

12 Selling Your Success to Others: Getting Support

Obtaining Resources

Since the mid-1980s, funders have demonstrated a growing preference for supporting partnerships rather than individual organizations. This is especially true when the partnership has significant, direct participation of the populations it is intending to serve.

Elements of Getting Support

- Obtaining resources
- Preparation
- Finding funders
- Gaining support for public policy initiatives

One reason that funders prefer partnerships is their ability to leverage the existing resources of their partners. These resources include areas of expertise, as well as in-kind material support. Thus, it is important to document your partnership's areas of expertise and in-kind support.

In addition to approaching funders that address health issues (e.g., health promotion, disease prevention, and health service delivery), a partnership allows you to consider funders emphasizing community empowerment and volunteerism.

Preparation

When your partnership has agreed upon one or more projects to pursue (see Chapter 6: *Creating a Sense of Ownership* and Chapter 7: *Making Progress and Making Decisions*), it is important to be able to concisely describe the following aspects of each project before soliciting funding:

- The problems a project will address
- The consequences (in social, financial, and political terms) of failing to address these problems
- Immediate and long-range project goals and expected outcomes
- Who will carry out the project, along with a compelling argument for their ability to succeed
- How accomplishments will be measured and evaluated
- How long the project will take
- How much it will cost
- How the project can be adapted for use in other areas (e.g., serve as a pilot project)

Finding Funders

Common funding sources for partnership activities include government funds, foundations, and company-sponsored foundations and corporate giving.

Government Funds

Government funds may be sought at the federal, state, or local level. The *Catalog of Federal Domestic Assistance* at www.cfda.gov/ gives you access to all federal programs available to state and local governments (including the District of Columbia); federally-recognized Indian tribal governments; territories (and possessions) of the United States; domestic public, quasi-public, and private profit and nonprofit organizations and institutions; specialized groups; and individuals. You can search the catalog's database to find the assistance programs that meet your requirements and for which you are eligible. You can then contact the office that administers the program and find out how to apply.

Should you decide to seek state funds for your TB partnership, it is important to know your state's specific legislative budget decisionmaking procedures and timelines, including state budgeting periods (e.g., fiscal years), and the deadline for submission of the governor's budget to the legislature. It also helps to know the amount of time the legislature or the appropriations committee has to consider the budget.

When seeking state funds, it is important to identify and recruit a key elected official who is interested in, and supportive of, the TB partnership. Such persons can help you gain the support of other legislators and your governor. People who work for elected officials and legislative committees may also be approached to help you reach influential, but very busy, officials.

Your chances for success are greater when your partnership includes members who are known and respected by the legislators and elected officials you are trying to reach and are their constituents. It may be appropriate for your partnership to create a subcommittee or a task force to develop the strategies and actions needed to gain the state funding you seek. The subcommittee or task force may wish to

- Obtain endorsements and support from individuals and organizations that are not currently involved in your partnership
- Develop the partnership's capacity to activate action networks that will effectively communicate widespread support for your proposed policy changes to key decision makers as needed

The partnership should ensure that all of its supporters who interact with legislators are educated about the TB problem, the partnership and its goals, and the specific objectives for the funding sought, as well as the financial and political costs associated with failing to fund your proposal. The information you used to enlist the initial support of your agency and potential partners (see Chapter 5: *Determining Your Purpose and Choosing Partners*) may be adapted for use with your legislators. Since

legislators are very busy, it is important for communication with them to be clear and concise. The more highly respected and influential supporters you have disseminating the message, the better.

The approaches described for seeking state funds are also applicable when seeking funds from local government entities, such as city or town councils or county boards of supervisors.

Foundations

To determine which foundations best match with your partnership, it is important to know

- Their areas of interest and geographic focus
- The types of activities they normally fund
- Their grant restrictions and financial capacity
- Specific projects they have recently funded
- Their funding cycles

The Foundation Center's Website, www.fdncenter.org is a good starting point for finding this information. The site has over 2,000 annotated links to grantmaker websites. The links are categorized as follows: Private Foundations, Grantmaking Public Charities, Corporate Grantmakers, and Community Foundations.

Since the Foundation Center's mission is to help grantseekers succeed, it also provides a variety of tools and training programs that may be of interest. Their *Prospect Worksheet* (available online) will help you organize the information you gather on foundations.

In addition to the Foundation Center's resources, your state may have a publication or central website with information on smaller foundations serving your program area. A reference librarian or a local bookstore may be enlisted to help you obtain this information. It is generally a good idea to start your search with foundations close to home, as they tend to have a greater interest in your area than do larger foundations principally concerned with programs of national significance. Creating a good track record with local foundations can increase your likelihood of success should you later approach these larger national foundations.

State and local grantmakers in your program area may have a formal network or association. Should this be the case, you may wish to explore providing them with information about TB at one of their regularly scheduled meetings.

On a national level, the Robert Wood Johnson Foundation is an example of a private foundation that has become an invaluable source of funds for TB prevention and control programs; awards have gone to fund innovative projects to promote local partnerships and information sharing.

Company Sponsored Foundations and Corporate Giving

The Foundation Center website includes a directory of corporate giving. Companies tend to support activities that take place in areas where they do business and that enhance their corporate image. Companies and local businesses can be approached for in-kind contributions, including materials, facilities, and employees to serve as volunteers, as well as for financial support.

Companies usually provide financial support in one of two ways:

- A company-sponsored or corporate foundation: Though they often maintain close ties to the parent company, these foundations function as independent organizations with their own decision makers
- Corporate giving programs: These grantmaking programs are established and administered from within the company's organizational structure

Some companies have both a corporate giving program and a company-sponsored foundation.

Things to Keep in Mind

- Funding agencies usually have a designated staff member who can answer questions and provide initial feedback about project proposals. Before you write a grant proposal, call the staff person to briefly describe your project and why you think it is a good fit with that funder's mission and goals. Then, ask for feedback and suggestions.
- It is helpful to know the names of those who will make the final decisions about funding your project. You or your partners may know some of these individuals, which may increase your likelihood of success.
- Graduate schools of public health often have courses in grant writing. It may be possible to have a class or an individual work with your partnership to write the funding proposals you need.
- Getting projects funded takes patience and perseverance. You may need to submit proposals to several funders before you succeed.
- When clear lines of responsibility and accountability are not established in advance, an influx of funding can be a source of tension among partners.

Sufficient advance planning and a clear partnership vision will reduce the likelihood of such problems. Thus, it is important for funding proposals to have the tasks and those responsible for completing them clearly defined. Partners should agree in advance as to where, when, and how funds will be distributed.

Gaining Support for Public Policy Initiatives

Your partnership may decide to focus on changing public policies or regulations associated with TB prevention and control. This focus might include making DOT (directly observed therapy) a legal requirement within your program area. It is recommended that those partnerships addressing public policy issues undertake efforts to:

- Educate policy makers and TB stakeholders on the problems caused by TB in your area.
- Present scientific data and broad-based TB stakeholder support for the policy changes you propose.
- Demonstrate the cost-effectiveness of your approach and the political, social, and economic consequences of failure to enact your recommended policy changes.
- Work effectively with the media and stakeholder groups to build support for the changes you propose (see Chapter 9: *Sharing the Message: Working with the Media and TB Stakeholders*), as well as with those who will be making the final decision about your proposed policy change.

The steps described earlier in this chapter for seeking government funds are also applicable when seeking changes in legislation associated with TB regulations and public policy.

Things to Keep in Mind

- Some TB programs and their staffs are prohibited from lobbying to change public policies or state regulations. Should this be the case in your area, you may wish to ask a trusted colleague agency with lobbying experience, such as a physicians' association or a lung association, to consider undertaking the effort.
- Consider asking a trusted and experienced individual or partner to provide a partnership training session on conducting effective advocacy, which includes identifying effective approaches for meeting your specific policy objectives.
- Changing public policy requires patience and perseverance. It may take a few tries before the policy changes you seek are made.

Related Resources

- *Developing and Writing Grant Proposals*

This 6-page guide provided by the Catalog of Federal Domestic Assistance covers developing and writing a federal grant proposal. Many of its tips are also applicable when developing and writing proposals for corporations or foundations. This guide is available online at

http://12.46.245.173/pls/portal30/CATALOG.GRANT_PROPOSAL_DYN.show.

- *The Centers for Disease Control and Prevention National Prevention Information Network Website* www.cdcnpin.org

This website can help you locate possible funding opportunities. Visit the website and select “Search for: Funding.” You will find private and government funding opportunities for community-based and HIV/AIDS, STD, and TB service organizations. Included are details about eligibility requirements, application processes, and deadlines.

- *TB Education and Training Resources Website* www.findtbresources.org.

This website is a service of the Centers for Disease Control and Prevention (CDC), Division of Tuberculosis Elimination (DTBE). You can use this site to locate funding opportunities, search for TB education and training materials, sign up for TB-related listservs and digests, and locate TB-related Web links.