# Arizona Nonprofit Capacity Building Initiative Best Practices Report

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Annual Conference

Alliance for Nonprofit Management & Natl. Council of Nonprofit Associations June 13–16, 2002

San Diego, California

## Introduction

In the fall of 2001, the Arizona Nonprofit Capacity Building Initiative was formed to: ascertain the capacity building needs of Arizona nonprofits and to determine what strategies and structures, including but not limited to a state association of nonprofits, may best be suited to addressing these needs.

The intent was to conduct a time limited feasibility study as to the needs of Arizona nonprofits and a contemplation of strategies that might be employed to best meet those needs. The feasibility study consisted of four major components:

- A profile of the nonprofit sector in Arizona
- An assessment of capacity-building needs of Arizona nonprofit organizations
- An inventory of existing capacity building resources
- An inventory of "best practices" and lessons learned from other states

The focus of this report is task number four - produce a report on "best practices" and lessons learned from other state associations to include information on how they were formed and how they have established partnerships with other capacity building efforts. Key questions include:

- What are "typical" services provided by statewide capacity building organizations?
- What are the "best practices" to implement and provide those services?
- What are typical partnerships and relationships that foster the provision of those services?

Over the course of the ensuing year, data was gathered from a number of sources including web-sites, original documents, and informal interviews. Information was also gathered from workshop sessions at the Annual Conference of the Alliance for Nonprofit Management and the National Council of Nonprofit Associations (see summaries at the end of this report).

The following report includes five sections:

- The Field of Capacity Building
- Best Practices Summary
- Nonprofit Capacity Building Structures & Collaborative Models
- Arizona Resources
- Workshop Summaries

Wherever possible, links to the original source of information are provided to facilitate further investigation of the topic at hand. Documents collected as part of this effort will be housed at the Center for Nonprofit Leadership and Management at Arizona State University.

## The Field of Capacity Building

The term capacity building has been assigned a variety of definitions and is associated with a number of different conceptual frameworks including organizational effectiveness and development, sustainable development, community development and management support. For the purposes of our work, the Arizona Nonprofit Capacity Building Initiative has focused on the following two definitions:

**Capacity Building:** "Any activity that strengthens nonprofit performance and impact" - The Conservation Company

**Organizational Effectiveness:** "The ability of an organization to fulfill its mission through a blend of sound management, strong governance, and a persistent dedication to achieving results" - Texas Nonprofit Management Network

**Typical Capacity Building Strategies**: In our review of capacity building efforts, a number of key strategies have consistently emerged, both in the context of "best practice" and in terms of support requested by Arizona nonprofits:

- Management Support
- Training & Consultation
- Publications
- Public Policy & Advocacy
- Research
- Public Awareness
- Products & Services
- Information Dissemination

In 2001, the Urban Institute, in partnership with the Knight Foundation and the Human Interaction Research Institute, conducted an environmental scan of the field of nonprofit capacity building and published the results in: <u>Building Capacity in</u> Nonprofit Organizations. [www.urban.org/nonprofit/building\_capacity.html].

Based on interviews and a literature review of more than sixty existing evaluations on capacity building, the researchers focused on foundation supported efforts and identified eight core components of effective capacity building:

- 1. Comprehensive
- 2. Customized
- 3. Competence-Based
- 4. Timely
- 5. Peer-Connected
- 6. Assessment-Based
- 7. Readiness-Based
- 8. Contextualized

The report further articulates five challenges to the further growth of the capacity building field (Excerpted from <u>Building Capacity in Nonprofit Organizations</u>, p. 34-35):

- 1. **Quality and Evaluation** Services offered by or through foundation capacity-building programs are of variable quality (both in the view of potential consumers and independent observers). There has been little rigorous evaluation of these services so that they can be improved (evaluation, in fact, may become the ninth core component of effective capacity-building, to add to the list above).
- 2. **Nonprofit and Community Engagement** Nonprofits and communities need to be more actively involved in setting the agenda for capacity building and in evaluating its outcomes; capacity-building programs provide real opportunity for funder-nonprofit partnerships and for the sharing of power.
- 3. **Funder Education and Development** Many foundations need education and technical assistance in order to learn state-of-the-art practices in capacity building, the advantages of involvement in such philanthropic activity, and how to appraise the payoffs achieved from what they fund.
- 4. **Shakeout and the Second Generation** Increasing duplication of services and marginally effective providers make a "shakeout" in the capacity building field likely, followed by a second generation of more sophisticated (evaluation-based, theory-driven) capacity-building programs.
- 5. **Field Building** More infrastructure is needed to support capacity building in philanthropy to educate funders, nonprofits, and communities; to replicate proven strategies;

Despite these efforts, little is known about the efficacy of capacity building efforts, both in terms of their impact on individual organizations and on the sector as a whole. Therefore, our efforts to identify "best practices" is somewhat limited to an articulation of programs that have been identified as promising within the capacity building community. This recognition can take the form of replication, mention within capacity building publications, and recognition as "showcased" programs in conference presentations.

Clearly, careful examination of any strategy for its relevance and potential efficacy in the Arizona nonprofit sector should be considered. The following document, does however, provide an array of potential models that may benefit Arizona nonprofits.

## **Best Practices Summary**

The following sections described just a sampling of activities being undertaken in other states in support of nonprofit capacity building. Emphasis has been placed on strategies that were identified as priorities by Arizona nonprofits participating in surveys and community meetings. In many instances, information was drawn directly from the website or other materials produced by the organization being described.

Many of the strategies described have already been replicated by other states. In addition, several national resources have been identified that could potentially be leveraged to Arizona if sufficient infrastructure is in place to support the project. Links to the organizational websites are provided to facilitate further investigation of strategies for possible replication/collaboration.

# **Advocacy - Public Policy**

In the arena of advocacy/public policy the range of strategies extend from legislative alerts and other traditional advocacy activities to training and technical assistance projects designed to build the capacity of nonprofits to undertake policy activities. The scope of policy initiatives also represented a wide range of issues, from advocating on behalf of policies that support nonprofit organizations in general to efforts to promote broader social service/social justice agendas.

- 1) <u>Givevoice.org</u> *Independent Sector & National Council of Nonprofit Associations* www.givevoice.org
  - Givevoice.org is a grassroots advocacy tool created by the National Council of Nonprofit Associations and Independent Sector. The web-based system utilizes action alerts to encourage users to directly contact policymakers on issues affecting the nonprofit sector (e.g. postal rates for nonprofits, the CARE Act Intermediate Sanctions, etc). The site also provides access to public policy resources (including national and state level policy updates) and an array of nonprofit advocacy tools.
- 2) Think Twice Campaign Minnesota Council of Nonprofits www.mncn.org
  Facing substantial state budget crisis, the Minnesota legislature contemplated
  millions of dollars in spending cuts. Fearing that these cuts would threaten
  nonprofits and the clients they serve, the Minnesota Council of Nonprofits
  launched a media campaign to encourage the legislature to pass over vital services
  and look elsewhere to solve the budget dilemma. The Council was successful,
  turning back millions of dollars in proposed reductions to programs and services.
- 3) Nonprofit Advocacy Project Alliance for Justice www.allianceforjustice.org
  The Nonprofit Advocacy Project works to build the capacity of nonprofits to
  participate in allowable policy activities through a variety of offerings including:
  workshops, legal guides, technical assistance and public education. The Alliance
  for Justice has partnered with a number of state associations and other local
  programs to bring its service to communities nationwide.

## Collective Strength - Products & Services

State associations generally report that Members Services are a key aspect of marketing association membership to the state's nonprofit sector. Providing real "value added" through tangible cost savings enables nonprofit organizations to justify the price of membership. While most successful associations provide a broad array of products and services, many report that health insurance remains the number one priority for member agencies.

- 1) <u>Turn-Key Programs</u> *National Council of Nonprofit Associations* <u>www.ncna.org</u> NCNA's Products and Services Committee has developed three "turn-key" programs that member associations can easily tap into. [see Workshop Summary for more detail]:
  - a) Office Supplies NCNA has negotiated a joint purchasing contract with Boise Cascade that state associations can affiliate with. Participating associations:
    - Sign an agreement
    - Incorporate their logo into pre-prepared marketing material that includes a unique identifier and a deeply discounted price list for selected products
    - Distribute marketing material to nonprofit members
    - Provide participating nonprofits with information on how to order supplies via Internet, FAX or phone
    - Receive 1% of sales 1% goes to NCN
  - b) Nonprofit CARES Nonprofit Risk Management Center www.nonprofitrisk.org
    Through a partnership between NCNA and the Nonprofit Risk Management
    Center, Nonprofit CARES is available to members of state associations at a deep
    discount. Nonprofit CARES<sup>TM</sup> (Computer Assisted Risk Evaluation System) is a
    Web-based tool designed specifically for nonprofits. Nonprofit CARES requires
    no specialized knowledge and its easy-to-navigate menus guide the user
    through the entire process. The program includes 9 modules:
    - 1. Introduction to Risk Management
    - 2. Employment Practices
    - 3. Contracts
    - 4. Special Events
    - 5. Harm to Clients
    - 6. Transportation
    - 7. Internal Controls
    - 8. Technology
    - 9. Facilities
  - c) <u>Emerging Arenas</u> NCNA's Products and Services Committee will be investigating national joint purchasing opportunities in the following areas based on feedback at the annual conference: banking/financial services, credit card processing, retirement benefits, software (financial management, fundraising) and resource materials (books, publications).

- 2) Insurance Products [see Workshop Summary for more detail]:
  - a) <u>Liability Insurance</u> *Alliance for Nonprofits for Insurance* <u>www.ani-rrg.org</u>
    The Alliance of Nonprofits for Insurance, Risk Retention Group (ANI-RRG) is a 501(c)(3) tax-exempt nonprofit insurance company whose mission is to be a stable source of reasonably priced liability insurance for 501(c)(3) nonprofits.

    ANI-RRG and an affiliated reinsurance captive company, have been capitalized with \$10 million in grants from the <u>Bill & Melinda Gates Foundation</u> and the David and Lucile Packard Foundation.

Modeled after the <u>Nonprofits' Insurance Alliance of California (NIAC)</u>, which was founded in 1989 and which has brought stability in price and coverage to thousands of nonprofits in California, ANI-RRG is also governed by its nonprofit organization members. ANI-RRG also assists nonprofit organizations to develop and implement effective loss control and risk management programs.

ANI-RRG is currently writing coverage for 501(c)(3) nonprofits in Colorado, Delaware, District of Columbia, Kansas, Maryland, Michigan, Nevada, North Carolina, Ohio, Oregon, Pennsylvania and Virginia. Starting in 2003, ANI-RRG will expand into Washington and Utah.

- b) <u>Unemployment Insurance Program</u> <u>Unemployment Insurance Service Trust</u> <u>www.ChooseUST.org</u>
  - The Unemployment Insurance Service Trust is a grantor trust created in 1983 by and for nonprofit organization. Rather than subsidizing the unemployment claims of for-profit companies, UST members pool their resources to pay only the claims incurred by their members. UST members typically save 50% off their unemployment insurance taxes the first year of participation and typically continue to save approximately 30%. The Unemployment Service Trust serves more than 1,900 member organizations nationwide including the member Agencies of the Arizona Council of Human Service Providers.
- c) Health Insurance CAN Insurance Services & CANPO Administrative Services www.caninsurance.com & www.canpoasi.org

  The California Association of Nonprofits and the Colorado Association of Nonprofit Organizations have each established wholly owned for-profit subsidiaries in order to provide an array of insurance and employee benefit programs to their member agencies. Services typically include a variety of health, dental and vision programs in addition to other benefit programs such as retirement and flexible medical spending accounts. Each of these organizations has also developed products in the area unemployment insurance, long-term/short-term disability, workers compensation and other insurance products.
- 3) <u>Publications Discount</u> Through agreements that have largely been negotiated by NCNA, many State Associations provide significant discounts on popular nonprofit publications and retain a portion of the savings to offset their administrative costs:
  a) Chronicle of Philanthropy (\$49.75 from \$67.50)

- b) Don Kramer's Nonprofit Issues (\$99 from \$129)
- c) Nonprofit World Magazine (\$25 from \$75)

# Clearinghouse/Information Dissemination

- 1) Opportunity Knocks.org The Management Center www.opportunitynocs.org
  In 1998 the Management Center, a California-based MSO, launched the
  Opportunity Knocks website with the financial support of the Packard Foundation.
  Opportunity Knocks puts the national power and scope of the Internet to work for
  nonprofit job seekers and employers and has become a leading source of nonprofit
  job listings for administrative, staff and professional positions, with an estimated
  half million hits per month.
- 2) Nonprofit Genie C-MAP & CompassPoint Nonprofit Services www.genie.org
  The California Management Assistance Partnership maintains the Nonprofit GENIE
  website as a free service to help nonprofit staff and board members manage more
  successfully. The website includes feature articles and Frequently Asked
  Questions [FAQ] documents on topics such as board development, financial
  management, fundraising and technology (to name a few). The site also contains
  links to other nonprofit resources including the fourteen regional, nonprofit
  support organizations that are part of the C-MAP consortium.

## **Training & Technical Assistance**

- 1) Executive Transitions CompassPoint Nonprofit Service www.compasspoint.org
  Executive Transitions has provided customized services to more than 60 Bay-area
  nonprofits since the program's inception in 1998. The program has developed a
  cadre of consultants who are experienced nonprofit executives and received special
  training in transition management and executive search. These consultants are
  matched to agencies in order to provide an array of services including: Leadership
  Transition Planning, Executive Search Services, Interim Executive Directors, and
  Training and Support.
- 2) Learning Circles Project Innovation Network www.innonet.org
  The Innovation Network is a national nonprofit dedicated to building the evaluation capacity of nonprofits, so they can better serve their communities. The Learning Circles Project is designed to improve overall organizational effectiveness within nonprofits in the Washington DC Metropolitan area. The Project takes an innovative approach to nonprofit capacity building by focusing on evaluation and continuous learning as the pathway to sustainable excellence. Using online technology tools, and with intensive support from Learning Circles Project coaches, each nonprofit assesses its own needs and develops a customized learning plan, drawing from the following program elements:
  - Peer-to-Peer Networks
  - Coaching
  - Active Learning Workshops
  - Workstation Training
  - Speaker Series

## Strategic Partnerships & Collaboration

1) <u>Satellite Office Program</u> - Nonprofit Risk Management Center & National Council of Nonprofit Associations - <u>www.nonprofitrisk.org</u>

The Satellite Office program is a pilot project and a collaboration between the Nonprofit Risk Management Center, the National Council of Nonprofit Associations (NCNA) and the eight state associations of nonprofits listed below:

- California Association of Nonprofits
- Delaware Association of Nonprofit Agencies
- Georgia Center for Nonprofits
- Maine Association of Nonprofits
- Michigan Nonprofit Association
- Minnesota Council of Nonprofits
- North Carolina Center for Nonprofits
- Texas Association of Nonprofit Organizations

As satellites, each organization offers risk management resources that complement the association's existing menu of member benefits, including online articles, answers to "frequently asked questions" and more.

2) <u>State Portraits of the Nonprofit Sector</u> - *National Center for Charitable Statistics* – www.nccs.urban.org

To help increase the public's understanding of the scope and dimensions of the nonprofit sector within the states, the National Center for Charitable Statistics (NCCS) at the Urban Institute, in cooperation with the Center for Civil Society Studies at Johns Hopkins University, received a grant from the Carnegie Corporation of New York to develop a template report for use by affiliates of the National Council of Nonprofit Associations. The standardization of the report, which presents a portrait of nonprofit organizations in a specific state, reduces preparation costs and allows for comparisons over time within a state and across states.

The template for the state report incorporates IRS Form 990 data from NCCS, as well as: (1) detailed employment data from the ES-202 Form now being collected and analyzed by the Center for Civil Society Studies at Johns Hopkins University (JHU), where available; (2) information on charitable giving by individuals; and (3) tables on foundation giving from the Foundation Center. Merging these data into a single report gives policy makers and the public a much more complete picture of the role and presence of nonprofits within a state.

#### **Public Awareness**

1) Facts and Fallacies - Setting the Record Straight on California's Nonprofit

Community - California Association of Nonprofits - www.canonprofits.org

Each year, the California Association of Nonprofits publishes a compendium of information about the state's nonprofit sector including demographics and information intended to dispel commonly held misconceptions about the sector and

its contribution to the community. The publication is so effective that it has been replicated by a number of other state associations.

2) <u>Minnesota Nonprofit Economy Report</u> – *Minnesota Council of Nonprofits* - www.mncn.org

The <u>Minnesota Nonprofit Economy Report</u> details the contributions made by Minnesota nonprofits to the state's economy. The report gives a statewide overview, regional profiles, and includes easy-to-read graphs and charts. This popular publication has been replicated by a number of other state associations.

#### Incubation

- 1) <u>Tides Center Projects</u> Tides Center <u>www.tidescenter.org</u>
  - Tides Center provides a comprehensive set of core management services to new and existing nonprofit organizations that promote social change. Services include:
    - Fiscal sponsorship
    - Financial services
    - Employee benefits
    - Administrative support
    - Human resources policies, training and intervention

Tides Center helps reduce the complexity of operating a successful nonprofit program and enables committed individuals to concentrate on their programs and goals. By bringing quality management services to creative social innovators, Tides helps social change initiatives move forward with financial integrity.

Initiatives can become a Tides Center project as an interim step before creating an independent organization or enjoy the efficiencies and cost savings of the Tides Center support for an extended period of time.

#### Accountability/Standards of Excellence

1) <u>Standards for Excellence</u> - Maryland Association of Nonprofits <u>www.mdnonprofit.org</u>

Standards for Excellence is a comprehensive system of self-regulation for the nonprofit sector that works to build capacity in nonprofit organizations by strengthening management and leadership of individual nonprofit organizations. The program includes four components:

- The Standards for Excellence: An Ethics and Accountability Code for the Nonprofit Sector
- Nonprofit education about the *Standards*
- Voluntary certification of organizations meeting the Standards
- Public education about nonprofit ethics and accountability

The Maryland Association of Nonprofit Organizations first implemented the *Standards* program in 1998 after a two-year period of research and development.

In April 2001, through the generosity of the Carnegie Corporation of New York, Atlantic Philanthropies, the Rockefeller Brothers Foundation, and the Surdna

Foundation, Maryland Nonprofits began to replicate the *Standards for Excellence* program nationally. At this time, five associations of nonprofits (Louisiana, Ohio, Pennsylvania, North Carolina and Georgia) have signed licensing agreements and are in the process of establishing *Standards* programs in their states.

# **Funding - Resource Development**

1) <u>Management Innovation Fund</u> - *Maryland Association of Nonprofits* - www.mdnonprofit.org

The Management Innovation Fund ('MI Fund') was formed for the purpose of encouraging strong nonprofit organizations to be entrepreneurial and visionary in pursuit of their missions. The MI Fund pools contributions from a variety of foundation and corporate funders and invests that money in projects involving management innovation or social entrepreneurship.

Examples of eligible projects include:

- Research on best practices
- Joint Ventures
- Facilities, Staff or Administrative Services Sharing
- Strategic Alliance/Potential Partner Analysis
- Statewide, National and International Program Replication or Program Franchising
- Development of Related Business Ventures
- Development of Unrelated Business
- Formation and Support of Coalitions and Networks
- Nonprofit Mergers and Consolidation
- Transfer of Programs or Assets
- New Uses of Technology
- 2) Grantmakers for Effective Organizations www.geofunders.org

Grantmakers for Effective Organizations [GEO] is a 501(c)3 organization dedicated to promoting learning and encouraging dialogue among funders committed to building strong and effective nonprofit organizations. GEO's mission is to advance and expand organizational effectiveness practices in and by the philanthropy community. GEO does this by

- commissioning and contributing to research,
- · developing programs and products, and
- building a community of practice that expands the resources available on nonprofit effectiveness.

Currently, GEO has more than 600 individual members representing more than 400 grantmaking organizations. GEO and the Amherst H. Wilder Foundation have recently released *Strengthening Nonprofit Performance: A Funder's Guide to Capacity Building*, written by Paul Connolly and Carol Lukas. The book is first in a series of funder guides GEO and Wilder will co-publish.

# Nonprofit Capacity Building Structures & Collaborative Models

Туре	Structure/Mission/ Customer	Typical Services	Other State Examples	Arizona Examples
State Association of Nonprofit Organizations	Nonprofit membership organization (trade association) formed to represent and respond to the needs of the individual nonprofits in a state (members) and the sector as a whole  Target Audience: Members - Nonprofit Organizations	<ul> <li>Public Policy</li> <li>Products &amp; Services</li> <li>Training &amp; Technical</li> <li>Assistance</li> <li>Information</li> <li>Dissemination</li> <li>Partnership</li> <li>Development</li> <li>Sector Building</li> </ul>	Thirty-seven state associations nationwide National Council of Nonprofit Associations – www.ncna.org	• None
Management Support Organizations [MSOs]	Nonprofit organization (typically) formed to provide management support and other capacity building services to nonprofit organizations within a given city or region Target Audience: Nonprofit organizations within their service region	<ul> <li>Training</li> <li>Consultation         <ul> <li>(including brokering the services of independent consultants)</li> </ul> </li> <li>Assessment</li> </ul>	<ul> <li>Center for Nonprofit         Management – Dallas</li> <li>CompassPoint         Nonprofit Services</li> <li>Management Support         Center - Shreveport</li> <li>Center for Nonprofit         Management of         Southern California -         www.cnmsocal.org</li> </ul>	Northern     Arizona     Nonprofit     Resource     Center
MSO Networks	Nonprofit membership organization established to develop a comprehensive and responsive network of management support services and resources to nonprofits  Target Audience: Primary - Members - MSOs and other assistance providers (i.e. academic programs, libraries, etc) Secondary - Nonprofit Organizations	For Members:  Increased exposure for programs and services  Professional development  Regional and/or statewide collaboration  Research for the sector  For Nonprofits:  AOne Stop Shop@information  Gateway to array of services  Libraries  Workshops  Consulting Services  Publications  Professional Development &	Texas Nonprofit Management Assistance Network www.texasnetwork.or g	• None

Topic Specific TA Providers  Professional Associations	Nonprofit Organizations within the service region  Individuals within a given field	Career Services (Job Board)  Technology Assistance  Training Consultation Publications & Resources Training Professional		NPower AZ      AFP     ONE
		<ul> <li>Development</li> <li>Networking</li> <li>Credentials –</li></ul>		• ODN
Issue/Topic Specific Association	Organizations within a given issue arena	<ul><li>Member development</li><li>Advocacy</li><li>Collaborations</li></ul>		<ul> <li>Arizona Council of Human Service Providers</li> <li>Association of Volunteer Centers</li> <li>Arizonans for Prevention</li> </ul>
Regional Association of Grantmakers	Membership associations that serve grantmakers in a defined region  Target Audience: Primary: Members - Grantmakers Secondary: Grantees	For Members:  Networking  Seminars/workshop  Monitoring legislation  Assessing community needs  Annual conference  Research  Newsletters  Funding collaborations  Common Grant Applications/ reports  For Grantees  Job listing  Seminars  Directory of funders  Fundraising consultation  Technical assistance  Facilitating coordination of services  Foundation Center	<ul> <li>Twenty-nine RAGs in the United States</li> <li>50 - 100 informal networks</li> <li>www.givingforum.org</li> </ul>	<ul> <li>The Arizona         Grantmakers         Forum [RAG]</li> <li>Southern         Arizona         Grantmakers</li> <li>Northern         Arizona         Funders         Roundtable</li> </ul>

Foundation Based Capacity Building Projects	Foundation funded projects that direct resources through a specific RFP for capacity building efforts or provide resources to nonprofit that are already grantees	•	library Newsletter Funding Connection with provider/ Consultant	•	Packard Foundation Grantmakers for Effective Organizations B www.geofunders.org	•	St Lukes Blank Foundation
University Based Programs		•	Graduate Curriculum Undergraduate Curriculum Non-Credit Adult Education Research Lecture Series Educational programs -Theme Community Conveners			•	ASU - Center for Nonprofit Leadership and Management ASU - Nonprofit Management Institute U of A B Grantsmanship Institute

#### **Arizona Resources**

JUST GRANTS! Arizona

Organization for Nonprofit Executives

Tucson-Pima Public Library

Grants Collection
Center for Nonprofit Management and Leadership

Nonprofit Management Institute Arizona Grantmakers Forum

Association of Fundraising Professionals

Leave A Legacy™ Arizona Non-Profit Organizations

Financial Administrators Network (NPO-FAN)

Planned Giving Roundtable of Southern Arizona Southern Arizona Event Planners Association Southern Arizona Grants Network (SAGN)

Southern Arizona Volunteer Mgt Association

NAU Library – Grants Collection U of A – Grantsmanship Institute

Burton Barr Library – Grants & Organizations

Arizona Society of CPA's Nonprofit Division

Community Resource Connections AZ-NPOS from CharityChannel.com

Help4Nonprofits

Leave a Legacy Arizona

NPower Arizona

Phoenix Grants Forum

Metropolitan Grantwriters Network (MGWN)

www.azgrants.com

www.oneaz.org

www.lib.ci.tucson.az.us/grants

www.asu.edu/copp/nonprofit

www.asu.edu/xed/npmi

www.arizonagrantmakersforum.org

www.afpnet.org

www.leavealegacyarizona.org

www.gdapc.com.

www.ncpg.org/.

www.saepatucson.netfirms.com

(520)791-4551 (520) 326-9850

www.nau.edu/library/reference/grants

www.eu.arizona.edu/grants

www.phxlib.org/web/sir/orga.html

www.ascpa.com

www.cr-connections.org

www.charitychannel.com/forums

www.help4nonprofits.com

www.lalaz.org www.npoweraz.org

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