

# Appendix A: Compilation of Resources on All State System Components

## Administration and Governance Resources

Lester M. Salamon, *The New Governance and the Tools of Public Action: An Introduction*. Fordham Urban Law Journal, 2001, Vol. 28, No. 5

Lester M. Salamon, *The Tools of Government: A Guide to the New Governance*. New York: Oxford University Press, 2002

The Brookings Institute, *The State of the Nonprofit Workforce*, 2002.  
<http://www.tsne.org/files/306-37.pdf>

Judith R. Saidel and Alissandra M. D'Aquanni, *Expanding the Governance Construct: Functions and Contributions on Nonprofit Advisory Groups*, 1999,  
[http://www.nonprofitresearch.org/publications1526/publications\\_show.htm?doc\\_id=15897](http://www.nonprofitresearch.org/publications1526/publications_show.htm?doc_id=15897)

Harry Hatry and Linda Lampkin, *Outcome Management in Nonprofit Organizations: An Agenda for Action*. The Urban Institute, 2001. [www.urban.org](http://www.urban.org).

Allison H. Fine, Colette E. Thayer and Anne Coghlan, *Program Evaluation Practice in the Nonprofit Sector*, Nonprofit Research Fund, The Aspen Institute.  
[http://www.nonprofitresearch.org/publications1526/publications\\_show.htm?doc\\_id=56015](http://www.nonprofitresearch.org/publications1526/publications_show.htm?doc_id=56015)

## Advocacy Tools and Resources

For a more in-depth look at advocacy, *PCA America's Advocacy Guide* is an excellent resource. It is available at:  
<http://www.healthyfamiliesamerica.org/publications/order.shtml#advocacy>

The *Healthy Families America Research Folder* was designed as an advocacy tool for the network. Advocacy arguments can be strengthened with up-to-date research summaries. To download or purchase, go to:  
<http://www.healthyfamiliesamerica.org/publications/#research>.

*Making an Issue of Child Abuse: Political Agenda Setting for Social Problems* by Barbara Nelson. The University of Chicago Press, 1984.

To learn more about rules/restrictions governing non-profit advocacy: Contact a state's lobbying regulation body

- Visit the Alliance For Justice which offers technical assistance and resources such as workshops entitled "Worry-Free Advocacy" and "Advocacy Rules for Non-Profits"
- Read *Prevent Child Abuse America's Advocacy Guide*: Chapter 3 – "Lobbying Regulations for Non-Profit Organizations"

For general advocacy tips and template letters/alerts on meeting with representatives, testifying and organizing advocacy events:

[www.dckids.org/docs\\_pdfs/helpful1.htm](http://www.dckids.org/docs_pdfs/helpful1.htm) - "Writing Your Representatives," "Writing Testimony and Statements for the Record," "Testifying."

[www.familysupportamerica.org/test/policy/adv\\_index.htm](http://www.familysupportamerica.org/test/policy/adv_index.htm) - Family Support America's Advocacy Tools and Strategies.

[www.voicesforamericaschildren.org](http://www.voicesforamericaschildren.org) – Formerly the National Association of Child Advocates, this website will link you with your state's child advocacy organization and has a variety of resources available through their **Child Advocacy Institute**.

[www.connectforkids.org/homepage1576/index.htm](http://www.connectforkids.org/homepage1576/index.htm) - The Benton Foundation's Connect for Kids website offers a state by state guide to advocacy resources.

<http://www.floridakids.com/advocacyupdates.htm> - "Advocacy Skills and Strategies" from Voices for Florida's Children.

<http://mhatexas.org/PAT.htm> - "Advocating for Early Childhood Programs" as presented at the Parents as Teachers Conference.

[http://Lift.nccp.org/takeaction\\_advocates\\_in\\_action.html](http://Lift.nccp.org/takeaction_advocates_in_action.html) - The **Advocates in Action** initiative offers profiles of successful advocacy campaigns, helps identify allies at the state and local level, and suggests resources for mobilizing action.

#### Federal Government Resources:

To track the progress of federal legislation: <http://thomas.loc.gov>

For information on the legislative process: <http://congress.org>

U.S. House of Representatives

[www.house.gov](http://www.house.gov)

United States House of Representatives

Washington, DC 20515

(202) 224-3121

U.S. Senate

[www.senate.gov](http://www.senate.gov)

United States Senate

Washington, DC 20510

(202) 224-3121

#### State Resources

The following organizations offer excellent information to help you:

- Contact your state level officials and enlist their support
- Capitalize on their legislative priorities and agendas
- Offer networking opportunities to educate officials

- Train state level officials to impact decisions being made at the federal level

National Conference of State Legislatures, [www.ncsl.org](http://www.ncsl.org)

National Governors Association, [www.nga.org](http://www.nga.org)

National Association of Counties, [www.naco.org](http://www.naco.org)

National League of Cities, [www.nlc.org](http://www.nlc.org)

National Association of State Budget Officers, [www.nasbo.org](http://www.nasbo.org)

### Advocacy Organizations and Family Support Networks

The following organizations offer excellent advocacy alerts, e-newsletters, publications and conferences.

Child Welfare League of America: [www.cwla.org](http://www.cwla.org)

Children's Defense Fund: [www.cdf.org](http://www.cdf.org)

Voices for America's Children: [www.voicesforamericaschildren.org](http://www.voicesforamericaschildren.org)

Family Support America: [www.familysupportamerica.org](http://www.familysupportamerica.org)

Kids Count: [www.aecf.org/kidscount/index.htm](http://www.aecf.org/kidscount/index.htm)

Connect for Kids: [www.connectforkids.org](http://www.connectforkids.org)

### **Collaboration Resources**

Healthy Families America's collaborative partners: [www.healthyfamiliesamerica.org](http://www.healthyfamiliesamerica.org)

Bierly, E.W. *The World Climate Program: Collaboration and Communication on a Global Scale*. (1998) *The Annals* 495: 106-116.

Davidson, S. *Planning and Coordination of Social Services in Multiorganizational Contexts*. (1976) *Social Service Review* 50: 117-137.

Gray, B. *Collaborating: Finding Common Ground for Multiparty Problems*. (1989) San Francisco: Jossey-Bass.

Harrison, P.J., Lynch, E.W., Rosander, K., and Borton, W. *Determining Success in Interagency Collaboration: An Evaluation of Processes and Behaviors*. (1990) *Infants and Young Children*. 3(1):69-78.

Himmelman, A. *Community-Based Collaboration: Working Together for a Change, Northwest Report*. (1990) November, 1990, p. 26.

Jamieson, Kathleen Hall. *Engaging Other Sectors in Efforts to Improve Public Policy in Early Childhood Development*. (2003) The Annenberg Public Policy Center, The University of Pennsylvania.

Kagan, S.L. *United We Stand: Collaboration for Child Care and Early Education Services*. (1991) New York: Teachers College Press.

Kagan, S.L., Rivera, A.M. and Parker, F.L. ***Collaboration in Practice: Reshaping Services for Young Children and Their Families.*** (1990) The Bush Center in Child Development and Social Policy, Yale University.

Mattessich, P. and Monsey, B. ***Collaboration: What Makes It Work. A Review of Research Literature on Factors Influencing Successful Collaboration.*** (1992) Amherst H. Wilder Foundation.

Melaville, A. and Blank, M.J. ***What It Takes: Structuring Interagency Partnerships to Connect Children and Families with Comprehensive Services.*** (1991) Washington, D.C.: Education and Human Services Consortium.d

***The Power of C, Coalition for Community Collaboration*** [www.togetherkc.org](http://www.togetherkc.org), 2002.

Winder, M. and Ray, K.. ***Collaboration Handbook: Creating, Sustaining, and Enjoying the Journey.*** (1994) Amherst H. Wilder Foundation.

## Communication Resources

***Funders Supportive of Communications Technology, Benton Foundation:***

<http://www.benton.org/publibrary/toolkits/stratcommtool.html>

The **Healthy Families America** national website, [www.healthyfamiliesamerica.org](http://www.healthyfamiliesamerica.org), offers a variety of resources, information about the program and tools to help in advocacy and funding sustainability efforts.

The **Healthy Families Florida** website communications section contains brochures, sample speeches, new articles, etc: <http://www.healthyfamiliesfla.org/news.html#top>

***Peer2Peer Learning, experiences in creating and implementing a successful communications strategy.*** Benton Foundation.

[www.benton.org/Practice/Toolkit/discuss.html](http://www.benton.org/Practice/Toolkit/discuss.html)

***Techsoup, Technology Page for Non-Profits.***

<http://www.techsoup.org/index.cfm?cg=linking&sg=idealist&CFID=4497917&CFTOKEN=64390016>

## Community Planning and Site Development Resources

Duran, M. Angela and Matthew W. Stagner. ***Comprehensive Community Initiatives: Principles, Practice, and Lessons.*** (Summer/Fall 1997) The Future of Children, Vol. 7, No. 2. The David and Lucille Packard Foundation.

Chaskin, Robert J. ***Ford Foundation's Neighborhood and Family Initiative: Toward a Model of Comprehensive, Neighborhood-Based Development.*** (1992) Chapin Hall Center for Children at the University of Chicago.

**Healthy Families America Site Development Guide**, PCA America, 2001.  
[http://www.healthyfamiliesamerica.org/publications/order.shtml#program\\_sites](http://www.healthyfamiliesamerica.org/publications/order.shtml#program_sites)

Lyn, Joan; Costello, Joan; Halpern, Robert; and Richman, Harold. **Children, Families, and Communities: A New Approach to Social Services**. (1994) The Chapin Hall Center for Children at the University of Chicago.

**Neighborhood Strategies to Support Families: Current Approaches and Future Directions**. (March 31, 1997) The Center for the Study of Social Policy.

Sullivan, Mercer L. **Local Knowledge and Local Participation: Lessons from Community Studies for Community**. (1996) The Aspen Institute Roundtable on Comprehensive Community Initiatives.

**Voices From the Field: Learning from Comprehensive Community Initiatives**. (1997) The Aspen Institute Roundtable on CCI's.

**We Did It Ourselves: Guidelines for Successful Community Collaboration**. (2000) Sierra Health Foundation.

### **Continuous Quality Improvement/ Quality Assurance Resources**

Credentialing staff: [http://www.healthyfamiliesamerica.org/home/contact\\_us.shtml](http://www.healthyfamiliesamerica.org/home/contact_us.shtml)

**HFA Credentialing Manual, HFA Site Self-Assessment Tool and HFA Multi-site Credentialing Addendum**, Multi-Institutional Systems and HFA Multi-Site Systems: A Review of the Literature, Prevent Child Abuse America.  
<http://www.healthyfamiliesamerica.org/publications/order.shtml#credentialing>

**Healthy Families America Credentialing Manual, Healthy Families America Site Self-Assessment Tool and Healthy Families America Multi-site Credentialing Addendum**, Multi-Institutional Systems and Healthy Families America Multi-Site Systems: A Review of the Literature, Prevent Child Abuse America. (weblink)

**CARF (Commission on Accreditation of Rehabilitation Facilities)** is an independent, not-for-profit organization which focuses on ensuring services received meets consumers needs for quality and the best possible outcomes. CARF reviews and grants accreditation services nationally and internationally on request of a facility or program. Their standards are rigorous, so those services that meet them are among the best available. Website: [www.carf.org](http://www.carf.org).

**Council on Accreditation of Services for Families and Children, Inc. (COA)** is an international, independent, not-for-profit, child-and family-service and behavioral healthcare accrediting organization. Founded in 1977 by the Child Welfare League of America and Family Service America, COA promotes standards, champions quality services for children, youth, and families; and advocates for the value of accreditation. Website: [www.coanet.org](http://www.coanet.org).

**HCQA: Health Care Quality Alliance**, a non-profit organization of health care consumers, providers, and industry representatives who promote the quality of health care by increasing public attention, sharing perspectives and information, and fostering consensus on critical policy issues.

**NCQA: National Committee for Quality Assurance**, an independent, non-profit organization that accredits managed care organizations. In 1996, they developed HEDIS 3.0 (Health Plan Employer Data and Information Set), a set of standardized performance measures designed to provide information to employers and the public that reliably compares the performance of managed health care plans. Web site: [www.ncqa.org](http://www.ncqa.org).

**JCAHO: The Joint Commission on Accreditation of Healthcare Organizations**, a non-profit organization that serves as the primary accrediting body for health care organizations such as hospitals, ambulatory settings, long-term care facilities, sub-acute settings, etc. Accreditation is a nationally recognized standard for health care organizations obtained through site surveys and reviews every three years. Web site: [www.jcaho.org](http://www.jcaho.org).

**QInet**: An organization composed of Quality Improvement/ Quality Assurance departments from voluntary family service agencies dedicated to sharing information in order to enhance users' ability to provide the highest level of service for the children and families. QInet was the first group to create an organization like this in Quality Improvement for social services and have continued to be leaders others follow and learn from. By using the discussion groups to ask and answer questions, the membership list to make connections and the other resources on these pages, services can be improved to families and children. [www.qinet.org](http://www.qinet.org)

## Evaluation Resources

Administration on Children and Families. ***Program Manager's Guide to Evaluation*** [http://www.acf.dhhs.gov/programs/core/pubs\\_reports/prog\\_mgr.html](http://www.acf.dhhs.gov/programs/core/pubs_reports/prog_mgr.html)

The **American Evaluation Association (AEA)** <http://eval.org/> AEA is an international professional association of evaluators devoted to the application and exploration of program evaluation, personnel evaluation, technology, and many other forms of evaluation. Evaluation involves assessing the strengths and weaknesses of programs, policies, personnel, products, and organizations to improve their effectiveness. AEA has a great resource list of links about evaluation such as professional groups, consultants, listservs and publications.

Carter McNamara, Basic Guide to Program Evaluation, [http://www.mapnp.org/library/evaluatn/fnl\\_eval.htm](http://www.mapnp.org/library/evaluatn/fnl_eval.htm)

**CDC's Framework for Program Evaluation** <http://www.cdc.gov/eval/framework.htm>

D. Jean Clandinin, F. Michael Connelly. ***Narrative Inquiry: Experience and Story in Qualitative Research*** (November 1999).

**ERIC Clearinghouse on Assessment and Evaluation** <http://ericae.net>

**The Evaluation Center** <http://www.wmich.edu/evalctr/index.html> The center's mission is to provide national and international leadership for advancing the theory and practice of program, personnel, and student/constituent evaluation, as applied primarily to education and human services. The Center's principal activities are research,

development, dissemination, service, instruction, and leadership. Site contains a directory of evaluators and an extensive web resource list.

John Boulmetis, Phyllis Dutwin. *The ABC's of Evaluation: Timeless Techniques for Program Managers and Project Managers*, (1999).

**PCA America Site Development Guide** contains an overview of questions and considerations before embarking on an evaluation. The guide can be accessed at: [http://www.healthyfamiliesamerica.org/publications/order.shtml#program\\_sites](http://www.healthyfamiliesamerica.org/publications/order.shtml#program_sites)

**Prevent Child Abuse America Research Department:**  
[http://www.preventchildabuse.org/learn\\_more/research.html](http://www.preventchildabuse.org/learn_more/research.html)

### **Resources for Methods in Evaluation and Social Research**

<http://gsociology.icaap.org/methods/>

This site lists free resources for methods in evaluation and social research. The focus is on “how-to” do evaluation research and the methods used: surveys, focus groups, sampling, interviews, and other methods.

### **The United States General Office of Accounting**

Special Publications: Evaluation Research and Methodology

<http://www.gao.gov/special.pubs/erm.html>

### **Funding Resources:**

#### **PCA America/Healthy Families America Funding Resources**

The **Healthy Families America Peer Mentoring Network** is an interactive technical assistance tool that facilitates the use of relevant funding and advocacy information between home visiting programs. Users of this tool can:

- Find those in the Healthy Families America network who can provide advice, lessons learned and point them in the right direction when implementing new or improved strategies
- Find follow-up resources that will assist them in researching options, planning next steps, and making contacts with regional and state experts
- Find guiding questions as they explore funding streams and advocacy strategies

To view the Peer Mentoring Network, click here:

[http://www.healthyfamiliesamerica.org/network\\_resources/index.shtml](http://www.healthyfamiliesamerica.org/network_resources/index.shtml)

To view one-pagers on how Healthy Families America programs are funded and to find the answers to frequently asked questions on Healthy Families America funding, click here: [http://www.healthyfamiliesamerica.org/network\\_resources/funding.shtml](http://www.healthyfamiliesamerica.org/network_resources/funding.shtml)

**Healthy Families America Federal Funding Guide** (pdf file)

For technical assistance on funding and sustainability issues, contact the State Systems division of PCA America:

[http://www.healthyfamiliesamerica.org/network\\_resources/state\\_systems.shtml](http://www.healthyfamiliesamerica.org/network_resources/state_systems.shtml)

### **Other Resources on Funding and Funding Diversification**

Fundraising and Financial Sustainability

<http://www.nonprofitbasics.com>

Best Practice Information on Fundraising

<http://www.wcnwebsite.org/practices/fundraising.htm>

***The Key to Sustainability: A Diversified Funding Base***- A Useful Tip Sheet from the Annie E. Casey Foundation

[www.healthstrategies.org/pubs/factsheets/KeytoSustainability.pdf](http://www.healthstrategies.org/pubs/factsheets/KeytoSustainability.pdf)

***Financing Early Care and Education: A Primer for County Leaders.*** The National Association of Counties recently released this new addition to their Early Childhood Development Tool Kit for County Leaders. Based on recent research into best practices, this tool includes details on major funding sources. The primer also specifies types of early care and education programs, roles county leaders can play, and first steps they can take to get involved with early care and education finance. For more information contact HyeSook Chung, at 202-661-8841 or [hchung@naco.org](mailto:hchung@naco.org).

### **Public Relations and Marketing Resources**

#### **PCA Graphic Standards Manual**

##### **APHA Media Advocacy Manual**

[http://www.apha.org/news/Media\\_Advocacy\\_Manual.pdf](http://www.apha.org/news/Media_Advocacy_Manual.pdf)

##### **Benton's Best Practices Toolkit**

Benton's Best Practices Toolkit provides "tools to help nonprofits make effective use of communications and information technologies." This site has a comprehensive list of links to online resources that includes items about technology funding and basic Web information. <http://www.benton.org/publibrary/toolkits/stratcommtool.html>

Dr. Charity on publicity and marketing <http://www.drcharity.com/hb/hb3.html>

**Marketing and Communications Resources for Non Profits** - These materials were presented by Nancy White and Pat Chappell at the "Media and Your Message" Workshop in June of 1999 Forum for Early Childhood Organization and Leadership Development. These materials may be useful for a broad range of non-profits and community groups. <http://www.fullcirc.com/rlc/rlcindex.htm>

## **Marketing Workbook for Nonprofit Organizations Volume I: Develop the Plan**

A step-by-step guide to marketing for nonprofits. Includes action steps and practical worksheets that will help your organization thrive in today's environment. By Gary J. Stern: [http://www.wilder.org/pubs/mktg\\_vol\\_1/index.html](http://www.wilder.org/pubs/mktg_vol_1/index.html)

## **Promoting Public Causes, Inc.**

This social entrepreneurial consulting firm has a listing of free resources in the field of communication and marketing.

<http://www.publiccauses.com/resources/topresources.htm>

## **Public and Media Relations**

Written by [Carter McNamara, MBA, PhD](#)

[http://www.mapnp.org/library/pblc\\_rel/pblc\\_rel.htm](http://www.mapnp.org/library/pblc_rel/pblc_rel.htm)

## **The Public Relations/Marketing Director's Bookshelf**

This site contains a list of useful books on Public Relations and Marketing, along with a comprehensive review of each book.

[http://www.genie.org/pubs\\_reviews\\_marketing.htm](http://www.genie.org/pubs_reviews_marketing.htm)

## **Strategic Planning Resources**

-Healthy Families New York Strategic Plan <http://pca-ny.org/hfny/council/index.shtml>

-Indiana Strategic Plan: [www.healthyfamiliesamerica.org/ssdq/](http://www.healthyfamiliesamerica.org/ssdq/) or Appendix B.

**SWOT: Strategic Planning Process Worksheet**, National Network for Health, <http://www.nnh.org/tobacco/appe-5-2.htm>

**Strategic Planning** (in nonprofit or for-profit organizations) by Carter McNamara:

[http://www.mapnp.org/library/plan\\_dec/str\\_plan/str\\_plan.htm](http://www.mapnp.org/library/plan_dec/str_plan/str_plan.htm)

**Creating and Implementing Your Strategic Plan: A Workbook for Public and Nonprofit Organizations.** Bryson, John M., and Farnum K. Alston, San Francisco, 1995.

Support Centers of America have a website with helpful information and resources for nonprofit organizations. They have a guide called *Strategic Planning for Nonprofit Organizations, A Practical Guide & Workbook* which can be ordered from their website at: [www.supportcenter.org/sf/spgenie.html](http://www.supportcenter.org/sf/spgenie.html)

**[Strategic Planning for Nonprofit Organizations: A Practical Guide and Workbook](#)**

by Michael Allison, et al (Paperback)

**[Managing the Non-Profit Organization: Principles and Practices](#)** by Peter F.

Drucker, et al (Paperback)

Bryson, John M. ***Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement.*** 2<sup>nd</sup> ed. (1995) San Francisco: Jossey-Bass.

Epsy, Siri N. ***Handbook of Strategic Planning for Nonprofit Organizations.*** (1986) New York: Praeger.

Safford, Dan, and PS Associates. ***Strategic Planning Manual.*** (1994) Seattle: United Way of King Country.

Szabat, Kathryn, and Karen Simmons. ***What Nonprofits and Grantmakers Think about Strategic Planning.*** (1995) Philadelphia: LaSalle University.

### **Training Resources**

For more information on Healthy Families America Training, please view:  
[http://www.healthyfamiliesamerica.org/network\\_resources/training.shtml](http://www.healthyfamiliesamerica.org/network_resources/training.shtml)

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<sup>i</sup> Breakey and Pratt, 1991

<sup>ii</sup> HFA, 1995

<sup>iii</sup> “Massachusetts Citizens for Children Leads Coalition to Restore Funding for Child Protection Workers.” **Child Advocates Making a Difference.** January 2003; National Association of Child Advocates.

<sup>iv</sup> “What Does it Take to Protect Georgia’s Children?” United Against Child Abuse Coalition. Provided by Pam Brown, PCA Georgia. 2003.

<sup>v</sup> APHA Advocates’ Handbook.

<sup>vi</sup> APHA Advocates’ Handbook.

<sup>vii</sup> APHA Advocates’ Handbook.