



Identifying and Securing Resources

“It takes a village to raise a child (or develop a state plan).”

—adaptation of African proverb

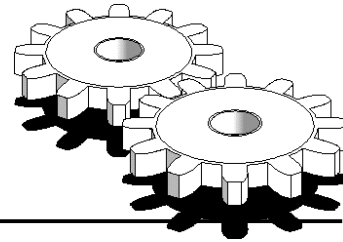
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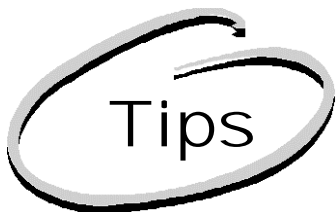
Identifying and securing resources for state planning is a constant challenge. Yet as the examples in this section show, there are many creative options for ensuring adequate resources. Having dedicated resources helps facilitate a successful state planning initiative. A helpful strategy is to identify how the goals of the state plan may be aligned with the goals of potential resource contributors. In addition, a detailed budget for planning activities facilitates securing both public and private resources. The budget should cover all aspects of the development process, including resources needed to carry out each of the seven action areas outlined in this Toolkit.

Action Checklist: Identifying and Securing Resources

(See page 113 for a complete planning and development checklist.)



- Identify resources needed to develop state plan
- Develop budget
- Plan to integrate the plan into state planning, budgeting, and programming processes
- Identify existing internal resources
- Identify potential external resources, including potential donated resources
- Develop staff and technical support plan
- Secure identified resources and develop alternative resources if necessary



Ask the right questions early

- ▶ What is the scope of the state planning process?
- ▶ What does the state want to accomplish through this process?
- ▶ Why should taxpayers or others fund the development of the state plan?
- ▶ What will it take to support the planning initiative?

Recognize up front that planning takes money

- ▶ Find examples of what other state initiatives have included and required in funding
- ▶ Develop a plan for supporting the process, identifying both people and dollars
- ▶ Think about developing a separate budget for state plan development
- ▶ Be realistic — do not underestimate your costs (think through the potential budget items, page 31)

Capitalize on what you have

- ▶ Investigate the uses of available resources such as the Prevention Block Grant or categorical funding
- ▶ Negotiate reallocation of existing agency staff
- ▶ Identify and secure assistance from internal development experts (e.g., grant writers)

You can't get it if you don't ask for it

- ▶ Investigate availability of new state-based funding sources, such as tobacco settlement money and hospital conversion foundations
- ▶ Research potential external funding sources, such as the federal government, private foundations, hospitals, governor-funded initiatives, and other public or private sources whose purposes may be aligned with state plan
- ▶ Consider self-sustaining funding sources, such as forming a Healthy People coalition and collecting dues from its members or creating a non-profit organization to raise and distribute funds for Healthy People initiatives
- ▶ Ask businesses or community groups to donate services or other non-financial resources (check state regulations first!)

Don't forget to plan for the future—it's not over when the plan is released

- ▶ Identify resource needs to carry out a ten-year plan to monitor progress, publish periodic reviews, and sustain activities
- ▶ Keep a wish list ready for future funding (e.g., resources for a business companion document, a special health disparities consortium, or other ideas generated during 2010 planning)

Coordinate your resources with local initiatives

- ▶ Identify local Healthy People initiatives and ways to include them in resource proposals
- ▶ Assist local public health agencies in identifying resources

Process in Action: Examples from the Field

Below are examples of how the nation and states identified and secured resources for assessment, development, and implementation of a Healthy People plan.

From the National Initiative

Federal statutes

Many federal funding streams can be utilized for development of state plans. HHS grant announcements reference the relevant Healthy People 2000 priority areas and encourage applicants to obtain the document. In addition, the Indian Health Care Improvement Act requires reporting on progress toward Healthy People objectives.

Preventive Health and Health Services Block Grant

Commonly known as Prevention Block Grants, these grants are allocated by the Centers for Disease Control and Prevention (CDC) and give states wide discretion in fund distribution to ensure the best use of resources. States are mandated to show how the funds are aligned with Healthy People Objectives. States are also directed to use the block grants in areas of greatest need, which can mean developing a state plan.

Maternal and Child Health Services Block Grants

The Maternal and Child Health Bureau, HHS, distributes Maternal and Child Health Services Block Grants. Money from these block grants is directed toward improving the health of mothers and children. This grant application requests funds from Title V of the Social Security Act. Program goals are to be linked to the nation's Healthy People goals. There is also an extensive set of reporting requirements that states must follow for their annual reports.

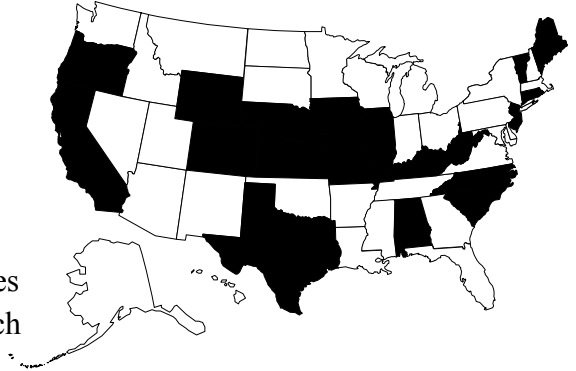
Resource Development Guide

In 1991 ODPHP published the reference, *Locating Resources for Healthy People 2000 Health Promotion Projects*. This 46-page guide helps make the connection between Healthy People 2000 objectives and searching for funding and other assistance. It is available from the U.S. Government Printing Office, Superintendent of Documents, Mail Stop SSOP, Washington, DC 20402-9328. ISBN # 0-16-035928-7.

From State Initiatives

Allocate Prevention Block Grant funds

Alabama, Colorado, Maine, Kentucky, Illinois, and West Virginia are among several states that have used their Prevention Block Grants to fund initiatives tied to their state objectives. These states require state and local jurisdictions to specify which of the Healthy People objectives will be addressed with grant funds.



For year 2000, the **Colorado** Department of Public Health and Environment allocated Prevention Block Grant funds to help local health departments, county nursing services, and local sanitarians develop strategic plans based upon the year 2000 objectives.

In **Maine** private community agencies under contract to deliver public health services must base program funding requests on the state's objectives, similar to the requirements of health department applicants for Prevention Block Grant funds.

Illinois used a portion of its Prevention Block Grant to fund the Illinois Project for the Local Assessment of Needs (IPLAN) initiative. The state set aside funds to actualize local needs assessment projects, including a statewide, computerized data system and training workshops to support local planning. The IPLAN process allows local public health jurisdictions to set priorities and monitor interventions related to year 2000 and year 2010 objectives.

Develop new sources of funding

Iowa's Barn Raising II, held in June 1999, promoted the state's 2010 plan with over 700 participants. With an anticipated budget of approximately \$100,000 for the two-day event, fundraising efforts to support this event started early in the year. The governor, lieutenant governor, and Iowa Department of Public Health Director signed a letter requesting organizations to partner with the state by providing assistance or financial support. The major benefit to the organizations was the opportunity to showcase their organizations' activities and to network. Iowa received commitments for support ranging from \$50 to \$11,500. The Wellmark Foundation awarded Iowa a grant for \$40,000. In order to assist local agency participation, registration costs were kept low. The \$40 registration fee covered the cost of food. However, the fee did not cover most other costs, including materials and promotion.

The **Rhode Island** Prevention Coalition has leveraged over \$550,000 in public and private resources to address physical activity through grants programs. The Coalition's focus on physical activity resulted from a careful review of Rhode Island's year 2000 health objectives. The Department of Health initiated the Coalition in 1995 in partnership with Rhode Island HMOs, health insurers, hospitals, and voluntary health agencies. A private organization, the

Rhode Island Public Health Foundation, serves as the Coalition's fiscal agent. The Coalition issues requests for proposals (RFPs) to stimulate local programs promoting physical activity. Coalition-funded programs have additionally contributed over \$225,000 worth of local in-kind resources to address physical activity. In-kind resources include staff resources from various agencies, as well as materials and public relations services.

A **South Carolina** coalition became an independent 501(c) 3 organization, providing the umbrella for single purpose coalitions and linking their activities. This coalition has now become an important component of a hospital-supported partnership in the community with continued staff and linkage support.

Oregon secured external state and local private funders, such as the Oregon Community Foundation and the Portland Area United Way, by using its benchmarks to focus grantmaking priorities.

Reallocate other types of existing resources

Missouri, New Jersey, and Wyoming identified and categorized existing resources that were being used to address health objectives. These resource assessments provided a basis for reallocating resources to priority areas. For example, Wyoming supplemented carryover funds and human resources for planning, with some redirection of discretionary funds to oversee some of the priority areas.

For both year 2000 and year 2010 plans, the **Connecticut** Department of Health has committed funds for internal staff resources and production costs. The Department of Health dedicated two full-time staff to the year 2000 planning process, who were funded by the agency budget.

Kansas used grant funds awarded by the Kansas Health Foundation to help support its Healthy Kansans 2000 process. There is no funding set aside for Healthy Kansans 2010, however enough funds remain from year 2000 planning to start the 2010 plan. The state also plans to help other organizations better utilize their funding by incorporating Healthy Kansans 2010 objectives into their workplace objectives.

The **Nebraska** State Department of Health reallocated existing resources to develop its year 2000 plan. The Director adopted the plan as a high priority and strongly advocated using the objectives for local planning efforts. The objectives were used to structure the guidance for grant applications as well.

Texas Healthy People 2000 planning activities were supported primarily through existing program budgets. In 1992, the Texas Department of Health was one of six states awarded a five-year grant by the CDC to assess progress toward achieving Healthy People 2000 objectives.

Assist local public health agencies in identifying resources

North Carolina has established two foundations that provide money to counties to implement Healthy Carolinians projects. The Office of Healthy Carolinians alerts counties to requests for proposals (RFPs) and other available money.

In **California** the Office of County Health Services (OCHS) administers the Health Incentive Program, which provides funding to local health agencies for disease prevention and health promotion programs and services in priority areas designated by the federal Healthy People 2000 initiative. OCHS also provides approximately \$300 million in federal, state, and private funding for these services and related administrative activities, as well as technical assistance to local health programs.

Generate in-kind support

Vermont did not have specific budget for either development of a year 2000 plan or year 2010 planning. Although there is no coordinator or other personnel specifically designated for this job, the state's publicity campaign pulls in enough human resources to sustain the Healthy Vermonters project.

Sample Budget Line Items



Line Item	Internal Resources (new agency budget allocation)	Internal In-kind (reallocation of existing agency staff, shared budgets, or resources)	External Resources (grants or financial resources: public or private sources)	External In-kind (donated services or non-financial resources)
Personnel (Staff or Contractors)				
<i>Coordinator</i> <i>Data manager</i> <i>Administrative support staff</i> <i>Technical support/consultants</i> <i>Subject matter experts</i> <i>Meeting facilitators</i> <i>Graphic designer</i> <i>Marketing/PR specialist</i> <i>Copy writer/editor</i> <i>Web site designer</i> <i>Fringe benefits</i>				
Services (Non-Personnel)				
<i>Duplication and Printing</i> Steering/advisory group materials State plan publication Companion documents Letterhead Press kits, marketing materials				
<i>Rental</i> Conference and meeting rooms Conference booth rental Computer equipment rental				
<i>Equipment and Maintenance</i> Audio equipment Presentation equipment Other equipment purchase Computer/copier maintenance				

Line Item	Internal Resources	Internal In-kind	External Resources	External In-kind
<i>Advertising</i> Public meeting notices Promotion of state plan in small media (newsletters, conference programs) General media placement (radio, print, web, television)				
<i>Postage</i> Steering/advisory group mailings Overnight delivery services Meeting announcements Circulation of drafts Correspondence to partners Dissemination of plan and companion documents Marketing materials				
<i>Utilities, Telecommunications</i> Conference call services Long distance services Web site service Electric				
Supplies				
<i>Office supplies</i> <i>Meeting supplies</i> <i>Computer supplies</i> <i>Graphic design software</i> <i>Data software</i> <i>Plaques or certificates of thanks for steering group members</i>				
Travel				
<i>Staff meeting travel, lodging, and per diem</i> <i>Steering group travel and lodging</i>				

Line Item	Internal Resources	Internal In-kind	External Resources	External In-kind
Other Direct Costs				
<i>Meeting refreshments Literature search/retrieval fees Incentives for focus group participation</i>				
Indirect Costs				
TOTAL				

Finding Other Resources



Important to Explore (✓)	Responsible Party	Potential Strategies to Ensure Resources for Planning and/or Implementation
		Request legislators to appropriate additional funds to implement priority activities based upon state-plan objectives.
		Private and public partners create a non-profit organization to raise and distribute funds for Healthy People initiatives.
		Ask public agencies to voluntarily adopt policies to focus their current human and financial resources on priorities or certain objectives.
		Ask private groups to voluntarily redirect current program resources to address health objectives.
		Encourage legislators to evaluate budgets against the plan's priorities.
		Use policy and regulation to focus private sector and public sector efforts on priorities in the plan.
		Ask private foundations to consider state public health priorities when developing grant making programs and awarding funds.
		Request private organizations to provide technical assistance, leadership, administrative support, and donated services to planning efforts, programs, and policy initiatives.
		Require local health departments or community agencies to address health objectives as a condition of using certain public funds. (Recipients choose which objectives to address.)
		Earmark state funding for particular Healthy People activities, objectives, or strategies in the plan, in order to ensure certain priorities are addressed.
		Request local and state health agencies contribute in-kind resources such as personnel to planning efforts.
		Set aside state funding and technical assistance resources to help local jurisdictions with planning efforts.
		Charge dues to organizational members of the state Healthy People coalition.
		Apply for private or public grants to support Healthy People efforts.



Resources for Identifying and Securing Resources

- ★ **U.S. Department of Health and Human Services, Public Health Service, Office of Disease Prevention and Health Promotion. *Locating Resources for Healthy People 2000 Health Promotion Projects, 1991.*** Available from Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. 20402. (202) 512-1800.

This publication is a guide to locating financial assistance for projects related to the Healthy People 2000 goals. It reviews principles and procedures of grant seeking and discusses ways to locate potential funding through local, state, and federal agencies, as well as the private sector.
- ★ **Department of Health and Human Services – GrantsNet. <http://www.hhs.gov/grantsnet/>**

GrantsNet is a tool for finding and exchanging information about HHS and other selected federal grant programs. This site provides access to up-to-date government resources available to the general public.
- ★ **Office of Minority Health Resource Center. *Funding Guide.* Available at <http://www.omhrc.gov/omhrc/publications/publications5.htm>**

This guide was developed to assist grantseekers in their search for funding sources for health-related activities. It includes resources to enhance knowledge of public funding, private funding, and the basics of getting started in the search for funding sources.
- ★ **National Library of Medicine HSRProj - <http://www.nlm.nih.gov/nichsr/db.html#hsrp>**

HSRProj is one of the information products developed by the National Information Center on Health Services Research and Health Care Technology (NICHSR), a component of the National Library of Medicine. HSRProj contains descriptions of research in progress funded by federal and private grants and contracts for use by policy makers, managers, clinicians, and other decision-makers. It provides access to information about health services research in progress before results are available in a published form.

★ **Robert Wood Johnson Foundation.** <http://www.rwjf.org/index.jsp>

The Robert Wood Johnson Foundation's mission is "to improve the health and health care of all Americans." To stay up-to-date about RWJF program developments — new ideas and recent calls for proposals, subscribe to the Foundation's free quarterly newsletter, ADVANCES®, read their annual report, or regularly visit their web site where all new publications and requests for proposals are posted.

★ **W. K. Kellogg Foundation.** <http://www.wkcf.org/>

The mission of the W. K. Kellogg Foundation is "to help people help themselves through the practical application of knowledge and resources to improve their quality of life and that of future generations." The searchable grants database is organized around the W. K. Kellogg Foundation's programming interests.

★ **Grantmakers in Health.** <http://www.gih.org/>

"This is a non-profit organization serving funders throughout the country who make grants in health and related human services. Grantmakers in Health serves these constituents through convening, publishing, providing education/training, conducting research, developing and making accessible databases and other information resources, providing technical assistance and consultation, making referrals, and helping grantmakers build professional relationships."

Please see Appendix A for other links to funding sources and references for identifying resources for developing a state plan.