

# FREE AND LOW-COST RESOURCES FOR PROMOTING SUSTAINABILITY

All Web Links Valid as of May 2008; Links are Subject to Change

## KEY ELEMENTS OF SUSTAINABILITY

The following articles and research reports are useful in further understanding the essential elements of long-term sustainability of community initiatives to serve children and families. Each of these resources presents a larger picture, showing that sustainability requires much more than simply finding new sources of funding.

“Sustaining Comprehensive Community Initiatives: Key Elements for Success”

The Finance Project

Available for free download at [www.financeproject.org/Publications/sustaining.pdf](http://www.financeproject.org/Publications/sustaining.pdf)

“The Road to Sustainability”

The After School Alliance

Available for free download at [www.afterschoolalliance.org/sustain.pdf](http://www.afterschoolalliance.org/sustain.pdf)

“End Games: The Challenge of Sustainability”

The Annie E. Casey Foundation

Available for free download at [www.state.tn.us/mental/ohpd/pdfs/ENDGAMES.PDF](http://www.state.tn.us/mental/ohpd/pdfs/ENDGAMES.PDF)

“Reflections on Sustainability”

The California Wellness Foundation

Available for free download at [http://www.tcwf.org/pub\\_reflections/feb\\_2002.htm](http://www.tcwf.org/pub_reflections/feb_2002.htm)

“Evaluation’s Role in Supporting Initiative Sustainability”

Harvard Family Research Project

Available for free download at

[www.gse.harvard.edu/hfrp/content/pubs/onlinepubs/sustainability/sustainability.pdf](http://www.gse.harvard.edu/hfrp/content/pubs/onlinepubs/sustainability/sustainability.pdf)

## GENERAL MANAGEMENT RESOURCES ON THE WEB

The web sites listed here not only provide direct access to good information on many topics related to effective fiscal management as well as topics related to non-financial aspects of sustainability, they also have some of the best link pages to bridge from these sites to many other sites containing useful information.

**IKNOW Interactive Knowledge for Nonprofits** – [www.iknow.org](http://www.iknow.org)

*Excellent general resource with information on a broad range of topics, including many of the key elements of long-term sustainability. Includes a section on fund raising with access to good information on conducting direct mail campaigns, researching funding sources, writing grants, and other related topics.*

**Nonprofit Genie** – [www.genie.org](http://www.genie.org)

*Another very good general resource with separate sections on fund raising and financial management. Also has a list of the locations of all nonprofit resource/support centers in California participating in the California Management Assistance Partnership (C-MAP).*

**Nonprofit Managers Library** – [www.managementhelp.org](http://www.managementhelp.org)

*Outstanding general purpose resource with information on a multitude of topics relevant to nonprofit management. The “Fundraising (Nonprofit)” and “Social Entrepreneurship” links on the main menu are particularly relevant to developing diversified funding plans.*

**Internet Nonprofit Center** – [www.nonprofits.org](http://www.nonprofits.org)

*One more excellent resource with information on a broad range of management issues for nonprofits, including fund raising and financial management. Check out the “Nonprofit FAQ” link on the home page to access information and resources on numerous management topics.*

## REVENUE GENERATION RESOURCES ON THE WEB

### Funding Strategies for Community Initiatives for Children - General

**The Finance Project** – [www.financeproject.org](http://www.financeproject.org)

*Numerous articles and research papers are available for free download or at low cost on financing strategies for specific types of initiatives such as early care and education, after-school programs and community-based family support systems. New publications are added regularly. One excellent publication, called **Making the Match: Finding Funding for After School Education and Safety Programs**, is available for free download at [www.financeproject.org/Publications/MakingTheMatch.pdf](http://www.financeproject.org/Publications/MakingTheMatch.pdf); although the title references after school programs, there is great information on taking a strategic approach to financing and being successful with diverse financing strategies that can benefit all types of programs for children and families. Two other publications that can be ordered through the website for \$10-\$20 are:*

- **Thinking Broadly: Financing Strategies for Comprehensive Child and Family Initiatives** – *Describes financing strategies for broader multi-agency initiatives serving children and families.*
- **Using the Community Reinvestment Act to Help Finance Initiatives for Children, Families and Communities** – *Excellent information and examples for how to engage local financial institutions (banks, credit unions, etc.) in making investments in community services that also enable the institution to meet federal guidelines.*

**UCLA Center for Healthier Children, Families and Communities** –

[www.healthychild.ucla.edu/First5CAReadiness/](http://www.healthychild.ucla.edu/First5CAReadiness/)

*A resource area on this website on Financing contains various information and resources on diversifying funding for programs that promote school readiness. A separate resource area called School Readiness Practitioner Briefs has additional information on financing strategies as well as on sustaining collaborations.*

### Federal Funding - General

**Administration for Children and Families** – [www.acf.hhs.gov](http://www.acf.hhs.gov)

*Lists federal funding opportunities that are currently open for children and family services, and includes grants specifically related to early learning systems.*

**Grants.gov** – [www.grants.gov](http://www.grants.gov)

*The main electronic storefront for federal grants.*

**Catalog of Federal Domestic Assistance – [www.cfda.gov](http://www.cfda.gov)**

*Lists all types of federal grant programs in an online, searchable database.*

**Faith-based Initiative/Compassion Capital Fund – [www.acf.hhs.gov/programs/ccf/](http://www.acf.hhs.gov/programs/ccf/)**

*Helps faith-based and community organizations increase their effectiveness and enhance their ability to provide social services to serve those most in need. Compassion Capital Fund opportunities are administered through the Demonstration Program and the Targeted Capacity Building Program.*

**Finding Funding: A Guide to Federal Sources for Youth Programs – [www.financeproject.org/publications/findingfunding\\_Pm.pdf](http://www.financeproject.org/publications/findingfunding_Pm.pdf)**

*Publication by the Finance Project available for free download listing 103 federal funding sources to consider. Although geared toward “youth” programs, the list contains numerous resources that can also be considered for early childhood development programs or support for families that have young children as well as older children.*

**Federal Funding – Special Resources for Rural Areas**

**Rural Assistance Center – [www.raconline.org](http://www.raconline.org)**

*Information hub for federal funding and other resources specifically focused on rural areas.*

**Rural Community Development Initiative – [www.rurdev.usda.gov/rhs/rcdi/index.htm](http://www.rurdev.usda.gov/rhs/rcdi/index.htm)**

*The Rural Community Development Initiative (RCDI) program provides grants to qualified intermediary organizations that will provide financial and technical assistance to recipients to develop their capacity and ability to undertake projects related to housing, community facilities, or community and economic development. Potential uses for RCDI grants include technical assistance on how to access alternative funding sources; building organizational capacity through board training; developing training tools, such as videos, workbooks, and reference guides to be used by the sub-grantee; providing technical assistance and training on how to develop successful child care facilities; and providing training on effective fundraising techniques.*

**Rural Community Facilities Loans and Grants –**

**[http://www.rurdev.usda.gov/rhs/cf/non\\_profit\\_cf.htm#Community%20Facilities%20Grant](http://www.rurdev.usda.gov/rhs/cf/non_profit_cf.htm#Community%20Facilities%20Grant)**

*Provides grants or loans to construct, enlarge, extend, or otherwise improve community facilities providing essential services to rural residents. Community facilities include but are not limited to those providing or supporting overall community development such as child care facilities, food recovery and distribution centers; assisted-living facilities; group homes, mental health clinics, and shelters; and education facilities.*

**Rural Health Outreach Grants – <http://ruralhealth.hrsa.gov/funding/outreach.htm>**

*This program is designed to encourage the development of new and innovative health care delivery systems in rural communities that lack essential health care services. Programs funded have varied greatly; through consortia of schools, churches, emergency medical service providers, local universities, private practitioners and the like, grants to rural communities have included funding to bring health check-ups to children and provide prenatal care to women in remote areas.*

**Office for the Advancement of Telehealth – <http://telehealth.hrsa.gov/>**

*Provides information and resources on implementation of telemedicine technology, primarily targeted to rural areas. The Telehealth Network Grant program has been suspended due to insufficient federal funding but may be re-established in the next federal fiscal year.*

## **Foundation and Other Grant Funding**

### **Foundation Center – [www.foundationcenter.org](http://www.foundationcenter.org)**

*Start with the Learning Lab option on the home page to get access to concise, practical information on how to research grant opportunities and write good proposals for grants. This web site also provides tools to get information about various foundations. Access to their complete searchable database of information about foundation grants requires a fee; however, many of the Nonprofit Resource Centers listed later in this guide provide free access to this database and other local resources (especially libraries and colleges) may also provide free public access.*

### **GrantsWeb – <http://www.srainternational.org/sra03/grantsweb/index.cfm>**

*The Society of Research Administrator maintains an area called “GrantsWeb” providing access to a central resource on thousands of governmental and private funding sources that can be considered for grant applications.*

## **Special Events and Other Community-Based Fundraising**

### **Grassroots Fundraising Journal – [www.grassrootsfundraising.org](http://www.grassrootsfundraising.org)**

*Offers information on fundraising, including tips for special events and many other methods of fundraising.*

### **FundsNet – [www.fundsnet.com](http://www.fundsnet.com)**

*Catalogues a multitude of funding opportunities and resources for fundraising.*

## **Entrepreneurial Funding**

### **Roberts Enterprise Development Fund – [www.redf.org](http://www.redf.org)**

*One of the leading pioneers of social enterprise, the Publications area of this web site has some useful tools for planning and managing an entrepreneurial approach to income generation, along with many lessons learned from others who have tried this approach.*

### **Social Enterprise Alliance – [www.se-alliance.org](http://www.se-alliance.org)**

*The Resources page leads to an excellent collection of publications, links and research reports related to best practices in social enterprise.*

### **National Center for Social Entrepreneurs – [www.socialent.org](http://www.socialent.org)**

*The Publications link from the home page contain some good social enterprise case studies and other information for free download, with full copies of materials available for ordering at a low cost.*

## **Early Care and Education Funding**

### **Build Initiative Financing Strategies – [www.buildinitiative.org/financing.html](http://www.buildinitiative.org/financing.html)**

*Excellent resource with links to many free publications with information about a multitude of ways to finance early care and education activities, including infrastructure development. The Build Initiative was created by the Early Childhood Funders' Collaborative (ECFC), a consortium of national and local foundations that have substantial grantmaking programs in early childhood care and education.*

### **Building Child Care in California Financial Resources – [www.buildingchildcare.org/financial.htm](http://www.buildingchildcare.org/financial.htm)**

*Provides information about "child care-friendly" financial resources - primarily in the form of loan capital - that meet a wide variety of facilities development needs. Both statewide and county-specific information is provided. There is also an excellent compendium of grant resources on this web page.*

**Financing Child Care in the United States** – <http://www.kauffman.org/items.cfm?itemID=11>  
*A comprehensive study by the Ewing Marion Kauffman Foundation to see how child care is being financed throughout the country. Financing strategies are provided for both ECE infrastructure and for direct child care services.*

**Blending and Braiding Funds to Support Early Care and Education Initiatives** – [www.financeproject.org/Publications/FP%20Blending%20Funds%20124.pdf](http://www.financeproject.org/Publications/FP%20Blending%20Funds%20124.pdf)  
*Publication by the Finance Project describing how to combine multiple public and private funding sources in order to sustain ECE investments.*

**Creating Dedicated Local Revenue Sources for Early Care and Education** – [www.financeproject.org/Publications/Local\\_revenue\\_early\\_care.pdf](http://www.financeproject.org/Publications/Local_revenue_early_care.pdf)  
*Publication by the Finance Project that focuses on how to develop local revenue sources such as sales taxes, developer's fees and various other types of public funding that are dedicated specifically to ECE activities.*

**Child Care Partnership Project** – <http://nccic.org/ccpartnerships/resource.htm>  
*Good resource on establishing public/private partnerships for early care and education. The site includes profiles of existing public/private partnerships and innovative approaches, in-depth case studies, and a toolkit for engaging businesses.*

### **Children's Health Funding**

**Creative Financing for School-Based Health Centers**  
*CD-ROM with resources and tools for help school-based centers find long-term, diverse funding. Produced by the National Assembly on School-Based Health Care with the W.F. Kellogg Foundation. \$25. More information is available at [www.nasbhc.org](http://www.nasbhc.org); select the Publications link on the home page. Order from NASBHC, 666 11th St NW, Suite 735, Washington DC 20001; phone: (202) 638-5872.*

### **Early Oral Health Funding**

**W.K. Kellogg Foundation Oral Health** – [www.wkkf.org/oralhealth/](http://www.wkkf.org/oralhealth/)  
*Provides case studies of three community-based oral health programs, including one in Washington focused specifically on children age 0-5. Case studies describe financing methods as well as various other aspects of the programs. The Foundation is also a potential source of grant funding.*

**Smiles Across America** – [www.oralhealthamerica.org](http://www.oralhealthamerica.org)  
*This is a program of Oral Health America working to increase the visibility and public understanding of oral health and to develop, implement and facilitate specific educational, informational, and service programs designed to improve oral health. Demonstration grants and collaborative project support are available to communities around the country.*

**Dental Health Foundation** – [www.dentalhealthfoundation.org/products/resources.shtml](http://www.dentalhealthfoundation.org/products/resources.shtml)  
*One of the available items for free download is an Oral Health Resource Directory for California's Children that compiles information about many different programs in California working to improve oral health of children. Some of these programs may offer new ideas for funding and other types of support that could be tapped.*

**Colgate / American Dental Association Bright Smiles, Bright Futures Program** – <http://www.colgate.com/app/Colgate/US/Corp/CommunityPrograms/BackToSchool.cvsp>  
*This program seeks to provide free dental screenings and checkups for underserved kids across the USA.*

### **Samuel Harris Fund for Children's Dental Health –**

<http://www.ada.org/ada/adaf/grants/harris.asp>

*Grant program of the American Dental Association providing grants up to \$5,000 to improve and maintain children's oral health through community education programs.*

### **Early Mental Health Funding**

#### **Financing Mental Health for Children and Adolescents -**

<http://smhp.psych.ucla.edu/pdfdocs/briefs/FinanceBrief.pdf>

*Report developed by UCLA for the federal Center for Mental Health Services describing the primary sources of funding used for children's mental services and opportunities for expanded funding.*

#### **Using the IDEA and Medicaid to Secure Comprehensive Mental Health Services for Children and Youth –**

<http://www.bazelon.org/publications/children/index.html>

*Guide explaining how two federal entitlement programs – Medicaid and the Individuals with Disabilities Education Act (IDEA) – can be used together to help finance comprehensive services for children with emotional or behavioral disorders.*

### **Family Resource Center / Family Support Funding**

#### **Financing Family Resource Centers: A Guide to Sources and Strategies –**

[www.financeproject.org/Publications/family\\_resource\\_centers.pdf](http://www.financeproject.org/Publications/family_resource_centers.pdf)

*Publication by The Finance Project available for free download with excellent practical information about crafting an effective strategic approach to income diversification for Family Resource Centers and other types of family support programs.*

#### **Developing and Sustaining Prevention Programs -**

<http://www.childwelfare.gov/preventing/developing/index.cfm>

*Collection of resources from the Child Welfare Information Gateway (formerly the National Clearinghouse on Child Abuse and Neglect Information) on strategies to sustain child abuse prevention programs. Element of sustainability covered including collaboration, making an economic case for prevention, funding, marketing and evaluation.*

### **Early Literacy Program Funding**

#### **Early Reading First –** [www.ed.gov/programs/earlyreading/index.html](http://www.ed.gov/programs/earlyreading/index.html)

*Provides access to information about early literacy grants available through the U.S. Department of Education.*

## **COST/RESOURCE MANAGEMENT RESOURCES**

#### **Gifts Inkind –** [www.giftsinkind.org](http://www.giftsinkind.org)

*Provides nonprofit organizations (with 501 (c)(3) federal tax exempt status) donations of office supplies, equipment, consumer products, and building materials (including used computers).*

#### **Points of Light Foundation –** [www.pointsoflight.org](http://www.pointsoflight.org)

*Offers a searchable database by ZIP code or state to find local volunteer centers.*

#### **Techsoup –** [www.techsoup.org](http://www.techsoup.org)

*Offers fundraising and technology-related information for nonprofit, including access to free or low cost software and computer technology.*

**Charity Advantage** – [www.charityadvantage.com](http://www.charityadvantage.com)

*Provides free or low cost software, websites and other technology support for nonprofit organizations. Grants and technical assistance for technology are also available.*

## COLLABORATION RESOURCES

**National Network for Collaboration (NNC)** – <http://crs.uvm.edu/nngo/>

*A clearinghouse for links and information on collaboration within the public-private sectors, with solid information on building and sustaining community collaborations and a link to a self-evaluation tool for assessing the strength of existing collaborations.*

**The Finance Project: A Guide to Successful Public-Private Partnerships for Youth Programs** – [http://financeproject.org/publications/publicprivate\\_PM.pdf](http://financeproject.org/publications/publicprivate_PM.pdf)

*Provides practical information on creating and maintaining public-private partnerships to improve and expand youth programs in states and communities nationwide. This guide defines public-private partnerships, explores why they are created and what they can do, and identifies challenges for youth program partnerships and principles key to their success. The guide shares effective strategies for establishing and sustaining partnerships based on lessons learned from successful national, state, and local models. The concepts presented here are applicable to many types of collaborations, not just public-private partnerships.*

**Fieldstone Alliance** – [www.fieldstonealliance.org/client/client\\_pages/tools.cfm](http://www.fieldstonealliance.org/client/client_pages/tools.cfm)

*The Fieldstone Alliance is a publisher and consulting agency that specializes in working with individual leaders, board members, staff, and volunteers within the nonprofit sector through training and through publishing books and articles that help nonprofits function more effectively. The link above has a range of free publication material dealing with collaborations and many of the specific issues that commonly arise.*

## RESOURCES FOR BUILDING COMMUNITY SUPPORT

**Sierra Health Foundation: “We Did It Ourselves”** – [www.sierrahealth.org/doc.aspx?57](http://www.sierrahealth.org/doc.aspx?57)

*Excellent free guidebooks are available for download, including one called “If We Speak They Will Listen, The Importance of Communication Activities in Collaborative Building and Planning” that has strategies, examples and tools for effective public communication activities.*

**The SPIN Project** – [www.spinproject.org](http://www.spinproject.org)

*The SPIN Project provides accessible and affordable strategic communications consulting, training, coaching, networking opportunities and concrete tools. Go to the “Publications” and “Resources” sections on the SPIN website for useful tools. Additional tools are often listed on the home page.*

**Cause Communications** – [www.causecommunications.com](http://www.causecommunications.com)

*Cause Communications is a nonprofit communications firm that advances the work of foundations and nonprofits through communications that reach, inspire and motivate. Cause Communications applies many of the same communications strategies Fortune 500 companies use to succeed. Click on the “Resources” and “Free Guides” links on their home page to access useful tools.*

**Harvard Family Resource Project: The ABCs of Strategic Communications** –

<http://www.gse.harvard.edu/hfrp/eval/issue16/sparks.html>

*Good overview of the steps to creating a public communications plan.*

## OTHER CAPACITY BUILDING RESOURCES

### **California Association of Nonprofits** – [www.canonprofits.org](http://www.canonprofits.org)

*Statewide organization that is dedicated to supporting the nonprofit sector through capacity building and advocacy. Workshops, publications and other resources are available through their website.*

### **Grantmakers for Effective Organizations** – [www.geofunders.org](http://www.geofunders.org)

*National organization that is dedicated specifically to supporting the needs of foundations and other types of grantmakers (such as First 5 Commissions) that issue organizational effectiveness and capacity building grants. Services include tools for assessing startup organizations from a grantmakers perspective, searchable database of more than 1,500 resources on organizational effectiveness issues, and conferences and web-based methods of allowing grantmakers to network with each other on capacity building issues.*

### **Human Interaction Research Institute** – [www.humaninteract.org](http://www.humaninteract.org)

*Select the “PCBR Database” option on the home page. It leads to the Philanthropic Capacity Building Resource database, a searchable database of over 270 capacity building and organizational sustainability initiatives conducted by foundations and other grantmakers around the country.*

### **Alliance for Nonprofit Management** – [www.allianceonline.org](http://www.allianceonline.org)

*National association of nonprofit management support organizations, such as the nonprofit resource centers listed earlier and consulting firms that specialize in nonprofit management support. Their website includes a Resource Center area where you can search for organizations, websites, books, newsletters and other resources related to specific nonprofit management issues.*

## NONPROFIT RESOURCE CENTERS

Nonprofit resource centers around the state offer regular workshops, grant research databases, and libraries of publications on various aspects of nonprofit management. Many of them also offer consulting services for one-on-one technical assistance needs, sometimes at discounted rates. These can be valuable resources for nonprofit and public agencies alike; for example, the grant research databases contain information on numerous foundation grant options that are open to public organizations as well as nonprofit entities.

Nonprofit resource centers in California are listed below, in order by county of location.

Fresno

Fresno Nonprofit Advancement Council  
1752 L Street  
Fresno, CA 93721  
Tel: 559-264-1513  
Web: [www.fresnononprofits.com](http://www.fresnononprofits.com)

Humboldt

Humboldt Area Foundation  
373 Indianola Road (mail address is P.O. Box 99)  
Bayside, CA 95524  
Tel: 707-442-2993  
Web: [www.hafoundation.org](http://www.hafoundation.org)



Los Angeles Center for Nonprofit Management  
1000 N. Alameda St.  
Los Angeles, CA 90012  
Tel: 213-687-9511  
Web: [www.cnmsocal.org](http://www.cnmsocal.org)

Long Beach Nonprofit Partnership  
3635 Atlantic Avenue  
Long Beach, CA 90807  
Tel: 562-290-0018  
Web: [www.lbnp.org](http://www.lbnp.org)

Marin Center for Volunteer and Nonprofit Leadership  
555 Northgate Drive  
San Rafael, CA 94903  
Tel: 415-479-5710  
Web: [www.cvnl.org](http://www.cvnl.org)

Orange Volunteer Center Orange County  
1901 E. Fourth Street, Suite 100  
Santa Ana, CA 92705  
Tel: 714-953-5757  
Web: [www.volunteercenter.org](http://www.volunteercenter.org)

Riverside Resource Center for Nonprofit Management  
2060 University Ave. #201  
Riverside, CA 92507  
Tel: 951-686-4402 ext. 162  
Web: [www.nonprofitresource.org](http://www.nonprofitresource.org)

Sacramento Sacramento Nonprofit Resource Center  
828 I Street  
Sacramento, CA 95814  
Tel: 916-264-2772  
Web: [www.nonprofitresourcectr.org](http://www.nonprofitresourcectr.org)

San Diego Nonprofit Management Solutions  
8265 Vickers Street, Suite C  
San Diego, CA 92111  
Tel: 858-292-5702  
Web: [www.npsolutions.org](http://www.npsolutions.org)

San Francisco	CompassPoint Nonprofit Services – San Francisco Office 731 Market Street, Suite 200 San Francisco, CA 94103 Tel: 415-541-9000 Web: <a href="http://www.compasspoint.org">www.compasspoint.org</a>
San Mateo	Silicon Valley Community Foundation 1700 South El Camino Real, #300 San Mateo, CA 94402-3049 Tel: 650-358-9369
Santa Barbara	Nonprofit Support Center of Santa Barbara 5638 Hollister Ave., Suite 200 Santa Barbara, CA 93117 Tel: 805-681-1040 Web: <a href="http://www.nscsb.org">www.nscsb.org</a>  Santa Maria Office: 120 East Jones St., Suite 117 Santa Maria, CA 93454 Tel: 805-928-2503
Santa Clara	CompassPoint Silicon Valley Sobrato Center for Nonprofits 600 Valley Way, Suite A Milpitas, CA 95035 Tel: 408-719-1400 Web: <a href="http://www.compasspoint.org">www.compasspoint.org</a>
Shasta	Center for Nonprofit Resources Shasta College 1504 Market Street, Suite 200 Redding, CA 96001 Tel: 530-225-4835 Web: <a href="http://www.shastacollege.edu/ewd/CNPR.htm">www.shastacollege.edu/ewd/CNPR.htm</a>
Sonoma	Resource Center for Nonprofits 153 Stony Circle, Suite 100 Santa Rosa, CA 95401 Tel: 707-573-3399 Web: <a href="http://www.volunteernow.org/resources.html">www.volunteernow.org/resources.html</a>