

**RESOURCES FOR CAPITAL DEVELOPMENT**  
**Community Clinics Initiative: Technical Assistance Program**

RESOURCE TOOL	DESCRIPTION	AUTHOR	WHERE TO FIND IT
<b>Readiness – Before You Begin</b>			
Assessment of Readiness for a Capital Project	In-depth questionnaire to help you determine if you're ready to successfully complete a facilities development project	Capital Incubator	CCI website: <a href="http://www.communityclinics.org">www.communityclinics.org</a> Or contact Andra Lichtenstein <a href="mailto:andra@capitalincubator.org">andra@capitalincubator.org</a> (510) 526-2852
Planning Guides (Facilities Projects: Before You Begin)	Online guides including: "What is a Facility Project"; "Deciding on a Facility Project"; and "Pitfalls and Dangers to Avoid"	Nonprofit Finance Fund	Nonprofit Finance Fund website: <a href="http://www.nonprofitfinancefund.org">www.nonprofitfinancefund.org</a>
<b>General Capital Development Guides</b>			
Capital Project Work Plan	A detailed work plan guide for a capital project	Capital Link with input from Capital Incubator	Request a copy by email from: <a href="mailto:tskapinsky@capitallink.org">tskapinsky@capitallink.org</a> 805-544-2355
Health Center Capital Projects Planning Guide	A step-by-step guide to the development process including real estate and financing decisions.	NCB Capital Impact	NCB Capital Impact website: <a href="http://www.ncbcapitalimpact.org">www.ncbcapitalimpact.org</a> Or contact Cindy Stewart <a href="mailto:cstewart@ncbcapitalimpact.org">cstewart@ncbcapitalimpact.org</a> (510) 496-2235
A Nonprofit Space Odyssey: A Capital Projects Primer	A guide to evaluating a real estate project	CompassPoint Nonprofit Services	CompassPoint website: <a href="http://www.compasspoint.org">www.compasspoint.org</a>
Developing a Health Center: Guide for Health Center Staff and Boards on Managing the Design and Construction Process	A step-by-step guide to the development process including real estate and financing decisions.	Capital Link	Request a copy from Capital Link <a href="mailto:tskapinsky@caplink.org">tskapinsky@caplink.org</a> 805-544-2355 <a href="http://www.caplink.org">www.caplink.org</a>
Community Real Estate Development Chart	Oversized flow chart showing five stages of the development process and how they interact	Development Training Institute (DTI)	\$5 a copy from Development Training Institute (410) 338-2512 <a href="http://www.dtinational.org">www.dtinational.org</a>
<b>Business Planning and Financing</b>			
Creating a Business Plan for a Community Health Center Capital Project: A How-To Manual	Workbook for creating a business plan including market and financial feasibility analysis as well as other capital project elements	Capital Link	Request a copy from Capital Link <a href="mailto:tskapinsky@caplink.org">tskapinsky@caplink.org</a> 805-544-2355 <a href="http://www.caplink.org">www.caplink.org</a>

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Preliminary Feasibility Analysis	Service to community clinics to assess financial position and determine financial readiness to embark on a capital project	Capital Link	Contact Tony Skapinsky <a href="mailto:tskapinsky@caplink.org">tskapinsky@caplink.org</a> 805-544-2355 <a href="http://www.caplink.org">www.caplink.org</a>
Capital Funding Options for Rural Community Health Centers: A Guidebook and Resource Listing	A review of sources of financing for building and equipment development for health centers in rural areas	Capital Link	Request a copy from Capital Link <a href="mailto:tskapinsky@caplink.org">tskapinsky@caplink.org</a> 805-544-2355 <a href="http://www.caplink.org">www.caplink.org</a>
<b><i>Fundraising and Capital Campaigns</i></b>			
Guide to Creating a Capital Campaign Plan	Suggested outline for a capital campaign plan including gift charts and campaign budget	Capital Incubator	CCI website: <a href="http://www.communityclinics.org">www.communityclinics.org</a> Or contact Andra Lichtenstein <a href="mailto:andra@capitalincubator.org">andra@capitalincubator.org</a> (510) 526-2852
California Capital Campaign Consultants	A list of consultants in CA who provide fund development and capital campaign services	Capital Incubator	CCI website: <a href="http://www.communityclinics.org">www.communityclinics.org</a> Or contact Andra Lichtenstein <a href="mailto:andra@capitalincubator.org">andra@capitalincubator.org</a> (510) 526-2852
Should a Health Center Create a Foundation?	A position paper on the pros and cons of creating a foundation vs. building internal fundraising capacity	Capital Incubator	Contact Andra Lichtenstein <a href="mailto:andra@capitalincubator.org">andra@capitalincubator.org</a> (510) 526-2852
<b><i>Tools, Templates, Miscellaneous</i></b>			
Integrated Capital Project Calendar	Sample timeline for facilities development project integrating design and construction, financing and capital campaign	Capital Incubator	CCI website: <a href="http://www.communityclinics.org">www.communityclinics.org</a> Or contact Andra Lichtenstein <a href="mailto:andra@capitalincubator.org">andra@capitalincubator.org</a> (510) 526-2852
Phased Sources & Uses of Funds	Sample of a facilities development project budget including timing of cash requirements	Capital Incubator	CCI website: <a href="http://www.communityclinics.org">www.communityclinics.org</a> Or contact Andra Lichtenstein <a href="mailto:andra@capitalincubator.org">andra@capitalincubator.org</a> (510) 526-2852
What to Look for When Hiring a Consultant	Sample questions to use when interviewing a consultant	Capital Incubator	CCI website: <a href="http://www.communityclinics.org">www.communityclinics.org</a> Or contact Andra Lichtenstein <a href="mailto:andra@capitalincubator.org">andra@capitalincubator.org</a> (510) 526-2852