BUILD

A Blueprint for
Pro Bono Program Development

taproot
FOUNDATION

TABLE OF CONTENTS

INTRODUCTION

Like the construction of a house or the launch of a new campaign, every program or large task begins with a plan. If you're considering starting a pro bono program, you're probably wondering, where do I even begin? Many companies come to the Taproot Foundation seeking additional knowledge of pro bono program design, and a small investment of time and education upfront can have big payoffs when it comes to program results.

This resource is meant to give you a high-level overview of all of the pieces that go into designing a successful program—from strategy to execution to evaluation—in order to help you build a plan for your own program development. This document is not intended to be an all-encompassing how-to guide. Rather, it is meant to inform you about all of the essential steps of pro bono program development. As such, you will want to seek additional support where you have questions as you look to move forward.

This guide can also be exceptionally useful to guide conversations and gain stakeholder support for building a program. If you're looking to generate interest, get program approval, or create a development plan at your company, this guide can help lay a roadmap for those conversations and inform you about the important steps of pro bono program development.

Taproot Foundation advises and supports companies and organizations in designing and developing customized, high-impact pro bono programs. If you are interested in learning more about the ways we might be able to support your company in creating or strengthening a pro bono programs that aligns with your culture, brand and strategic business objectives, please contact **advisory@taprootfoundation.org.**

WHAT DO I WANT MY PROGRAM TO ACCOMPLISH?

WHAT ARE MY PROGRAM GOALS?

Before even considering the question of how or what, anyone looking to start a pro bono program should always begin by asking themselves, "Why am I doing this?" Designing a pro bono program that will make impact should always be the driving factor behind program execution. Still, your program can make an impact in many ways and on many different audiences. Pro bono service offers numerous benefits (which would require a separate white paper in and of itself to fully cover), and identifying those which are the most important to your company will ensure that the program you develop is focused on making the kind of impact you want to achieve. The examples included below are by no means exhaustive, but they should get you started as you are thinking about defining program goals.

COMMUNITY GOALS

Designing for impact on partner organizations is the top priority of pro bono program development, but there are many different types of impact that your program can achieve. For example, you may wish to...

- Help existing partners operate more efficiently and effectively
- Build local community relationships
- Target an issue area or cause
- Increase the capacity of partner organizations to better achieve their missions
- Enhance your giving program to reach new partners, or to reach existing partners in a new way

BUSINESS GOALS

You should also consider how you hope pro bono service can provide value to your company—both internally and externally. For example, you may hope to...

- Achieve recognition for having an innovative giving strategy
- Expand your community impact without adding significant costs
- Gain brand visibility
- Improve your reputation and leadership role within the corporate philanthropy field
- Offer team-building and leadership opportunities for employees
- Recruit new talent by offering a unique way to give back
- Demonstrate your company's core competencies

FINDING A MODEL THAT'S RIGHT FOR YOU

There are many models for delivering pro bono service in addition to the most common model—team-based projects. When thinking critically about the type of program that's best for both your long- and short-term goals, consider various models of pro bono service:

Loaned Employee: Employees are granted a sanctioned and compensated leave of absence to pursue a pro bono project full-time.

Functional Coaching & Mentoring: Employees are matched with a peer nonprofit employee, forming a partnership to share functional expertise.

Standardized Team Project: Small groups of employees work together to create a predetermined set of deliverables or projects.

Marathon: A company pools human capital resources on a pro bono project within a short, predetermined timeframe to deliver a mass volume of deliverables.

Open-Ended Outsourcing: A company makes its services available to a specific number of nonprofit organizations on an ongoing basis.

Sector-Wide Solution: A company creates a deliverable that can be scaled and used by all nonprofits across the sector.

General Contracting: An organization coordinates and oversees internal and external pro bono resources, promoting cross-sector collaboration to address a specific social problem.

Signature Campaign: The full spectrum of a company's internal resources is utilized in a large-scale, highly customized engagement to address a specific issue.

- Drive revenue or sales by connecting with clients/customers and demonstrating commitment to the community
- Foster innovation through new, field-based experiences

SCALE

At this stage, it is also important to put some thought into the general scale of program you would like to build. Do you hope to launch a national program and offer opportunities in multiple geographies? Or will you start small and work your way up? About how many employees and community partners do you hope to engage in the short- and long-term? Considering these questions at the outset of program development will guide decisions moving forward and ensure that the quality of services delivered stays consistently high.

KEY TAKEAWAY: Before thinking about program execution, consider the community impact, business benefits, and scale of the program you are aiming for. Get a clear sense of desired benefits and outcomes before you start designing the details—your program will be stronger and achieve more as a result!

WHAT PROJECTS MAKE SENSE FOR MY COMPANY?

READY TO GROW YOUR PROGRAM?

Consider **creating pro bono service applications**. By standardizing the intake process using a single form that captures necessary information, you can help ensure that you are matching each nonprofit with the appropriate project type. Forms should require the applicants to articulate their top areas of need and their plans to implement and sustain project outcomes, and they should request general contact and eligibility information.

WHAT WOULD HELP MY COMMUNITY PARTNERS THE MOST?

Understanding the needs of your target nonprofit partners is the first step in determining which pro bono projects make the most sense for your program. There are a variety of ways you can go about determining what your community partners most need—the simplest being to just ask them! As you consider your approach, you can think about...

USING SURVEY OR INDUSTRY DATA

By asking a range of partners about their top organizational challenges, you can get a good sense of the range of projects that might be most commonly needed. You can use a survey to ask organizations about the most pressing needs they might have, and you can group specific questions around common areas like marketing, IT, HR, strategic planning, and financial management. Alternatively, look for generally available market data that shows common areas of great need for the nonprofit sector.

USING SELF-REPORTED NONPROFIT NEEDS

If you are starting with a group of pilot projects, consider setting up interviews with a small number of prospective partner organizations. By having direct conversations with organizations about challenges that require immediate attention, you can isolate precisely the types of projects that would be most helpful for those organizations. Don't feel comfortable navigating a conversation about their areas of organizational need? Bring in someone who does! Your employee base is full of subject matter experts (marketing, IT, HR, etc.) who can be your functional representatives in conversations with organizations. Once you understand your target partners' specific needs, you can work with your internal functional champions—someone with knowledge of the skills required for various relevant types of projects—to establish who would have the necessary expertise to meet those needs.

ASKING EMPLOYEES WHO SERVE AS BOARD MEMBERS

If your employees already sit on boards for area community groups, they are probably very familiar with the challenges their organizations are currently facing. These employees can help you understand what types of pro bono projects would be most beneficial, so it would be advantageous to request their help in designing successful pro bono projects.

USING THE TAPROOT FOUNDATION COMPETENCIES MAP

Taproot Foundation has developed a working guide to match common nonprofit needs with descriptions of readily available professional skills.

Using this interactive tool on Taproot's website, you can search by skill or project type to find suggestions. If you know the general project types your nonprofits are requesting, or if you have a good sense of the specific departments within your company that are looking to get involved, you can use the map to guide decision-making and take the guesswork out of project selection. You can also encourage your community partners to use the map in advance of your conversations with them so that they can create a list of projects that are of interest to them!

KEY TAKEAWAY: Before you build a pro bono program from scratch, reach out to potential partners and ask them about the top issues they currently face—management, communication, operational challenges, etc.—and about what professional services might help them the most.

WHAT IS MY COMPANY'S EXPERTISE?

Identifying the relevant and available skill sets that your company offers is a key next step in building a pro bono program. Explore not only the core competencies of your company but also other highly-concentrated areas of employee expertise. You can determine what skills your employees have to offer by...

FINDING INTERNAL FUNCTIONAL CHAMPIONS

Within every company, there are individuals who both buy into the idea of pro bono service and possess knowledge about what skills are housed in various company departments. While these functional champions are not always the most senior staffers, they will often have a good sense of available skills and can connect you with more senior leaders who have decision-making authority.

ASKING THE HUMAN RESOURCES DEPARTMENT

If you're especially lucky, your company might be one of the few where HR already has a "magic spreadsheet" available—that is, a document or database that already houses data around the skill type and experience level of employees by region or department. Gaining access to this is a virtual jackpot for gauging the presence and concentration of relevant employee skills.

KEY TAKEAWAY: Find out what professional skills your employees have to offer. By learning what specific skills are available and where those employees work, you can start to think about the projects that make the most sense for your company. Remember to focus on areas of real experience so your community partners get the level of support they need.

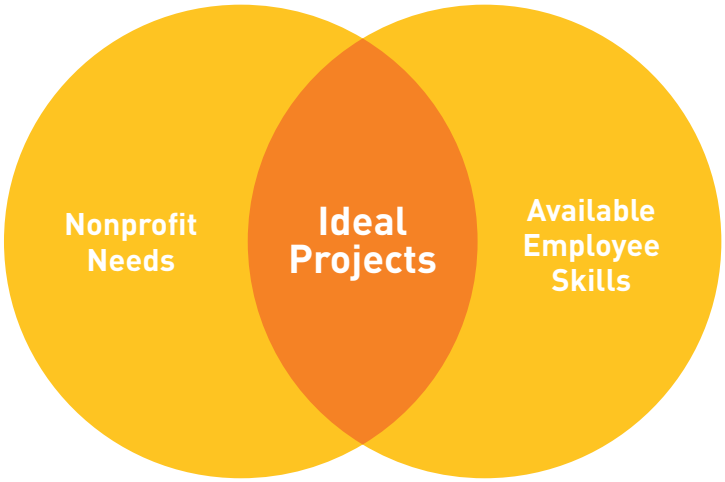
NEED TO GET SOME BUY-IN FIRST?

Check out our **Business Value Flashcards** for some helpful nuggets describing the most common areas of business benefit for pro bono programs on Taproot's website.

TIME FOR A SCALABLE OPTION?

If you are ready to build a company-wide pro bono program and already have some online resources in place, think about **incorporating skill data into employee profile fields in your online volunteer management system**. By asking each employee what relevant skills they have and how many years of experience they have using those skills on a professional basis, you can create a searchable database of interested employees. This makes staffing pro bono service projects easy, and it matches need with skill more accurately. Taproot and Microsoft have released **Volunteer Profile Standards** to help you set up a standardized skill-tracking system (see Taproot's website for more information).

HOW DO I KNOW WHICH PROJECTS WILL WORK?



KEY TAKEAWAY: By matching up partner needs and available employee skills, you can choose the appropriate project categories to launch a successful pro bono program.

HOW AM I GOING TO START A PROGRAM?

WHAT WILL IT TAKE TO GET MY PROJECTS OFF THE GROUND?

Once you've gotten a general sense of what project types are best for the program you're developing, the next step is to consider what it will take to get those projects up and running. What did you decide during your strategy-setting conversations? Keeping your launch plan in line with your articulated goals and desired scope will ensure you aren't biting off more than you can chew. Many companies start small—testing the program with a group of pilots in high-potential geographies—meaning offices where there seems to be a sufficient alignment of employee skill and nonprofit need. That always leaves the option for future scaling but it avoids the up-front risk and commitment of a larger-scale program.

HANDPICKED PILOTS

If you decide that a group of pilot projects is right for you and you want to move forward quickly, sometimes it is best to just handpick a few pilot projects. Begin by revisiting the nonprofit needs and available employee skills you identified earlier. Are there particular departments or managers that are excited and ready to start pro bono projects? Are there individuals or teams who have done pro bono work before? Do you have a group of community partners with specific needs that you know you can address? Contact the nonprofits and have in-depth conversations about possible projects—including a more specific talk about the realistic timeline and project scope. Decide with each partner exactly what they would like to accomplish and how long it could take. Then, you can go back to your subject matter experts with specific types of project in mind (or have them join your conversations with nonprofits in the first place!) and ask them to think about who would be best suited to staff a volunteer team or help you target some volunteer recruitment outreach. Starting small is key—limiting the number of projects up front (we often suggest a minimum of two but no more than four or five) helps ensure high-quality results and manageable oversight duties. It also allows you to have a sample pool to test your model and provide you with learnings. It's also not a bad thing if that helps set the precedent that "not just anybody" can do pro bono—the success of pro bono service depends on the right individuals with specific skills.

HELPFUL TOOLS

After you select specific pilots, you can build the tools needed for each project. At a minimum, we suggest each project should have a:

- **Scope Document** to pre-define what will and will not be completed during the course of a project

NEED TO MAKE YOUR LAWYERS HAPPY?

We have also developed a sample **Liability Waiver** that articulates the legal responsibility of the pro bono provider (your company) and the client.

- **Service Agreement** that establishes project commitment, expectations, and guidelines
- **Process Overview** that provides a high-level summary of project work phases, key milestones at each phase, and key deliverables of each phase for both the client and volunteer teams.

Depending how turn-key you want project execution to be, you can also think about what other project-specific tools might help guide pro bono volunteers. While the participants will generally create (or customize) the project-specific tools they need using their technical expertise, you can also think about tools that can be used on all projects—much like the service agreement or template versions of a scope document—to help ensure a smooth, successful start. The end goal is to ensure that you, the community partner, and the employee volunteers have a clear (and matching!) understanding of what the project will produce, how it will happen, and when.

HOW CAN I MAKE MY PROGRAM GROW AND SERVE MORE PEOPLE?

After your initial pilot program has been designed and a group of pilot projects are off the ground, it may be time to think about scaling the program to grow your impact. When expanding a pro bono program to reach new people and partners, it is important not just to have a bigger impact—but to also have a better impact. By expanding in a strategic and supported way, your program can use consistent intake and management procedures to drive impact on a bigger scale. To reach new partners and engage more volunteers.

PLAN GROWTH IN A STRATEGIC WAY

Growing your program can take many forms. Do you want to simply increase the volume of projects and number of employees? Do you want to develop new project offerings? What geographies are you targeting? Are you hoping to involve other offices and staff? Are you hoping to simply expand involvement in a single location? Do you want to open up the application process to new partners? Any of these methods will increase the size and impact of your program, but you should follow a careful decision-making process, using learnings from your pilots, to determine the most appropriate or suitable growth option for your program.

LAY OUT THE STEPS NEEDED TO ACHIEVE YOUR TARGET

Once you have established realistic growth targets, decide on a plan to reach those goals. If you're expanding the types of projects offered, you should find subject matter experts who can guide the development of new project tools and work plans. If you want to reach additional office branches or locations, find an individual based at the new site to help publicize the program and recruit participants (and you can always reference back to the **Business Value Flashcards** if you need some new buy-in in order to grow). If you're reaching out to new nonprofit partners, send out revised criteria information and applications to new contacts or ask groups with whom you already have relationships to suggest your program to peer organizations.

Regardless of how you are growing, you will also have to consider how to manage the expanded scope of your program. It will be critical to design a system that is capable of handling additional intake, oversight, and evaluation needs for volunteers and partners. You might explore employee-driven management options, including finding volunteer functional leaders who are willing to handle the bulk of project scoping, approval, and oversight duties and take it off your plate. Whether this means dedicating additional staff bandwidth to these duties or looking outside for automated solutions, it is important to recognize the impact that scaling a program has on your department and staff.

LEVERAGE EXISTING TECHNOLOGY

After your program reaches a certain size, the easiest and most efficient way to integrate scalable intake, execution, and oversight procedures is to use existing technology to streamline program operations. This includes taking systems you already have in place and modifying them to serve your pro bono program. Keeping project tools accessible on your company's intranet, adding information and bulletins to a company-wide newsletter, or working with your existing volunteer management vendor or grant-management program to add pro bono-friendly questions/fields are all possible solutions. Automating some aspects of volunteer and project management is a reliable solution to scaling a program in a systematic and manageable way.

KEY TAKEAWAY: When you are ready to grow your program, begin by defining what "growth" means for your company. Then, lay out the steps needed to reach your desired growth, which include accounting for the expanded program scope with revised participant intake, project oversight and program evaluation needs and resources. Don't miss the opportunity to explore additional models of pro bono service and think about your overall strategic goals.

HOW CAN I SET MY PROJECTS UP FOR SUCCESS?

The Taproot Foundation has identified the five key elements of project success when working on a pro bono basis:

THE FIVE CHARACTERISTICS OF HIGH-QUALITY PRO BONO PROJECTS
The project is completed and delivered in a timely manner.
The deliverable is implementable and sustainable.
The project meets or exceeds both the client and volunteers' expectations.
All participants report a high degree of satisfaction with the engagement.
The client reports the project has made an impact.

NEED TO KNOW MORE ABOUT AVOIDING OR OVERCOMING THESE OBSTACLES?

We've got your back! Check out Taproot's **"Designing for Impact Framework"** for real-world tested insights and tips.

For the sake of you and your community partners, it is critical to set up your projects with a focus on hitting not one but all of these targets by incorporating them into participant expectations and your own program development process.

When projects get started, there are a number of common challenges that can arise and be obstacles for your projects' success, including:

- **Team turnover:** Teammembers drop off before work is completed.
- **Timeline creep:** The project takes longer than expected.
- **Scope creep:** The nonprofit or employee team requests or completes tasks not originally part of the project scope.

Think about possible solutions to these challenges in advance. How can you set up a program infrastructure that can help avoid these issues? Who can you call on to be available to your employees and community partner to work through difficulties?

PREPARE FOR MULTIPLE PROJECTS WITH STANDARD TOOLS

You may also want to develop a more replicable set of program tools that prepare you to reach more volunteers and more community partners. This can be done by leveraging existing management tools or creating new ones to suit your needs. Whether you do this at the outset or begin with pilots and reach this step later on, work with subject matter experts to think about how you might standardize project tools for use on future projects. If you have a template service agreement, scope document, and process overview, your projects will have a greater chance of operating

ALREADY HAVE PROJECT TOOLS?

If your company is in an industry where project management tools are a part of daily operations, consider adapting those documents for your pro bono program. Standard oversight tools such as project timelines, project work plans, deliverable templates, milestone completion tracking forms, and other process management tools will be as beneficial on pro bono projects as they are on standard business engagements.

consistently. Assembling a turn-key project toolkit means each pro bono project is armed with the documents and direction to drive effective pro bono work. If your company already has project management tools as a part of standard business protocol, look to adapt those for pro bono service.

SERVICE AGREEMENT	SCOPE TEMPLATE	PROCESS OVERVIEW
Signed by both organization and volunteers. Defines expectations surrounding the working relationship between volunteers and nonprofit.	Explicitly defines what will and will not be accomplished during project work. Aligns expectations and prevents client organization or volunteers from adding unanticipated elements of work.	Lays out the process, key milestones, and expected timeframe for project work. Should be used and updated throughout project work.

KEY TAKEAWAY: Whether you begin with a small group of pilot projects or start with a larger pro bono effort, you should have some basic tools and templates in place to guide consistent and high-quality project execution. Consider basic items that define project scope, offer a service contract to set expectations, and lay out the work plan in advance to ensure expectations are met for all program participants and recipient organizations.

HOW WILL I EVALUATE AND MEASURE MY PROGRAM?

START OFF ON THE RIGHT FOOT

The best way to set yourself up for an effective evaluation process is to start at the very beginning. When you are setting up your program in the first place, stop to articulate what outcomes you're hoping to see as a result of this program. What will tell you if you are hitting your goals? In addition, at the start of each project, ask your partner organizations to spell out what outcomes they want the pro bono project to bring about. These tactics will give you clear goals to measure against and keep your projects on track.

DID YOU MAKE THE GRADE?

Remember the **Five Characteristics of High-Quality Pro Bono Projects?** At the most basic level, your post-project evaluations should be going down that list and evaluating how well a project did at hitting each one of those tenets.

WHAT IMPACT DID I HAVE ON MY COMMUNITY AND BUSINESS GOALS?

Remember when you spelled out all of your goals for your program? Your evaluation tactics should refer directly back to those goals.

Depending on your program goals, there are a range of indicators you can use to track the impact of your new pro bono program. Some indicators are more straightforward to capture and measure than others. By designing surveys, gathering information through interviews, or compiling raw program data, you can not only understand how your program is working and identify areas for improvement, but also prepare yourself to report internally and externally on the program's success.

AT THE VERY LEAST, LOOK AT BASIC PROJECT MEASURES

Ask your partner organizations a standard set of questions at the conclusion of each pro bono project by surveying them or conducting debrief interviews. At a minimum, design your surveys or interviews to assess community partner satisfaction with both the outcomes and the process and capture constructive feedback. Both qualitative and quantitative questions are useful in getting a complete picture of how the project went. It is also important to survey your employees. Ask them about satisfaction, team dynamics, ways to improve the project recruiting and management processes, and so on. While these measures are helpful basic elements of an evaluation model, you should always strive for more sophisticated assessments whenever possible.

CONSIDER MORE SOPHISTICATED EVALUATION OPTIONS

While it is very important to measure basic satisfaction and capture feedback from program participants, more sophisticated tracking includes impact and ROI (return on investment) measurements. By looking at changes in the ability your community partners have to deliver on their missions, you can demonstrate the successes of project work beyond basic "how did it go?" measures. On the partner side, help organizations define indicators and measures that you can review at the end of the projects to assess the impact made on the organization itself, its mission and, if possible, the community. On the corporate side, take a closer look at some of the professional development, leadership, and brand changes that resulted from project participation, which can provide valuable evidence of the business value impact of a pro bono program. And remember, not all |impact happens right away. Consider checking in again six to twelve months later for some more data and insights.

KEY TAKEAWAY: Plan for program evaluation—and be sure you are evaluating more than employee satisfaction. Understanding how well your projects mapped against the common success factors and goals you articulated will not only offer ideas for future improvement, but will also provide stories and statistics for internal and external reporting.

TRACKING IS WIN-WIN

Project valuation helps your community partners too. Many nonprofit organizations in particular benefit from including "in-kind" or "cash-equivalent" donations in their reporting and grant writing. Providing your partners with value estimates for your pro bono services can help them secure resources from other sources in the future.

HOW DO I KNOW THE VALUE OF MY EMPLOYEES' TIME?

Once a program is up and running, it is to your advantage to track and value the hard work of your employees. Not only will this help you monitor your program internally, but there are also numerous external reporting options. Being able to include pro bono giving totals and the stories of individual projects will help showcase your company's efforts to the outside world in an interesting and unique way. But in order to do this, you must be diligent about tracking and valuing the projects as they happen—including requiring reporting as part of project execution.

LET YOUR EMPLOYEES KNOW THEY'LL BE EXPECTED TO TRACK AND REPORT

Offer explicit instructions to your employees that detail how and when they should report the time they spend on pro bono projects. Depending on the size of the program you are designing, it may make sense to have volunteers e-mail a single program manager directly. Or, if your program is large enough to require an automated solution, there are several options for on-line hour tracking that can be customized to fit your specific needs. Once you determine the total hours worked by employees on projects, you can then calculate the project value in several ways.

Taproot Foundation has recently released a comprehensive tool to guide hours tracking and project valuation. It offers a step-by-step process, including all necessary tools, to simplify the hours tracking and reporting. Visit our website to learn more.

WHEN IN DOUBT, USE STANDARD INDUSTRY-ACCEPTED PRO BONO RATES TO CALCULATE PROJECT VALUE

Taproot Foundation and CECP (Committee Encouraging Corporate Philanthropy) released industry standards for pro bono service hourly rates in early 2009. By asking employees about their skill level and the nature of work they performed for pro bono projects, you can use Taproot's CECP-approved hourly rates to determine each employee's pro bono rate. Then, by simply multiplying the number of hours worked by the appropriate rate, you will reach an approximate value of each individual's pro bono contribution. In the absence of specific skill information, you can also use the rounded average of $120 per hour.

IF POSSIBLE, USE EXISTING MARKET VALUE OR COMPANY BILLING RATES TO CALCULATE PROJECT VALUE

If your company is accustomed to billing clients on an hourly basis, you are already set up to use that market value for pro bono projects. The employees on projects are using the same professional skills they use in

their normal client work, so it makes sense to use existing billing rates—they are the most accurate representation of the value of your employees' time. Alternatively, you can benchmark the market rate for services firms delivering similar project types and adapt the rate conservatively as an appropriate, market-tested value.

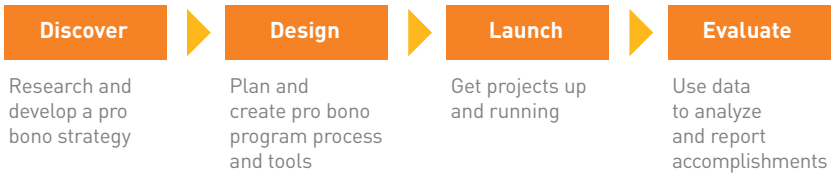
KEY TAKEAWAY: Establishing hours tracking as an expected part of program participation will mean that determining the dollar value of each project is an easy final step once project work is finished. If your company already has billing rates as part of standard business practice, use those rates for the most accurate estimation of project value.

HOW CAN I REPORT WHAT THE PROGRAM HAS ACCOMPLISHED?

When your program is up-and-running, it is a great time to think about how you can report your program's accomplishments both internally and externally. Consider publishing an annual or bi-annual report that summarizes total program size and offers snapshots of participants and partner organizations. You can also think about participating in work-shops or speaking opportunities to share your experience and story. Visit the Taproot website to stay up-to-date on other current pro bono service reporting and storytelling opportunities.

WHAT SHOULD I DO NOW?

To summarize, here are the main steps of program development:



TAPROOT PROGRAM DESIGN

CHECKLIST

DISCOVER

- ☐ Decide what your company wants to achieve with a pro bono program
- ☐ Determine the impact you would like to make—e.g. community and business benefits
- ☐ Decide on an appropriate scale and size for your program
- ☐ Choose from the many models of pro bono service to find a good fit for you

DESIGN

- ☐ Determine how many nonprofits and employees to involve in the immediate future (you can set separate goals for growing the program later on)
- ☐ Assess common areas of nonprofit need and available employee skills—and then look for alignment
- ☐ Determine high-potential project types and create a short-list of viable projects
- ☐ Determine an outreach strategy to target and recruit employee participants and nonprofits
- ☐ Select a group of pilot projects and nonprofit partners and begin recruiting volunteers
- ☐ Look for existing project management tools and best practices
- ☐ Create additional tools (if needed) to ensure smooth and consistent program operation
- ☐ Design an evaluation model to capture feedback and track impact and results
- ☐ Prepare standard evaluation tools to capture employee feedback and measure satisfaction
- ☐ Prepare evaluation tools to gather feedback and measure nonprofit satisfaction
- ☐ Establish a system to track employee hours and determine project values

LAUNCH

- ☐ Finalize list of projects and participants and conduct any remaining recruiting for employees
- ☐ Notify participants that they have been selected to join projects
- ☐ Onboard participants: conduct nonprofit training and employee training to prepare both for service by reviewing common challenges and project specifics
- ☐ Support project launch and troubleshoot as needed; gather feedback and best practices from participants

EVALUATE

- ☐ Follow through with evaluations and integrate lessons learned for future projects
- ☐ Track and report on what you have accomplished
- ☐ Consider more sophisticated tools to measure impact on partner and ROI
- ☐ Promote what the program has accomplished internally (newsletter, brown bag lunch, etc.)
- ☐ Consider external reporting opportunities to highlight your program's accomplishments
- ☐ Think about program growth in terms of number of participants, physical location, model of pro bono service, or type of projects offered
- ☐ Plan your next round of projects!

taproot FOUNDATION

Want to learn more? Visit http://www.taprootfoundation.org/s/buildaprogram

TAPROOT BLUEPRINT SERIES

At Taproot, we want to make it simple and manageable for you to harness the power of pro bono. This series of guides brings together our latest tools, research, and best practices so you can implement pro bono programs in any sector and achieve enduring impact.

Learn more at **www.taprootfoundation.org**