

Capacity-Building Resources

Contributors to our guide Working with Start-Ups offer their recommendations in the following areas:

Board Development					
Board Development - General	Board Source	www.boardsource.org	Web site, guides, and articles	Q&A section, articles (some require membership), free "ask our consultants" feature, board glossary and a number of publications. (See "Governance Series".)	Many good free resources. Membership & some publications for a fee.
Board Development - Recruitment	BoardnetUSA	www.boardnetUSA.org	Web site & recruiting directory	Web site designed to connect nonprofits to potential board members (and vice versa). Their mission is to transfer the flow of <u>knowledgeable and diverse people to boards.</u>	Free service
Board Development - General	Charity Channel	http://charitychannel.com/nbgr.shtml	Web site & articles	Articles covering many issues in board governance.	Free resources
Communications					
Communications - Media/PR	Spin Project	http://www.spinproject.org/resources/tutorials.php3	Web site, tutorials, and books	Series of tutorials on effective media strategies and tactics to support social change (aimed at Grass Roots organizations). Also <i>Spin Works</i> - a more comprehensive book for purchase.	Tutorials are free; book available for a fee.
Communications - Media/PR	The Benton Foundation	http://www.benton.org/publibrary/toolkits/stratcommtool.html	Web site, guides, articles, and resources	Benton Communication Tool Kits: <i>Think it Through</i> & <i>Put it to Work</i> - step-by-step guides for communications strategy. <i>What to Watch</i> - communication trends important in nonprofit industry. Each also contains numerous links.	Tool kit and links are free.
Communications - Media/PR	Fenton Communications	www.fenton.com	Web site & guides	1. <i>Now Hear This</i> - report on their approach to advocacy communication campaigns (allows one to think about campaigns from a strategic marketing & communications perspective). 2. <i>Media Training 101</i> - summarizes Fenton Media Training Curriculum and philosophy.	Both are free; they also provide consulting services for a fee.
Communications - Media/PR	M. Booth & Associates & The Foundation Center	www.mbooth.com	Guide	Promoting Issues & Ideas: A Guide to Public Relations for Nonprofit Organizations	Available for a fee.
Communications - Website Development (also good general technology resource)	Jayne Cravens & Coyote Communications	http://www.coyotecom.com/	Web site & guides	Various "Technology Tip Sheets" are available for nonprofits at this site, discussing topics ranging from database and software for nonprofits to how to promote an organization online. Including: <i>Web Development and Maintenance for Not-for-Profit & Public Sector Organizations (Including Schools)</i> . More than 15 files of information to take an organization through the entire Web development process either on their own or with a consultant.	All resources on website are free.
Financial Management					
Financial Management - Budget	Innovation Network	http://www.innonet.org/tools/workstation	Web site & tools	Workstation for producing a program budget.	Free Tool but they also do a more intensive consulting service for a fee
Financial Management - General	Fiscal Management Associates, LLC	http://www.fmaonline.net/default.html	Web site & newsletter	Free Newsletter "Nonprofit Observer" with practical financial news for nonprofits.	Free newsletter; FMA provides fiscal management (and other) consulting services for a fee
Financial Management - General	The Alliance for Nonprofit Management	http://www.allianceonline.org/FAQ/financial_management	Web site, FAQs, provider search, and resource bank	The FAQs are short guides on a variety of topics regarding financial management including "What is an audit" to "What financial statements are we required to issue". Additionally, nonprofits can use the resource bank to search for other resources by topic area and for consultants in their area (geographic and subject).	Free resources
Human Resources					
Human Resources General	HR Tools	http://www.hrtools.com/	Web site, templates, links	This website provides a "toolkit" for staffing, legal compliance, training & performance, benefits & compensation, and safety. Each tool kit contains E-tools (listings of internet businesses to assist in each area, forms & checklists (free), trainings available, and resources.	A mix of free resources and for a fee.

Human Resources - General	Society for Human Resources Management	www.shrm.org	Web site, guides, articles, tools, and FAQs	World's largest society devoted to human resources management. There are white papers, tools, etc. on this site, but for the majority one must be a member to access them. Does provide a massive page of links by topic area such as benefits, diversity, legal, etc. <u>which may be helpful.</u> See Legal section	Everything except web links for a fee (generally included in membership fee).
Human Resources - Compliance/Legal	Alexander Hamilton Institute Employment Law Resource Center				
Legal					
Legal - Incorporation	The Company Corporation	http://www.incorporate.com/index.cfm	Web site, tools, articles, and workbooks	General information on incorporating (for-profits and non-profits). Free trademark search.	Free resources but incorporation for a fee.
Legal - Incorporation & Registering	Office of Attorney General	<u>Various from state to state.</u>	Registration requirements for each state; usually forms and guides as well.	Office of the Attorney General Charities Bureau of each state will have information on registering and incorporating including forms and guides.	Free.
Legal - General & incorporation	Law Guru	www.lawguru.com	Forms, FAQs, can submit questions to their network of lawyers, links, articles, and free newsletter	A nonprofit can download all of the forms required for incorporation by state (for a fee). One can also submit a legal question to the network of lawyers and browse over 60,000 questions and answers by topic area (for example, employment law). There are also a number of articles by topic area. A general gateway website.	Free resources and connections to sources for a fee.
Legal- Risk Management	Nonprofit Risk Management Center	http://www.nonprofitrisk.org/	Tools, articles, fact sheets, training	Nonprofit CARES (Computer Assisted Risk Evaluation System) - Web-based tool designed for nonprofits to evaluate risk (series of videos to watch & questions to answer). Various publications. Newsletter which is free to nonprofits. Mission Control - Fact sheets to handle emergencies. Community Service Briefs - series of publications on liability & risk management for Community Organizations. An On-line advice resource section. Non profits can also call or email with questions -- this service is free.	Almost everything is free to nonprofits.
Legal - Employment	Alexander Hamilton Institute Employment Law Resource Center	http://www.ahipubs.com/	Web site, publications, e-mail newsletter, and alerts	Alexander Hamilton Institute's Employment Law Resource Center and newsletter cover all aspects of employment law to keep managers and executives from making mistakes that could lead to fines and lawsuits. A lot of free information at this site. Featured stories, free newsletters on a variety of topics (such as hiring & retention alert and benefits alert), free publications (Anti-Discrimination Training for Managers, Q&A on exempt vs. non exempt, etc.), employment forms, free employment forms (both templates & gov't required forms), and Briefings on various employment laws (for a fee).	Many free resources and some publications for a fee.
Real Estate & Facilities					
Real Estate & Facilities	CSI Consultants, Inc. Real Estate Services for Nonprofits	http://www.npspace.com/index.html	Web site, articles, and guides	Several articles on "What Goes Wrong". Also free publication guides.	Free resources and real estate service for NY for a fee.
Real Estate & Facilities	Nonprofit Finance Fund	http://www.nonprofitfinancefund.org/index.html	Web site, articles, and guides	Several articles on facilities projects including whether or not to do one, how to plan for one, moving guide & schedule, and how to lease. They provide financial services (mainly loans) and advisory services including workshops to nonprofits.	Free resources
Real Estate & Facilities	Orgspaces.org	www.orgspaces.org	Web site, guides, and tools	Especially the "Educate Yourself" Section. Has NPF & Partnership for Affordable Space Manual <i>Planning Your Long- and Short- Term Space Choices</i> .	Free resources
Strategic Planning					
Strategic Planning	The Alliance for Nonprofit Management	http://www.allianceonline.org/faqs.html	Web site, FAQs, provider search, and resource bank	The FAQs are short guides on a variety of topics regarding strategic planning including what it is and how to increase the chances of implementing it. Additionally, nonprofits can use the resource bank to search for other resources by topic area and for consultants in their area (geographic and subject).	Free resources
Strategic Planning - General	Community Resources Exchange	http://www.crenyc.org/tools_strategic.html	Web site & guides	Introduction to Strategic Planning & Comprehensive Outline of a Strategic Planning Process (second is step by step guide and very easy to follow)	Free resources & publications for a fee
Strategic Planning - General	The Conservation Company	http://www.consco.com/know_brief_tenke_vs.html	Web site & guide	Ten Keys to Successful Strategic Planning publication & resource listing (more of the theory behind what to do)	Free publication. Resources are for a fee.

Strategic Planning - Business Plans	Bridgespan Group	http://www.bridgespangroup.org/BSGweb/briefs.asp	Web site, guides, and example	An Introduction to Business Planning for Nonprofits Publication & The Harlem Children's Zone Business Plan as an example.	Free resources. Bridgespan provides management consulting for a fee.
Strategic Planning - Work Plans	Innonet	www.innonet.org/tools/workstation	Web site with tools	Workstations for designing, evaluating and budgeting a program. Each produces a corresponding work plan.	Free but they also do more extensive consulting for a fee.
Strategic Planning - Management Tool	Blue Ridge Foundation New York	www.brfny.org	BluePrint Tool	Management tool developed by Blue Ridge Foundation. It is a series of worksheets that create a relatively straightforward set of measures for an organization to work through key areas of organizational development.	Free
Technology					
Technology - general	Tech Soup	http://www.techsoup.org/newyork/	Web site, articles, and worksheets	Advice, articles and worksheets on common tech problems facing nonprofits. Also links to www.discountech.org - low priced software.	Free resources
Technology - general	NPower NY & Npower Seattle	http://www.npowermy.org	Web site	Membership organization dedicated to providing tech support to nonprofits. Many tools and resources. The tools are not the same on each Web site.	Free resources
Technology - for tech support staff	Nonprofit Technology Enterprise Network	http://www.nten.org/	Web site	Geared toward tech support staff of nonprofits.	Free and for fee resources
Technology - benchmarking	Published by Benton Foundation; written by Npower	http://www.benton.org/publibrary/stratcom/techlit.pdf	Guide	<i>Technology Literacy Benchmarks for Nonprofit Organizations</i>	Free resource
General Capacity Building					
General Capacity Building Sites	Management Assistance Programs for Nonprofits (MAP)	http://www.managementhelp.org/staffing/outsrcng/volunteer/volunteer.htm	Web site & Free Management Library	This is a good website to start on any topic. Resources for just about every area of capacity building. One can start on the page for each topic which provides numerous other links within the management library and outside (though not always up to date).	Free Library with many resources.
General Capacity Building Sites	Vera Institute for Justice	http://www.vera.org/section10/section10_1.asp	Web site & short guides	Small commentaries on how they "spin-off" projects by capacity area.	Free resources.
General Capacity Building Sites	Nonprofit Good Practice Guide	www.nonprofitbasics.org	Web site, guides, articles, and resources	A project of the Philanthropic and Nonprofit Knowledge Management Initiative (PNKM) at the Dorothy A. Johnson Center for Philanthropy and Nonprofit Leadership. The Nonprofit Good Practice Guide is a comprehensive online resource directory and capacity building tool that offers Preferred Practices and Pitfalls, Glossaries, Resources, Trends and Web Site Profiles within ten topic areas.	Primarily free resources (with links to some that are for a fee).
General Capacity Building Sites	Compass Point	www.compasspoint.org	Web sites, book recommendations, consulting for fee (in CA), and FAQs (on nonprofit genre)	A nonprofit consulting and research agency in CA. They provide resources across 10 capacity areas. For each area they provide information on workshops, books, FAQs and consulting services. They are also the creators of boardcafe.org - an electronic newsletter specifically for board of director members.	The FAQs and board café newsletter are free but most everything else is for a fee.
General Capacity Building Sites	Alliance for Nonprofit Management	www.allianceonline.org	FAQs, directories, provider search, case studies, newsletter, and Alliance Resource Center	FAQ's are long enough to be "mini-articles"/guides on a variety of capacity building topics. Alliance Resource Center searches websites, books/videos, newsletters/discussion forums, educational programs and organizations for many capacity areas.	FAQs and search engine is free. Some of the resources are for a fee.
General Capacity Building Publication	Community Resources Exchange	http://www.crenyc.org/pub_visionstoreality.html	Guide	From Vision to Reality: A Guide to Launching a Successful Nonprofit Organization. CRE publication that provides step by step instructions on how to start up a nonprofit. Contains templates, resources and guided write ups for each topic. Topics include incorporation, program, fundraising, financial management, board of directors, human resources, and technology. CRE also offers two 1/2 day workshops (free) for groups living in NYC. The first is a general program overview and the second is a fundraising training for start ups.	Some of the sections are available on the website for free; nonprofits who attend the training receive the book for free. Fee for publication.
General Capacity Building - Publication	Amherst Wilder Foundation; Wilder Publications	http://www.wilder.org/pubs/five_life_stages/index.html	Guide	The Five Life Stages of Nonprofit Organizations: Where You Are, Where You're Going, and What to Expect When You Get There.	Fee
General Capacity Building - Publication	Susan Kenny Stevens	http://www.larsonallen.com/publicservice/lifecycle.asp	Guide	Nonprofit Lifecycles: Stage-based Wisdom for Nonprofit Capacity	Fee
General Capacity Building - Publication	McKinsey & Company for Venture Philanthropy Partners	http://vppartners.org/learning/reports/capacity/capacity.html	Guide	Effective Capacity Building in Nonprofit Organizations. Note SVP Seattle has converted this document into an excel tool for nonprofits to measure & tabulate their capacity.	Free resource
General Capacity Building - Publication	Stanford Social Innovation Review	www.ssireview.com	Publication	New publication with many articles on management.	Some articles are posted on line. Others available with subscription.

Note: This compendium does not include resources in program development, evaluation, or fundraising — large fields treated extensively elsewhere in publications, training programs, and consultancies.

This capacity-building resource was created by Natasha Dachos and is based on recommendations from contributors to a GrantCraft guide to Working with Start-Ups, written by Ellen Arrick and Anne Mackinnon with assistance from Erika Shatz. Publications and videos in this series invite foundation practitioners to join conversations with their peers about strategic and tactical issues in philanthropy. They are meant not to give instructions or prescribe solutions, but to spark ideas, stimulate discussion, and suggest possibilities. Comments about this resource tool, or other GrantCraft materials, may be sent to Jan Jaffe, project leader, at: jjaffe@grantcraft.org

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