesses are engaged in some form of digital transformation

\$3.4T Worldwide expenditure on digital transformation by 2026

89% of all companies have already adopted a digital-first business strategy or are planning to do so



AGENCY

- **Keep on top of industry trends** for new constituents and supplier needs
- **Meet user expectations** across constituents and suppliers
- **Manage business model pivots** as industries are disrupted



PAYMENTS

- **Enable user experience** for a simplified transaction
- **Enhance constituent and supplier insights:** with payments data
- **Optimize payments** help provide more visibility to make the right payments at the right time



TREASURY

- **Ensure optimal use of liquidity and minimize working capital**
- **Achieve operational efficiency** to help focus on strategic insights
- **Develop an innovation ecosystem** to proactively explore new technology and solutions