
STRATEGIC PLAN EXECUTIVE SUMMARY 2015-2017

November 2014

TABLE OF CONTENTS

LETTER FROM THE PRESIDENT AND CEO

WHO WE ARE

OUR VALUES

OUR HISTORY

SOLUTIONS AND IMPACT TO DATE

MARKET SITUATION AND NEED

THE NEXT 3 YEARS

- ▶ Our Priorities
- ▶ Programs and Services
- ▶ Goals to Meet the Plan
- ▶ Financials



DEAR FRIENDS AND SUPPORTERS:

I joined Taproot in February 2014. I'm very humbled by what our team of outstanding "Roots" has built over the last 13 years, and even more excited about where Taproot can go next.

Taproot is the market leader in building the pro bono movement. And we're just getting started.

HOPE FOR THE FUTURE: More nonprofits and mission-driven organizations in the U.S. and around the globe will understand and embrace the power of pro bono and be able to access high-quality pro bono to fuel their organizations. Using our well-positioned brand, excellent talent, and best practices to expand the reach and practice of high-impact pro bono across the country and around the world, Taproot can lead the way toward that reality.

We have a very strong reputation in our communities and with other pro bono providers, nonprofits in our five markets, our corporate clients, and business professionals who have worked with us. These are just some of the assets that have set us up to lead, expand, and sustain this movement.

OVER THE NEXT THREE YEARS, we will reach more nonprofits and social change organizations directly by "doing" bono in our five cities and beyond. We will expand our programs to "enable" other intermediaries and corporations to offer high-impact pro bono through consulting, training, and sharing best practices. We will continue to "inspire" others to engage in pro bono in other markets across the country and around the globe. We are recommitting to focus on our primary beneficiaries—nonprofits and other social change organizations.

Our existing programs and services are important building blocks to continue to have maximum impact on nonprofits in our communities, but we will begin to reach beyond our current programs and markets to address opportunities and demand across the country and globally. New innovative programs, including Taproot+, our online marketplace; virtual consulting; and more programs and services to enable nonprofits, corporations, and pro bono providers to access and deliver high-impact pro bono are a key part of our strategy to expand our reach to significantly more nonprofits. Our primary beneficiary remains the U.S. nonprofit organization, but we believe there is also a need for pro bono for other social change organizations in the U.S. and around the globe.

We've got strong "Roots" already, with an eye on continued healthy and strategic growth. As you read more about our plans, I hope you will imagine yourself as a future Taproot partner, in some capacity, and you just may be our next seed for change.

Liz Hamburg
President and CEO

WHO WE ARE

“ It has been an honor for my team to work with the Taproot staff and the highly skilled and dedicated volunteers that Taproot assembled. The work was collaborative as they developed a product that will assist us in organizing and presenting our agency’s data in a clear and concise manner. ”

CHERISE NORTHCUTT

Director of Quality Management and Research, A Better Way
San Francisco Bay Area, CA
Program Measurement Service Grant recipient



OUR MISSION

Drive social change by leading, mobilizing, and engaging professionals in pro bono service.

OUR VISION

We envision a day when all organizations with promising solutions will be equipped to successfully take on urgent social challenges. Taproot will lead the way in ensuring that mission-driven organizations have access to high-impact pro bono where, how, and when they need it.

WHO WE SERVE

Our primary beneficiaries are nonprofits. We are broadening our definition to include other social change organizations that can benefit from pro bono.

We enable corporations and other pro bono providers to serve nonprofits.

WHERE WE OPERATE

We currently operate in five cities in the U.S.: San Francisco Bay Area, New York, Chicago, Los Angeles, and Washington, D.C., and are working with our corporate clients and through our other programs beyond our five cities on a limited basis. We are creating a network of Global Pro Bono Fellows who are building pro bono organizations around the globe.



OUR VALUES

“ I want to volunteer with Taproot Foundation so that I can be engaged in meaningful work, support social causes that I believe in, and gain valuable experience in fields that are important to me—community service and the arts. Most of all, I firmly agree with Taproot's mission and goal to enable social organizations to successfully carry out their work by providing the resources that these agencies need. ”

NICOLE T.

Pro bono consultant
Washington, D.C.



OUR CORE VALUES



PRAGMATIC OPTIMISM

We believe it takes audacity to try to change the world and effective management to follow through.



IMPACT-ORIENTED

We believe effective pro bono service puts the needs of the client first.



PLAYFUL PROFESSIONALISM

We believe when people integrate their personality and values into their work, they have the greatest impact and are most fulfilled.



PROGRESS

We believe people, organizations, and societies must constantly move forward to survive.

OUR CORE PROGRAMS AND SERVICES TO DATE

- ▶ Delivering in-depth engagements between pro bono consulting teams and community organizations
- ▶ Training, preparing, and mobilizing nonprofits to scope, source, and manage high-impact pro bono
- ▶ Creating high-impact pro bono programs for corporations
- ▶ Providing training, tools, and resources to offer pro bono programs outside of Taproot's core geographic areas
- ▶ Increasing awareness of the impact and increasing usage of high-quality pro bono for nonprofits and business professionals through events and thought leadership

OUR HISTORY

Our founder Aaron Hurst recognized that most organizations tackling social problems don't have access to the marketing, design, technology, management, or strategic planning resources they need to succeed. Without these assets, few are able to have their intended impact on critical issues like the environment, health, and education.

In 2001, Taproot began developing a model to provide nonprofits with critical resources using business consultants trained to offer pro bono services. Two years later, the first Service Grant was awarded in San Francisco. Over the last 13 years, we have expanded to five cities, begun working with corporations to build in-house pro bono programs and developed a wide range of ways to get high-quality pro bono to nonprofits and other social change organizations across the globe.

December 2001
Aaron Hurst launches the Taproot Foundation in San Francisco and Taproot receives its first pro bono consultant application.

August 2003
First service grant awarded to Community Awareness and Treatment Services (CATS) in San Francisco.

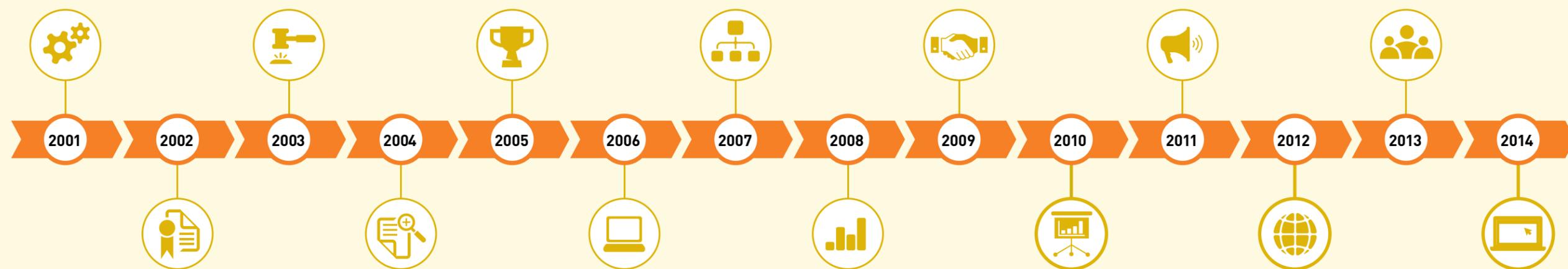
August 2005
Ashoka awards Aaron Hurst a global fellowship for social entrepreneurship.

April 2007
Taproot receives its 10,000th pro bono consultant application.
Spring of 2007
Seattle office opens.

May 2009
Taproot launches its Advisory Services practice to help corporations build and scale their own pro bono programs.

2011
Taproot publishes the first Powered by Pro Bono guidebook.

2013
Taproot hosts the first Pro Bono Week across the U.S. in each of its five cities.



October 2002
Draper Richards Foundation awards Taproot a fellowship for social entrepreneurship and Taproot opens its Bay Area office.
November 2002
Taproot acquires involve, a Bay Area volunteer and donor education organization.

February 2004
Taproots opens its second office in NYC, and receives its 1,000th pro bono consultant application.

February 2006
Taproot launches its third office, in Chicago
April 2006
Taproots hosts the inaugural Pro Bono Awards to celebrate the expansion of the pro bono ethic in the business community.
Winter of 2006
Boston office opens.

February 2008
A Billion+ Change campaign launches with \$400 million in pledges of pro bono service from corporations across the country.
March 2008
Taproot launches its fourth office, in Washington, D.C.
April 2008
Taproot co-hosts the Pro Bono Roundtable in Chicago with 30 participating corporations.
Fall of 2008
Taproot launches its fifth office, in LA, and closes its office in Boston.

January 2010
Taproot hosts a summit in Chicago on pro bono service for professional schools and universities.
February 2010
Taproot celebrates its 1,000th service grant project.
May 2010
Taproot receives the prestigious California Volunteers Spotlight Award from Gov. Arnold Schwarzenegger.
Fall 2010
Taproot closes its Seattle office.

2012
Taproot attends the inaugural Global Pro Bono Summit.

2014
Taproot launches its new online marketplace for pro bono, Taproot+.

SOLUTIONS AND IMPACT TO DATE

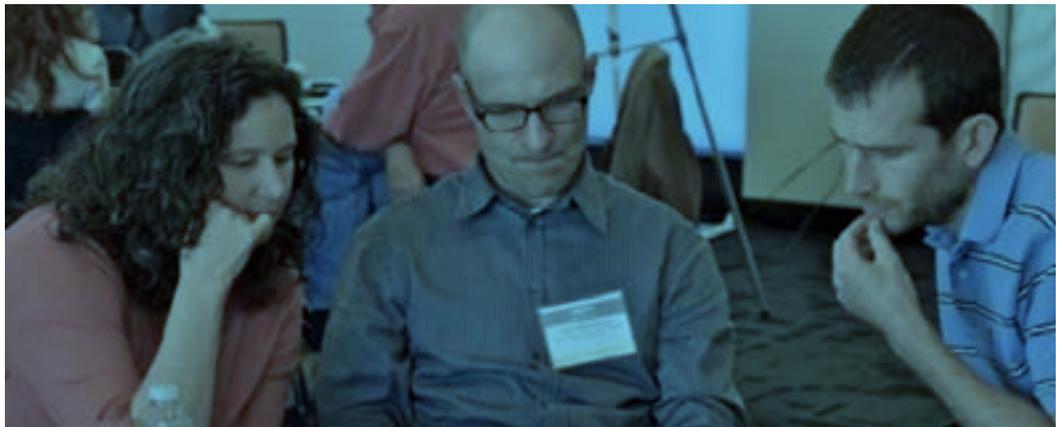
“ I truly can't say how effective our organization would be in delivering its message and being effective at fulfilling its mission without the help of the highly skilled volunteers that Taproot+ has provided to us. ”

LEROY BOIKAI

President, Village Improvement Project

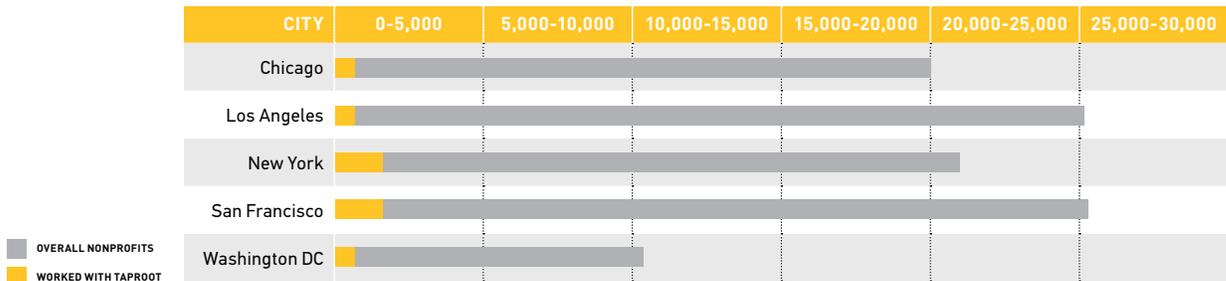
Gahanna, OH

Taproot+ project recipient



Today, Taproot is the leading expert in preparing and matching skilled resources from the business community to the nonprofits that need their services. We know high-quality pro bono is hard. But we also know how to make it happen. In the past 13 years, we've helped more than 1,900 nonprofits and 7,500 professionals complete almost 2,500 pro bono projects in HR, IT, Marketing, and Strategy (and we've trained another 9,000 professionals along the way). Our pro bono consultants have delivered \$140 million in pro bono value in 1.4 million hours of pro bono consulting time.

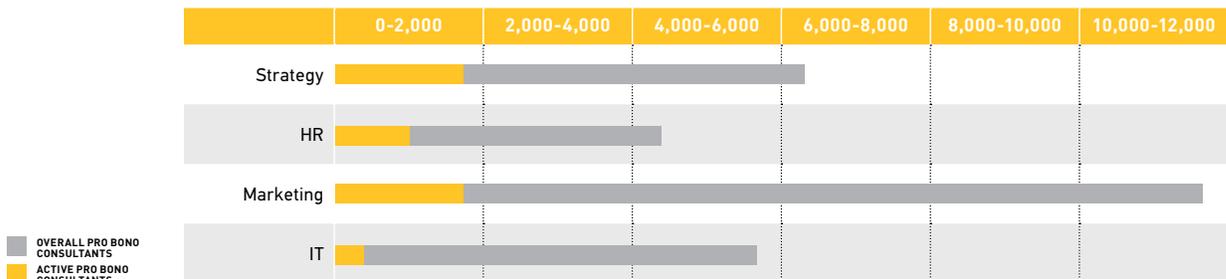
NONPROFITS IN OUR CITIES AND NONPROFITS THAT HAVE WORKED WITH TAPROOT



ACTIVATING OUR CORE OF TALENT

Despite our strong presence in our five cities, our current programs and services have only reached a small fraction of the nonprofits in those markets. We have trained over 16,000 pro bono volunteer consultants, yet only 30% are currently active in our Service Grant program. Demand is strong from business professionals who want to do more pro bono. We also believe that there is an opportunity to better use our existing pool, through some of our new programs.

PRO BONO CONSULTANTS CURRENTLY REGISTERED WITH TAPROOT



OUR IMPACT:

SERVICE GRANTS AND POWERED BY PRO BONO

- ▶ After nine months, 88% of nonprofit grantees report that the Service Grant "had a meaningful impact on their organization"
- ▶ 90% of pro bono consultants report that they were able to make a meaningful contribution during their service engagement
- ▶ 80% of nonprofits report that the training "had a meaningful impact on their organization"

ADVISORY SERVICES "DONE IN A DAY" EVENTS

100% of nonprofit respondents report that:

100%

- ▶ The project deliverables they created will strengthen the ability of their organizations to be successful
- ▶ Their team of volunteers had the right expertise to help them; and their project sessions went smoothly
- ▶ The event was well facilitated
- ▶ They would participate in another pro bono event in the future

98%

98% of nonprofit respondents report that:

- ▶ The project sessions produced outcomes that they can and will implement at their organizations
- ▶ The event exposed them to new ideas or solutions that will positively impact their work

86%

86% of nonprofit respondents report that:

- ▶ They plan to continue working with members from their pro bono team

MARKET SITUATION AND NEED

“This is the first time we’ve used business professional volunteers in such an efficient and effective way. That is the gift of Taproot Foundation—building our capacity by allowing volunteers to reach their maximum potential.”

DAVID MYERS

Executive Director, Teen Living Programs
Chicago, IL
Advanced Website Service Grant recipient

“I have volunteered before and felt like I was helping, but volunteering through Taproot allows me to use my assets—my professional skills, experience and education—to help others. Taproot Foundation is allowing me to learn from incredibly talented people and be a part of the Chicago community.”

TERESA SCALLETA

Pro bono consultant account director
Chicago, IL
Advanced Website Service Grant for Teen Living Programs



Nonprofits and other social change organizations are resource-constrained. Pro bono can fill critical needs to help them achieve their goals. On the supply side, individuals want to give their skills, and companies, intermediaries, associations, and universities want to bring pro bono work into their communities. But despite the rewards on all sides, it's often difficult to give or get high quality pro bono service



Nonprofits are increasingly pressured to use professionalized services in all functional areas. 92% of nonprofits say they need more pro bono, with the greatest need in marketing and communications, HR, and finance. (FTI survey, 2011)

Over a third of the organizations that come to Taproot for services have trouble diagnosing their needs. 65% of organizations say they don't know where to find high-quality pro bono resources. Lack of staff time and expertise are also big barriers to getting pro bono.

NONPROFITS

There were approximately 590,000 nonprofits who filed a 990 tax return and 1.4 million nonprofits registered in the US with 105,833 in our five cities, in 2013. In addition to traditional nonprofits, we are seeing demand for pro bono support from small businesses, B Corporations, and other social change organizations.

BUSINESS PROFESSIONALS

The demand from business professionals to participate in pro bono service is large and growing. Taproot has focused our pro bono work on four key areas: marketing, strategic planning, HR, and IT. Only a fraction (25%) of the country's business professionals work in our five cities, meaning that have historically reached only a small percentage of professionals through our work.

CORPORATIONS

Corporate pro bono is increasing as companies realize that these program provide successful tools to develop leadership skills and to engage their young workforce's interest in pro bono programs and that these programs are providing successful tools to develop leadership skills.



CECP's recent survey of corporate social responsibility leaders shows that corporate pro bono service has increased significantly over the past decade. Between 2008 and 2013 the number of companies that reported having a pro bono program increased from 32% to 50%; there was a nearly 350% increase in the number of companies offering both international and domestic pro bono programs.

66%

66% of the Gen Y workforce say they would prefer to work at a company that provides opportunities to apply their skills to benefit nonprofit organizations. (Source: 2007 Volunteer IMPACT Study)

70%

70% of employees say they feel better about working at their company as a result of their pro bono volunteering experience. (Source: LBG Associates 2009 survey)

91%

91% of human resource managers say that pro bono is a way to improve business and leadership skills. (Source: Giving In Numbers report and Taproot Corporate Key Trends Report Oct 2014)

INTERNATIONAL MARKET

The pro bono movement is expanding globally and Taproot, together with our global partner the BMW Foundation, is building a network of Global Pro Bono providers to share knowledge and expand the role of pro bono internationally. Pro bono has been identified as one of the five key focus areas for the BMW Foundation and Taproot is BMW Foundation's lead partner in this area. Since 2012, this partnership has already achieved much through two successful Global Pro Bono Summits (with a third Global Summit occurring in Berlin in early 2015). The Global Pro Bono Network, a thriving group of global pro bono leaders from 23 different countries, forging the pro bono movement in their respective countries.

OUR STRENGTHS

BRAND:

Taproot leads the pro bono movement. Others look to us as conveners, particularly as we continue to grow the Pro Bono Summit and Pro Bono Week. We have excellent brand recognition among nonprofits, pro bono consultants, and CSR leaders.

NETWORK:

Our current network of devoted nonprofit employee and pro bono consultants in our five markets plus our current partnerships with nonprofit pro bono providers and corporations will allow us to expand our programming beyond our current offerings. Our relationships with leading organizations including the Foundation Center, LinkedIn, and others gives us a platform to promote new offerings and share content.

EXISTING KNOW-HOW AND MATERIAL:

We know more about pro bono than anyone in the business and the resources that we have developed over 13 years will make it possible to expand our offerings and deliver and enable effective pro bono at scale.

VETTING, TRAINING, AND PREPARING:

Our experience and reputation with preparing and training business professionals to offer high quality pro bono is one of our key differentiators.

THE NEXT THREE YEARS

“ We definitely couldn't be where we are today without the Taproot Foundation. The volunteer team was the best in world—
incredibly talented and very dedicated to the project. ”

PATTY WIPFLER

Executive Director, Hand in Hand
San Francisco Bay Area, CA

Visual Identity and Brand Strategy Service Grant recipient

“ What a great opportunity for designers to give to the community. Being able to help a nonprofit 'compete' at the same level as for-profit companies is very rewarding. ”

MATT SANDERS

Pro bono consultant creative director
San Francisco Bay Area, CA

Visual Identity and Brand Strategy Service Grant for Hand in Hand



To truly realize the potential of the pro bono market, we need to take our formula to scale. Our goal is that more nonprofits and social change organizations will be using high quality pro bono to fuel their organizations, but we won't make that happen by directly managing every pro bono project in the country.

We see that there is significant need for quality pro bono services within and outside of our five cities and substantial interest from business professionals and corporations. Without opening additional offices, we are expanding our reach nationally and internationally by delivering programs outside of our five cities, and training and preparing corporations and other intermediaries to deliver pro bono around the country and around the globe.

We remain committed to and focused on our primary beneficiaries—nonprofit organizations—but also recognize the need for pro bono from other social change organizations. While our core programs will continue to focus on nonprofits, we are finding more ways for other social change organizations and small businesses to access pro bono resources.

OUR PRIORITIES

1 FOCUS ON OUR CORE CLIENT: NONPROFITS AND OTHER SOCIAL CHANGE ORGANIZATIONS

- Affirm our focus on our core client.
- Match spectrum of high-impact pro bono services to client need.
- Continue to build our capabilities to reach more nonprofits where and when they need help.
- Expand and enhance nonprofit use of pro bono around the country.

WHAT WILL SUCCESS LOOK LIKE

- Number of organizations served increases significantly.
- Our program teams are structured to make sure that nonprofit needs are being met.
- Our program mix shifts from over 50% Service Grants to a greater balance between Done in a Days, Taproot+, and the Service Grant program.
- Our programs are achieving our impact goals efficiently. Low-impact and inefficient programs will be de-emphasized.
- 15% of nonprofits served will be outside of our five cities.
- We have established strong partnerships with pro bono providers in at least three other core markets across the globe.

2 LEAD THE ADVANCEMENT OF THE PRO BONO MARKETPLACE

- Enable other intermediaries to do pro bono well.
- Develop and strengthen key partnerships and convenings.
- Develop the pro bono ethic.
- Maintain market leadership position.

WHAT WILL SUCCESS LOOK LIKE

- Pro bono usage increases in the US and pro bono intermediaries outside the US are enabled to do high impact pro bono.

3 DEVELOP CLEAR WAYS TO MEASURE, EVALUATE, AND COMMUNICATE THE IMPACT OF OUR WORK

- Expand use of impact measurements.
- Develop and communicate internal key performance indicators.
- Communicate impact externally.

WHAT WILL SUCCESS LOOK LIKE

- Dashboard is being used consistently by the board, executive management team, and Roots to make decisions about operations and programs. Our results and impact are being communicated externally.

4 IMPROVE OUR ORGANIZATIONAL AND OPERATIONAL CAPABILITIES

- Expand our commitment to Roots' professional growth, satisfaction, diversity, and inclusion.
- Align organizational structure to support implementation of strategic plan.
- Refine our product lifecycle management to address new ways of fostering innovation.
- Strengthen our financial position.
- Improve technological infrastructure to support the strategic plan.
- Support a highly engaged Board.

WHAT WILL SUCCESS LOOK LIKE

- We stabilize our turnover.
- We meet our 90-day cash reserve goal.
- Our local and national teams collaborate to achieve our goals.

OUR PROGRAMS AND SERVICES

PROGRAMS

We are expanding our programs beyond our core offering of the Service Grant program to provide a range of services to allow nonprofits to access high-impact pro bono services, from high-touch to low-touch, where and when they need it. Our focus remains on nonprofits, and our team will continue to experiment with new ways to deliver our core programs to nonprofits and begin to explore how we can serve a broader group of social change organizations to achieve maximum impact in efficient and innovative ways.

Over the next three years, we will: 1) refine our current Service Grant program 2) expand our nonprofit readiness training with new and current programs 3) adapt our ScopeAthons and Done in a Day events from using corporate employees, to using individual business professionals to provide pro bono services in new formats 4) expand our Virtual Consulting program, and 5) develop and introduce Taproot+, our online marketplace, which will provide a digital platform for nonprofits to scope and secure pro bono services anywhere, anytime.

We will begin measuring the value of pro bono delivered beyond the Service Grant program and track efficiency of each program, adjusting the program mix as we learn more about what services are most effective, efficient, and engaging.

Programs Available to Nonprofits

DEPTH OF SERVICE	PROGRAM/SERVICE	DESCRIPTION	TIME
	Service Grant	Projects managed by Taproot	6-9 month project
	Taproot+	Online marketplace	4-6 week project
	Done in a Day: ScopeAthon, Pro Bono Marathon, Speed Consulting	Events using individuals or corporate employees	4-8 hour project
	Virtual Consulting	Consulting with subject matter experts using individual or corporate employees	0.5-1 hour project

CONSULTING SERVICES

Our *Corporate Advisory Services* team will continue to work directly with corporations around the country (and internationally as needed) to develop strategies and customized pro bono programs and deliver event-based programming using corporate employees.

We will expand our programmatic consulting to organizations interested in setting up or improving pro bono programs outside of our five cities and across the globe, and we will explore the potential to license our materials and other intellectual property to these organizations.

PRO BONO LEADERSHIP

We will build awareness of pro bono among nonprofits and social change organizations, the business community and funders by continuing to be the lead organizer of *Pro Bono Week*, focusing our direct efforts on our five cities, and providing marketing materials, messaging and support to other pro bono organizations around the country and globally.

We will continue to partner with the BMW Foundation to expand the *Global Pro Bono Summit* as the premier event for corporations and pro bono intermediaries to exchange ideas and best practices relating to pro bono. The Global Summit will take place annually in different locations around the globe (2015 will be in Berlin). Taproot and BMW Foundation will participate in regional Pro Bono Summits around the globe (following a successful Asia Pro Bono Rally and Singapore Pro Bono Summit in late 2014). Taproot will continue to organize the U.S. Pro Bono Summit.

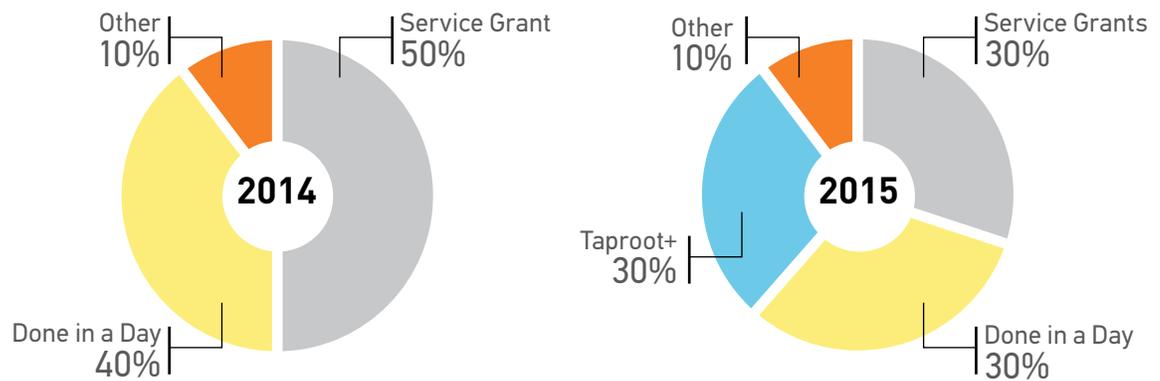
To encourage more organizations, business professionals, and corporations to engage in pro bono, and funders to support it, we will develop case studies and white papers highlighting the impact of our work with nonprofits and corporations.

GOALS TO MEET THE STRATEGIC PLAN

NONPROFITS AND OTHER SOCIAL CHANGE ORGANIZATIONS ENGAGED	TOTAL AS OF NOV 2014	FY14 ACTUAL	FY15 GOAL	FY16 GOAL	FY17 GOAL
Total	4,200	1,625	2,900	3,685	4,500

PRO BONO VOLUNTEER CONSULTANTS ENGAGED	TOTAL AS OF NOV 2014	FY14 ACTUAL	FY15 GOAL	FY16 GOAL	FY17 GOAL
Total	13,230	2,900	5,575	8,800	9,600

PROGRAM MIX



FINANCIALS



FINANCIAL GOALS FOR NEXT THREE YEARS

In 2015, we plan to increase revenues by approximately 10% and maintain a 5% margin. Our goal is to build a 90-day operating cash reserve and shift our revenue mix away from such a reliance on the Service Grant program. We are striving to ensure that all of our programs are self-sustaining after the initial pilot and launch phase.

	FY15	FY16	FY17
Revenue	\$6.1M	\$6.7M	\$7.2M
Revenue growth	10.5%	10%	7%
Margin	5%	5%	5%

WHAT IS NEXT

Taproot has paved new ground in providing an effective, readily available network of pro bono providers. We have built the trust required to collaborate with social change organizations who, without easy access to critical resources like marketing, HR, strategic planning and IT consulting, rely more and more on pro bono support. In the next three years, we will expand our reach, strengthen our network of professionals who want to match their talents with social needs, and amplify awareness around the power of pro bono. You've just read about why and how we do this. The when? Right now. A year from now. A decade from now. And so on. There will never be a shortage of nonprofit needs, nor a shortage of people willing to help. Where those two spaces meet...that is where Taproot lives, and that is where we—and you, if you believe in this mission of change—will grow, lead, and deliver.

**MAKE IT
MATTER**

taproot
FOUNDATION