**Objectives**

1. Mobilize the profession to increase engagement in pro bono service

2. Increase FFP’s financial capacity in order to grow our grant funding & program services

3. Expand access to and impact of pro bono financial planning programs for at-risk individuals and families

4. Grow awareness and visibility of FFP and pro bono financial planning
In 2018, FFP Board approved a 5-Year Plan based on the FFP Strategic Plan Framework. In November 2021, FFP Board approved a strategic refresh within a new Framework that will carry us to 2024.

Framework for Action: 2022 to 2024

**Overarching Goals:**
1) Raise $5M by January 1, 2025
2) Reach 125,000+ more people with pro bono financial guidance
3) Grow amount of CFP® professionals doing pro bono service by 25%+

**Key Drivers Necessary to Success:**
- **Increase amount of pro bono volunteer opportunities** available to CFP® professionals – to do this, must increase relevance to clients and nonprofits
- **Improve and better scale pro bono client and volunteer engagements** via technology solutions
Closing the Relevance Gap

So that FFP can grow the pro bono opportunity pipeline:

- Effectively tell the story of how pro bono financial planning is important and relevant.
- Establish new and broad connections with financial capability nonprofits.
- Grow our capacity to execute on new nonprofit partnership recruitment and growth.

MORE PRO BONO OPPORTUNITIES

Powering Pro Bono Financial Planning
2022 Planning
Objective: Expand Access & Impact

Key Strategies & Tactics

- Retain consultant to help us identify barriers and develop messaging/materials that promote the CFP volunteer as an asset to a broad range of financial capability nonprofits/clients.
- Conduct extensive outreach campaign to targeted NPOs (in the areas of asset development/financial coaching and counseling, workforce development, low-income housing, legal pro bono, etc.) to promote CFP volunteers and our Pro Bono Planner Match platform.
- Use NPO trade media, LinkedIn Groups, major foundations, and more to promote CFP volunteers to the sector.

- Expand and promote FFP content on incorporating CFP volunteers into existing financial capability programs or developing new programs.
- Develop video content featuring diverse pro bono clients explaining how pro bono financial advisors helped them; make available to NPOs for program marketing, etc.

Goal 1: Develop research-based messaging and conduct outreach campaign to promote CFP volunteers to nonprofits (NPOs)

Goal 2: Develop more turnkey resources to teach NPOs how to deploy CFP vols and to explain their value to the clients
Objective: Expand Access & Impact

Key Strategies & Tactics

• Continue to share tech research and specs with FFP fintech partners; develop agreement with partner(s) to build/support new tech solution(s) that FFP will promote across profession.
• With partner(s), pilot solution(s) with key grantees/nonprofits/advisors to gauge potential for success, iterating as needed.
• Integrate tech solution and FFP tech assets (e.g. our pro bono volunteer training, Pro Bono Planner Match) to the extent feasible. If needed, develop complementary tech components – such as a public benefits portal/digital resource – that can be connected to the broader tech solution.
• Conduct major media and events-based blitz to showcase solution when ready. Continue thought leadership to bring learnings from our Tech & Pro Bono Research Report, and more, to the profession at large.

Goal 3: With partners, foster new tech solutions for pro bono engagements to enhance client and volunteer experience while making pro bono more scalable, impactful.
Goal 4: Continue advancing FFP signature programs serving at-risk seniors and people with cancer, while maintaining robust grantmaking program.

Key Strategies & Tactics

- Continue Retirement Resilience Program with partner AARP, refining based on outcomes data. With AARP leaders, assess whether to expand program to include needy caregivers and lower-income users of AARP “MoneyMap” digital tools.
- Grow FFP Pro Bono for Cancer Program through continued grantmaking, collaboration and technical assistance.
- Partner with Coordinated Assistance Network (CAN) to pilot tech-based pro bono planning project serving military/vets.
- Foster connection among FFP Communities of Color grantees to continue to share learnings, develop actionable insights.
- Maintain and update FFP’s COVID resource center as needed.
- Manage and support our 2022 grantees; plan and execute our grant cycle for program funding to begin in January 2023.
- Better integrate financial coaching and financial planning where feasible to create models for “financial continuum of care.”
Goal 1: Continue to advance “pro bono movement” among profession’s leaders and to persuade CFPs to provide pro bono service

- Finalize formal partnership with CFP Board to bolster their engagement and grow their role in promoting pro bono volunteerism among the nation’s 92,000+ CFPs. Engage with CFP Board staffer devoted to advancing pro bono.
- Renew partnership agreement with FPA to help ensure adequate funding of and commitment to pro bono efforts.
- Convene third Pro Bono Summit for CEOs of CFP Board, FPA and NAPFA to drive continued collaboration.
- Recognize pro bono excellence in Registered Program and FPA Chapter via co-branded awards with partners CFP Board and FPA, respectively.
- Cultivate leaders from our RIA Impact Partners, Corporate Advisory Council to become public advocates for pro bono.
- Grow partnership with MarketCounsel to jointly develop materials that can assuage risk/compliance concerns of some organizations regarding pro bono; continue to promote our E&O insurance coverage.
- Promote FFP’s new “Pro Bono 101 Volunteer Training” so that new volunteers feel prepared and confident.

Goal 2: Lower barriers to pro bono service

Objective: Mobilize Profession

Key Strategies & Tactics

- Finalize formal partnership with CFP Board to bolster their engagement and grow their role in promoting pro bono volunteerism among the nation’s 92,000+ CFPs. Engage with CFP Board staffer devoted to advancing pro bono.
- Renew partnership agreement with FPA to help ensure adequate funding of and commitment to pro bono efforts.
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- Cultivate leaders from our RIA Impact Partners, Corporate Advisory Council to become public advocates for pro bono.
- Grow partnership with MarketCounsel to jointly develop materials that can assuage risk/compliance concerns of some organizations regarding pro bono; continue to promote our E&O insurance coverage.
- Promote FFP’s new “Pro Bono 101 Volunteer Training” so that new volunteers feel prepared and confident.
Objective: Increase Financial Capacity

Key Strategies & Tactics

- Ensure strong value proposition for existing RIAP members, including establishing a strong feedback loop (surveys, calls) to maximize partnership; continue to improve management of employee engagement benefits.
- Conduct two RIAP strategy calls with members.
- Explore possibility for at least one virtual networking event with RIAP members/prospects and FFP leadership, incl. corporate trustees.
- Identify areas for targeted collaboration, such as at RIAP conferences/events, internal and external comms, etc.
- Further develop and pursue list of priority prospects, balancing new members with growth of volunteer opportunities as appropriate.
- Consider tiered asks for RIAP depending on firm’s capacity to give.

Goal 1: Continue to manage and grow RIA Impact Partner (RIAP) program

- Conduct two strategy calls with members.
- Explore possibility for at least one virtual networking event with RIAP members/prospects and FFP leadership, incl. corporate trustees.
- Identify areas for targeted collaboration, such as at RIAP conferences/events, internal and external comms, etc.
- Further develop and pursue list of priority prospects, balancing new members with growth of volunteer opportunities as appropriate.
- Consider tiered asks for RIAP depending on firm’s capacity to give.

Goal 2: Continue to manage and grow Corporate 100 Club and Corporate Advisory Council

- Conduct two strategy calls with members.
- Identify areas for targeted collaboration, such as at C100 conferences/events, internal and external comms, etc.
- Develop and pursue target list of prospects; renew C100 members whose pledges finish in 2022.
Goal 3: Leverage new $5M goal to maintain and re-engage Major Supporters (Individual) and continue to explore opportunities to access new potential donors through corporate/firm partnerships.

**Objective:**
Increase Financial Capacity

**Key Strategies & Tactics**

- Keep current and promote our top charity ratings.
- Develop further messaging and materials to create urgency around “$5M by 2025” goal and associated impact.
- Develop and distribute 2021 Impact Report to all 2021 donors via mail with accompanying letter from leadership.
- Grow the visibility and influence of the Founders Society by targeting key prospective members and creating engagement opportunities for existing ones (virtual event and/or possible in-person dinner or cocktails at FPA Annual Conference).
- Develop outreach efforts to convert one-time gifts to multi-year pledges.
- Develop outreach efforts to specially “welcome” first-time donors.
- Leverage our CAC, RIAP members, media partners and others to access new channels for reaching new potential donors.
- Determine employer matching opportunities at all C100 and RIAP firms; explore adding employer match resources to our Donate page.
- Engage in-person with current and prospective donors via key events (e.g., T3; IMPACT; FPA Retreat and FPA Conference, etc.)
Goal 1: Work with FFP’s strategic marketing firm to build on 2021 media success and enhance messaging around the real impact of pro bono financial planning on those participating in our programs.

Objective: Grow Awareness & Visibility

Key Strategies & Tactics

- Execute quarterly marketing plan with FiComm to grow awareness of FFP/pro bono and our key programs.
- To support NPO outreach, target relevant trade press with content positioning CFP volunteers as key asset.
- Continue aggressive messaging around FFP tech innovation, publicizing proof points of our increasing innovation and scale.
- Produce series of video testimonials from pro bono clients to convey impact of pro bono financial planning to supporters/partners, as well as NPOs seeking to promote their programs internally.
- Partner with RIAPs and CFP Board to cultivate new stories about the power of volunteerism.
- Continue and renew partnerships with media partners to place ads; develop new ad strategy amplifying real stories of impact.
- Explore greater FFP speaker/topic placements in new channels like podcasts, webinars, etc.
- Motivate and support trustees, donors and volunteers to be public advocates for pro bono, including seeking opportunities for exposure at new events (like MarketCounsel, RIAP advisor symposiums, etc.)
Objective: Grow Awareness & Visibility

Key Strategies & Tactics

- Leverage data analytics to further enhance our social content and grow our engagement.
- Develop and deploy new social media video strategy, including distributing short video testimonials from real pro bono clients and nonprofit leaders who lead impactful work with CFP volunteers.
- Partner with C100 members, RIA Impact Partners and grantees to create content for cross-promotion like quote cards, media spotlights, videos and more.

Goal 2: Enrich and deepen FFP’s social media presence
Objective:
FFP Organizational Strength

Key Strategy

- Working with FFP’s IT vendor, we will implement a cybersecurity improvement plan based on the assessment we conducted in Q4 2021 with a Schwab cybersecurity expert.
✓ **Proposed 2022 Metrics**

- **Raise at least $1.4M in new gifts and pledges.**
  
  - Secure at least four significant corporate commitments (C100 level or higher)
  - Secure at least four new RIA Impact Partners ($25K or higher); maintain renewal rate of at least 75% for existing RIAPs.
  - Assess and execute back-end improvements to FFP’s donor management system, with an emphasis on tracking prospects (both new and renewal) in real-time.
  - Hold a Founders Society engagement event (virtual or in-person), including both current and prospective members.
Proposed 2022 Metrics

✓ Successfully execute second phase of Pro Bono & Tech Initiative, using our research and specs to offer solution(s) for pro bono engagements.

• Work with one or more fintech partners to build new tech solution(s) for pro bono. Conduct pilot testing with key user types.
• Assuming successful pilot, promote tech solution(s), when ready, through major events and earned media.
• Build on tech thought leadership by conducting successful session(s) at T3 conference, further raising our industry profile.
• Assess and adopt new resources on public benefits and the ‘benefits cliff’ for incorporating into our volunteer tools and/or emerging tech solution(s).
Proposed 2022 Metrics

✓ Grow awareness and deployment of CFP volunteers in nonprofit financial capability sector, while also growing CFP volunteer base.

- Conduct robust outreach campaign to position the CFP volunteer as an asset to financial capability nonprofit programs
- Develop a video series geared towards expressing the value of pro bono financial planning to pro bono clients and nonprofit organizations
- List at least 50 types of pro bono financial planning volunteer opportunities on ProBonoPlannerMatch.org
- Finalize pro bono agreement with CFP Board, securing their commitment to vet CFPs registered on ProBonoPlannerMatch.org and to assist FFP in recruiting at least 1,500 new CFP users
- Conduct another CEO Summit with CFP Board, FPA and NAPFA to drive collaboration.
✓ **Advance key programmatic initiatives to serve more people in need.**

- Serve a minimum of 650 new families affected by cancer, for a total of over 2,150 served since inception of Pro Bono for Cancer effort.
- Expand Retirement Resilience Project in partnership with AARP to reach at least 40K more seniors and caregivers; provide at least 175 volunteer opportunities for CFP professionals.
- Advance the success of 2022 grantees, supporting innovative models to help pro bono clients such as CAN and LISC.
- Continue to create compliance resources for firms and financial planners and host a webinar on this topic for stakeholders.