8. FUNDING SOURCES

Elizabeth Brosnan (standing, on right) with the Christie's Place staff.

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One of the major challenges that we are facing is the landscape of funding and the politics behind it for HIV services.

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Elizabeth Brosnan
Executive Director
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Securing Funding for Peer Programs

There are four main funding sources that a clinic or organization can approach for peer program support. The best strategy is to secure funding from more than one source to fully fund the program and establish a base of support that is diverse enough to provide program continuity—even if one of the funders discontinues the funding.

1. Community Planning Councils and Groups

Summary: Municipal or regional community planning groups conduct activities such as prioritizing and setting allocations for Ryan White funds, conducting needs assessments, and helping to meet gaps in services. Thus, they may have access to funding for peer programs through federal or state grants or subgrants, funneled through state and local departments of health. These groups/councils would make a good first step for an initial funding approach.

Advantages: Networking, interest, capacity, and track record are generally the criteria for funding, rather than formal grant applications. Therefore, funding might be easier to secure than, for example, funding from a federal grant or contract. Decisions are local and involve the major stakeholders in HIV prevention and care. Depending on the local group, funding might be made available immediately.

Disadvantages: Dollars for sub grants or subcontracts will likely be limited, may not fully fund a large peer program, and might not be sufficient to fund more than one clinic or organization in the local market. Availability and results will vary from municipality to municipality, and state to state, since the groups are local in nature, focus, and decision-making.

Resources: Contact the local community planning group or council. If a clinic or organization is not already involved with the local group, contact the local department of health to begin the discussion and to obtain an introduction to the group.

FUNDING SOURCES

2. Federal Funding

Summary: Depending on the size of the proposed peer program, competitive federal funding may be available to fund the project, either as a unique opportunity or as a part of a larger opportunity. HRSA and the CDC recognize and have funded peer programs in the past and may do so in the future.

Advantages: Under the right opportunity, significant dollars may be allocated to fully fund a substantial peer program.

Disadvantages: The application process will, as a rule, be more involved, longer, and technically more challenging than those for other funders. The reporting burden will also be greater, as will the accounting of funds and rules governing use of funds. Competitive funding opportunities are also time sensitive and subject to budgetary changes at the federal level.

Resources:

CDC Funding Opportunities:
http://www.cdc.gov/grants/

Office of Minority Health:
http://minorityhealth.hhs.gov/templates/browse.aspx?lvl=1&lvlID=1   There are also links to other community grant opportunities off of this page.

HRSA Opportunities:
http://www.hrsa.gov/grants/index.html

General Federal Funding:
http://www.grants.gov

National Minority AIDS Council:
http://nmac.org/ The NMAC is a governmental agency, but the website occasionally provides information about funding opportunities.

AIDS.gov:
http://aids.gov/federal-resources/funding-opportunities/how-to-get-funding/ This provides a list of funding agencies and programs to explore. It's a good resource and starting point, but not a substitute for going to individual federal agencies for open opportunities.

Kaiser Family Foundation:
Go to the Kaiser Family Foundation website at http://kff.org and do a search on "U.S. Federal Funding for HIV/AIDS Fact Sheet" to find the latest information."

Many of these resources also have a page with community, foundation, or corporate grant opportunities as well, so they are good resources across the philanthropic sector.

3. Foundation Funding

Summary: There are many foundations, from local family foundations to large health care conversion foundations, with giving priorities that would fit well with peer programming. Any foundation that has one of the following giving priority areas of focus might be a good fit and would be a logical choice to contact for an initial conversation: HIV/AIDS; disease prevention; healthy communities; public health and welfare; health and/or human services; health literacy (an up-and-coming focus area); minority health; youth (if target population consists of this demographic in any significant way). Some foundations with a focus on nontraditional educational opportunities might also fit with aspects of a peer program. The sophistication levels of the foundations can vary widely, but there are numerous foundations, with presence in most markets, that would support this kind of programming.

Advantages: Foundations with giving priorities that align with peer programs can provide a stable, long-term source of funding for a clinic/ organization.

Unlike a federal grant opportunity, there is some room to maneuver within a priority area, and there is more freedom in program design and evaluation.

Disadvantages: The clinic or organization will likely need to devote substantial time researching foundation prospects and developing relationships with and proposals to the targeted foundation(s).

Resources:

For general foundation research, go to **Guidestar** at http://www.guidestar.org or **Foundation Center** at http://foundationcenter.org/. Both of these resources have subscription-based services, but a large volume of information is available free of charge (and there are ways to use the free system to get most of the information needed). Through both resources, foundations' 990s are available (and free), which essentially give a window to how much money the foundations have at their disposal, what organizations they've funded in the past, and what the giving priorities actually are. The Foundation Center also has grant writing tips and related information.

Local directories of grant makers: Most metropolitan areas have some sort of association of grant makers; for example, Chicago has the Donors Forum of Chicago, and St. Louis has the Gateway Center for Giving. These associations publish directories of foundations and other grant makers that are invaluable for prospect research. The directories allow sorting by topic/giving priorities, names, regions, etc. and are generally very reasonably priced. You can locate your regional association of grant makers at https://www.givingforum.org/node/79

National AIDS Fund: http://www.aidsunited.org/ The NAF generates resources for community responses to the HIV/AIDS epidemic and supports over 400 grassroots organizations annually to provide HIV services to underserved populations.

4. Corporate Funding

Summary: Similar to foundations and their giving priorities listed above, corporations offer ample opportunities for funding. In addition to searching by giving priority, clinics and organizations can also approach corporations whose business approach is in line with a peer program. For example, pharmaceutical companies, health-care-related companies, and corporations that have already supported HIV are reasonable choices to approach.

Advantages: Similar to foundations, corporations have varying levels of sophistication, and varying complexity in the application process. There can be flexibility with a corporate funder, and there is potential for a productive relationship and long-term source of funding. Corporate funders can be very generous and very committed.

Disadvantages: Many large corporations have a "What's in it for me?" component. In other words, many want a volunteer opportunity for their employees, or recognition via press releases, photo opportunities, naming rights, etc. Sometimes, even the most perfect fit and the most well-written proposal is not successful for reasons entirely out of the grant seeker's control. For example, corporate profits were low that quarter, or a corporate employee has already promised a large gift to another organization because he or she sits on that board.

Resources: Unfortunately, previous funding does not always predict future giving priorities. Some high-profile corporations that have supported HIV in

FUNDING SOURCES

▶ **ADDITIONAL FUNDING RESOURCES**

Other resources that can be useful in staying on top of funding opportunities include:

Philanthropy News Digest: You can get targeted email updates on funding trends and announcements.

Charity Channel: This is a subscription-based forum that offers funding announcements (as well as many other services).

Funders Concerned About AIDS: http://www.fcaaids.org

This website, among other things, describes trends in giving to HIV/AIDS-related causes and issues alerts on new funding opportunities. They also list the top HIV/AIDS funders (foundations and corporations—look under publications).

Local United Way: United Way varies from market to market, but is still generally focused on human services. Even if there is no opportunity for funding directly from the United Way, they may know of resources or grant makers that would be interested in funding a peer program.

Local and State Departments of Health: Departments sometimes have discretionary funding that can be made available for projects they support.

Kaiser Family Foundation: http://www.kff.org
A private, nonprofit foundation focusing on major health care issues facing the U.S.

The Foundation Center offers "Cooperating Collections," usually at libraries, nonprofit resource centers, or other agencies throughout the US. These collections host full-access databases, free fundraising information, and technical assistance. Locations can be found at http://foundationcenter.org/collections/
See Grant websites and resources in the Resources section for more ideas.

5. Other Fund-raising Ideas

Summary: In addition to grants and requests for restricted funds, clinics can and should consider including funding for peer programs as part of their unrestricted fund-raising activities. Examples of unrestricted fund-raising opportunities that can help support peer programs include:

- Direct mail programs
- Events
  o Walks
  o Trivia nights
  o Silent auctions
  o Breakfast/dinner events (many, many models to choose from, including "Benevon," galas, young professional groups, etc.)
  o Speaker series

FUNDING SOURCES

- Individual major gift fund-raising
- Planned giving (legacies and bequests)
- Online appeals, which can include:
  - o Direct email solicitations
  - o "Friends asking friends" and similar models
  - o Facebook cause pages and other social media fundraising tools
- Third party fundraisers (that is, other people holding fundraisers or collecting donations on your behalf through events like car washes, penny drives, etc.)

Advantages: Offsetting the peer program's expense budget with unrestricted revenue, generated through unrestricted requests for funding, communicates a commitment to the peer program to clinic donors, and allows the clinic some fiscal flexibility in supporting the program. It could be relatively easy to incorporate language about the peer program into existing fund-raising language, and into general information about the clinic or organization. Some of the models, such as "Friends asking friends," walks and social media strategies, can be great ways to engage a broad base of volunteers in fund-raising for the clinic, without having to be able to write large checks themselves. Many "Fund-Raising 101" resources are available online, at local universities, and through local nonprofits that serve as resources to other nonprofit organizations. There are also opportunities to partner with other agencies on some of these kinds of strategies to increase donations for and general awareness of both organizations.

Disadvantages: Pursuing this strategy assumes a baseline level of sophistication in fund-raising that a clinic or organization should have, or commit to gain—which often means committing financial resources as well. Event-driven fund-raising (such as walks, trivia nights, etc.) is extremely time-intensive, and an organization should have a good sense of how much staff time will be devoted to these efforts, and how much they can reasonably raise, before they commit to an event. Other strategies, such as direct mail, major gift fund-raising, and planned giving, require a minimum level of sophistication in data management and a donor pool with interest in and affinity to give to the organization.

Resources for Section 8 (available at http://peer.hdwg.org/program_dev/resources)

- Grant websites and resources (the Lotus Project)

This section is part of the online toolkit *Building Blocks to Peer Program Success.* For more information, visit http://peer.hdwg.org/program_dev