

Section II

Developing and Expanding a Statewide Parent to Parent Program

2000

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A Statewide Parent to Parent Program With No Agency Sponsorship

Most statewide Parent to Parent programs prefer the autonomy that a non-sponsored status permits. Decisions about program philosophy, components, growth and development are entirely up to the program, and program “ownership” reside completely with the program organizers.

If your emerging statewide program does not have a formal relationship with a sponsor, you may find it useful to obtain not only the support of parents, but also the support of professionals who believe in the importance of Parent to Parent. Professionals may have helpful contacts across the state to help your statewide program achieve the necessary visibility and credibility to establish itself as a statewide resource.

You may find that the meeting/office space you need may be donated by service provider agencies, banks, churches, and libraries.

Without a sponsoring agency that might assist your statewide Parent to Parent program with funding support, you will need to work to put together a funding base for your program. Experienced statewide Parent to Parent program directors emphasize the importance of a diversified funding base so that the existence of the program is not totally dependent upon a single funding source. The section *Considering Funding Options* that appears later in this manual will give you lots of ideas about funding your programs.

Because funds can only be channeled to agencies that are incorporated, it will be important to your fundraising capacity for your emerging statewide Parent to Parent program to apply for its own not-for-profit status (501c-3). You can find information to help you with this process at your local library. There are many books on developing non-profit organizations. Perhaps someone on your program development team is a lawyer who can be a resource in the application process.

There are several benefits of incorporating as a not-for-profit organization:

- Financial contributions to your organization can be tax-deductible for the donor
- Your organization can take advantage of bulk mail rates
- The organization is responsible for the group’s actions
- An incorporated status may add credibility to your effort
- There are associations of non-profit organizations that may be helpful. Membership in a non-profit organization will put you in touch with others who have developed non-profit organizations, and they will have information and resources to share.

In order to apply for a 501c-3, your program will need to have a board of directors and a set of by-laws that will govern your organization. Typically statewide Parent to Parent programs

begin with one board of directors and that board of directors is comprised of at least 51% parents of children/adults with disabilities, along with some supportive service providers who believe in the mission of the program, and other community leaders who may be able to assist the program in establishing its credibility and securing funding. As statewide programs expand, additional boards may be added to support the program in different ways (e.g., a working board of directors that oversees the programmatic aspects of the program; an honorary board of individuals who lend their name to the program).

The by-laws for an organization basically include information about the mission and objectives of the organization, membership, information about how the organization is governed – board of directors, officers, committees, and their various duties, and how business will be conducted and money spent (meetings, quorums, voting rights). Once the by-laws are written, then writing the Articles of Incorporation required to apply for a not-for-profit status will be much easier. Existing statewide programs may be willing to share copies of their by-laws with you and to talk with you about their strategies for building a board of directors. The *Statewide Parent to Parent Gifts and Talents* listing that appears in the Appendix A indicates which statewide Parent to Parent programs have expertise in early program development activities, and the *Roster of Statewide Parent to Parent Programs* provides contact information for each statewide Parent to Parent program.

A Statewide Parent to Parent Program with Agency Sponsorship

While most statewide Parent to Parent programs are not sponsored, there may be compelling reasons for a newly developing statewide Parent to Parent program to be sponsored by another agency. While sponsorship does reduce a program's opportunities for complete autonomy, a sponsoring agency because of its contact persons and visibility to the public may be able to offer a variety of resources:

- Donated meeting/office space and office equipment to maintain records and coordinate the program
- Underwriting of start-up and initial operating costs
- Availability of professional staff for consultation as resource persons and for training of parent volunteers
- Assistance with public awareness and referrals
- An existing not-for-profit status of an established agency to qualify for funding
- Assistance with fundraising and grant writing
- A Parent to Parent telephone line for receiving referrals

There are many different agencies and organizations that may be interested in sponsoring a statewide Parent to Parent program. The most common sponsoring agencies for statewide

Parent to Parent programs are the federally funded Parent Training and Information Centers (PTI). In Florida, Kansas, Arizona, New Mexico, and Utah, the statewide Parent to Parent program is a component of the PTI. In some cases, the PTI came first, as in Kansas, and added the Parent to Parent component. In most cases, the statewide Parent to Parent program evolved first and competed for the federal grant for the PTI. The statewide Parent to Parent programs in New York and New Jersey are autonomous programs with their own line of funding, but they have each chosen to have the PTI serve as their fiscal agent.

Determining Roles and Responsibilities

A statewide Parent to Parent program may be established by any number of people -- a parent of a child with a disability, a core group of parents of children with special needs, a staff member of a service provider agency, and/or a combination of parents and professionals working together. Regardless of sponsorship status, leadership roles will need to be determined.

In a sponsored statewide Parent to Parent program, often a program staff person (who may also be a parent of a child with a disability) will assume a leadership role in the development of the program. Just as critical to the success of a sponsored statewide Parent to Parent program, however, is the involvement of the parents themselves in the organization and operation of the program. Parent involvement and strong parent commitment to the program are important factors in establishing the program's credibility with other professionals in the community, and especially with other parents. Thus an important first step for the agency staff member who takes on the leadership role in the development of the program will be to seek a core group of parents to collaborate in the effort. In a newly developing program without sponsorship, generally a core group of parents forms a steering committee and takes the initiative for the many start-up issues. In either case, most statewide Parent to Parent programs begin with some or all of the following key roles or positions in their efforts to build a strong foundation for the statewide program:

- **Director:** Arrange for and conduct all meetings with parents and other key players to plan for the launching of the program; explore funding opportunities; write grants to secure funding; establish governing board; serve as liaison between the program development committee and the state and local communities.
- **Program Coordinator:** Recruit and train prospective veteran parents; coordinate all referrals and matches; organize and maintain the record keeping system for the operation of the program; organize all social events for parents and families; review and select resource materials for the program and for families; plan for and implement training and support for coordinators of existing or newly developing local Parent to Parent programs.
- **Fundraising/Publicity:** Plan and coordinate the implementation of all fundraising activities; write grants to secure funding; coordinate all community relations and public relations efforts.

As your statewide Parent to Parent program grows, staff are added as funding permits. See Appendix B for sample job descriptions for staff positions within several existing statewide Parent to Parent programs.

Funding Considerations

Statewide Parent to Parent programs sometimes start on a totally volunteer basis with little or no funding, with the force behind a program’s success being the dedication and commitment of a core group of parents. But in order for Parent to Parent activities to occur across the state in a timely and coordinated fashion, a minimal funding base will need to be established in the first 12 months, with a more substantial funding base needed to hire staff and to support the breadth and depth of activities of a mature program. Data from the survey of statewide Parent to Parent programs show that the annual program budgets of responding programs ranged from less than \$1,000 to \$500,000, both at the end of the first 12 months and today, but with some significant differences in the percentage of programs reporting in each category.

Table 1: Annual Budgets of Statewide Programs: End of First 12 Months and Today

Annual Budget at End of First Year	End of First 12 Months	Today
<\$1,000	6%	0%
\$1,000-4,999	6%	0%
\$5,000-9,999	0%	0%
\$10,000-24,999	33%	0%
\$25,000-49,999	11%	17%
\$50,000-99,999	22%	0%
\$100,000-249,999	17%	33%
\$250,000-499,999	6%	28%
>\$500,000	6%	22%

As you will note in Table 1, at the end of the first 12 months, over 75% of the programs reported an annual budget of **less than \$100,000**, whereas today over 75% of the programs report an annual budget of **over \$100,000**. Clearly statewide programs have been successful in expanding the size of their initial annual budgets.

In the early months of a statewide program, if a statewide Parent to Parent program is sponsored by an existing organization, some financial support may be available for start-up tasks and office space and supplies. If a statewide Parent to Parent program director is employed to oversee the development and operation of the program, then often additional funds must be obtained. If the statewide program begins as an autonomous program without a sponsoring

agency, then funding will be essential to support an office and key personnel to launch the program.

As a statewide program becomes more established and begins to add staff and program activities, and to encourage the development of more local programs, additional funding will be necessary to support this growth. Table 2 illustrates the number of paid staff in statewide programs at the end of their first 12 months of operations and as of today.

Table 2: Paid Staff in Statewide Programs

Type of Staff Member	% of Statewide Programs Having at End of 1st 12 Months	% Statewide Programs Having Today
Director, Full-Time	22%	67%
Director, Part-Time	45%	17%
Assistant Director, Full-Time	0%	17%
Assistant Director, Part-Time	5%	6%
Statewide Program Coordinator, Full-Time	17%	28%
Statewide Program Coordinator, Part-Time	17%	39%
Local Program Coordinator	22%	28%
Regional Program Coordinator	17%	50%
Office Support Staff, Full-Time	0%	33%
Office Support Staff, Part-Time	28%	67%
Other Staff, Full-Time	17%	22%
Other Staff, Part-Time	33%	50%

Where to find funding not only to support a newly developing statewide Parent to Parent program but also to support the program for the long-term is a critical question, and the funding experiences of existing statewide Parent to Parent programs may provide you with some ideas. When statewide program directors were surveyed and asked to identify the funding sources that supported their programs at the end of the first 12 months, and those that support their programs today, their responses revealed that statewide programs are often funded both initially and today by public funds and private funds. Table 3 summarizes the funding sources mentioned by statewide Parent to Parent program directors who responded to the survey:

Table 3: Funding Sources for Statewide Programs: At End of First 12 Months and Today

Funding Source	End of First 12 Months	Today
State Funds:		
Developmental Disabilities Council	33%	11%
State Title V/Dept. of Health	28%	33%
State Department of Education	17%	17%
University	11%	28%
Line Item on State Budget	0%	11%
Federal Funds:		
Maternal and Child Health	11%	17%
Part C - Early Intervention Funding	6%	39%
Parent Training and Information Center	0%	17%
Other Funds:		
Donations	22%	33%
In-Kind Services	17%	17%
Private foundation grants	17%	39%
Fundraisers	11%	33%
Civic Clubs	11%	17%
United Way	11%	11%
Hospitals	6%	17%
Churches	6%	17%
School Districts	0%	6%

State Funding Opportunities

As you will note, 33% of statewide Parent to Parent programs reported receiving early funding support from their state Developmental Disabilities (DD) Councils. DD Councils often will provide 2-3 years of seed money to support the initial development of new statewide resources for individuals with disabilities and their families.

Sometimes applying for DD Council funds requires a grant application in response to a DD Council Request for Proposals (RFP). In other cases, the DD Council may elect to award discretionary funds to support the development of the program. DD Councils have traditionally been wonderful supporters of newly developing statewide Parent to Parent efforts, however DD

Councils typically only fund for one cycle of funding (usually 2-3 years). You most likely will find that your state DD Council may be happy to award your developing statewide program with 2-3 years of initial funding, but that they will expect your fledgling program to secure alternate funding to support its on-going and long-term existence. Note that only 11% of statewide Parent to Parent programs indicated that they were receiving funding today from their DD Council.

Sometimes a newly developing statewide program receives funding from more than one state agency, and often a single state agency is more willing and more comfortable funding a new state resource if other state agencies have also agreed to support it. When you begin to search for funding for your program, you may find it helpful to convene a meeting of representatives from the state agencies that you believe would support the mission of a statewide Parent to Parent program. Likely possibilities might include your state agencies that oversee education (Department of Education), health (Department of Health) mental health (Department of Mental Health), social services (Department of Human and Social Services). The names of these agencies in your state may differ from those listed here, but most states have state level agencies that oversee services in these respective areas.

Universities may also be willing to support a statewide Parent to Parent program. Most major universities have a University Affiliated Program (UAP) that helps to translate research into practice. UAPs often fund and conduct research and model programs to develop state of the art procedures for meeting the needs of children/adults with disabilities and their families. They also train future service providers. Within the last ten years, universities, and UAPs in particular, have shown a much greater interest in Parent to Parent as a unique form of support for parents who have a family member with a disability. UAPs have come to recognize the power of involving parents and offering one-to-one Parent to Parent support in their model programs. A number of UAPs are also involving parents as community faculty in the preparation of future service providers. It is interesting to note that only 11% of statewide programs reported receiving funding from a university during their first 12 months, while 28% of the programs are receiving funding from a university today. Be sure to check with your state universities (perhaps beginning with the department of special education if you don't already have another contact), about possible partnerships and funding opportunities. You may find that they are as eager to partner with you as you are with them. Not only might the university and the UAP be willing to help fund your program, but you will probably also find that UAP faculty members are terrific grant writers and may be able to assist you in your grant writing activities for other funding.

Federal Funding Opportunities

A few statewide Parent to Parent programs have been able to apply for and get federal funding to support their program development activities, but generally speaking, statewide efforts have been more successful at securing state funding than federal funding. The Division of Services for Children with Special Health Care Needs within the Bureau of Maternal and Child Health (MCH) within the U.S. Department of Health and Human Services is sympathetic to family support activities and their funding priorities sometimes fit with the proposed activities of a statewide Parent to Parent program. MCH awards SPRANS (Special Projects of Regional and National Significance) grants to innovative and replicable models of community-based services,

and a few (11%) statewide Parent to Parent programs tapped into this line of funding during their first 12 months, and 17% are benefiting from MCH funding today. To learn more about federal funding opportunities through MCH, contact:

Maternal and Child Health Bureau
5600 Fishers Lane
Rockville, MD 20857
(301) 443-2370
www.os.dhhs.gov/hrsa/mchb

Federal funding for early intervention (formerly Part H and now Part C of IDEA) services has supported the start-up of some (6%) statewide Parent to Parent programs, and supports the existence of 39% of statewide programs today. While newly developing and existing statewide programs do not apply directly to the federal government for Part C funds, they have been able to take advantage of the fact that each state has received Part C federal funds to support their early intervention services. Because the federal government has mandated that early intervention services be family-centered, and because Parent to Parent programs provide family-centered services (and often to parents who have just learned of the diagnosis of their young children), there has been an increase in the number of partnerships between early intervention efforts and Parent to Parent efforts. Over 6 times as many statewide programs receive Part C funds today (39%) as did during the first 12 months of their existence (6%). As you think about your funding options, do consider contacting the state early intervention director in your state as one of your key state level contacts.

While none of the statewide programs that responded to the survey indicated that they received initial funding from the federally funded Parent Training and Information Center (PTI) in their state, 17% of the statewide programs are receiving funding from their PTI today. Statewide Parent to Parent programs and PTIs are recognizing that parents need both the information and advocacy support that are provided by PTIs and the one-to-one emotional support and personalized information that are provided through a Parent to Parent match. This enhanced awareness and understanding perhaps explains, at least in part, why more statewide Parent to Parent programs are receiving funding today from their PTI than did during their first 12 months of existence. The Office of Special Education Programs (OSEP) within the Office of Special Education and Rehabilitative Services (OSERS) in the U.S. Department of Education funds the PTIs. To learn more about federal funding opportunities through OSEP, contact:

Office of Special Education Programs
U.S. Department of Education/OSERS
Room 3006, Switzer Building
330 C Street, SW
Washington, DC 20202-2500
(202) 205-9161
www.ed.gov/offices/OSERS/OSEP/index.html

Regardless of whether your statewide program ever receives any funding from the PTI in your state, hopefully you will be able to develop a positive non-competitive relationship with your PTI. Families are the ultimate beneficiaries when services are delivered collaboratively.

Other Funding Opportunities

Statewide Parent to Parent programs rely on a variety of other funding sources to support their statewide activities. As depicted in Table 2, many of these funding sources are local (e.g. civic clubs, churches, hospitals, school districts), some rely on the generosity of others (donations, in-kind services), and some are private foundations. You will also notice that for each category of funding, a greater percentage of statewide programs reported receiving funding today than in the first 12 months (e.g., 17% reported receiving funding from private foundation in the first 12 months and 39% reported receiving private foundation funding today). Statewide Parent to Parent programs are indeed diversifying their funding base.

As you consider where your potential funding sources may be, you may find it helpful to refer to the *Statewide Parent to Parent Gifts and Talents* list and the *Roster of Statewide Parent to Parent Programs* that appear in the Appendix A. The *Statewide Parent to Parent Gifts and Talents* listing indicates which statewide Parent to Parent programs have expertise in securing various different types of funding. The *Roster of Statewide Parent to Parent Programs* provides contact information for each statewide Parent to Parent program. Talking to the directors of statewide programs about their funding successes may give you some helpful ideas.

Statewide Parent to Parent Program Stories: Organizational and Funding Characteristics

Two parents and a professional started **Raising Special Kids in Phoenix, AZ** as a Parent to Parent program for matching parents of young children with disabilities in 1979. The Arc of Arizona served as the fiscal agent and the sponsor for the newly developing program. In 1985, because the program had grown considerably and wanted to expand to offer support to families whose children were school-age, the founders of the program applied for and were awarded a federal grant to serve as the Parent Training and Information Center (PTI) for Arizona. Additional state funding from the DD Council supported the continued expansion of the parent matching component. At this time, the program formally incorporated as a not-for-profit corporation, with a Board of Directors comprised of a majority of parents of children with various disabilities along with other interested community people. The Board of Directors guides the programmatic development of the program and helps to secure the financial resources needed to support the program's activities.

Parents Helping Parents in California emerged in the mid-1970's out of the efforts of two parents who implemented the program out of their homes, in the evenings, and with no program budget at all. They sought out and trained other parents to serve as Visiting Parents, and made and documented parent matches by using a shoebox filled with 3X5 index cards. Four years later the program received its first external funding – and with it the program founders hired staff and rented office space. Over the years, Parents Helping Parents has been very successful at combining funding from local, state, and federal sources, as well as from private

foundations. Federal funding has allowed Parents Helping Parents to serve as one of California's several Parent Training and Information Centers; and for several years Parents Helping Parents received federal funding to operate the National Center for Parent-Directed Family Resource Centers. Still available as a national resource, the National Center for Parent-Directed Family Resource Centers provides training and technical assistance to those wishing to develop community-based parent-directed parent support and information programs. See Appendix A for additional information about Parents Helping Parents and the National Center for Parent-Directed Family Resource Centers.

Parent to Parent of Connecticut was initiated in 1987 by the collaborative efforts of parents and staff members from the University of Connecticut Health Center. Beginning with in-kind support from the University of Connecticut, the program in its first year provided training and start-up assistance to two local Parent to Parent programs. In its second year, Parent to Parent of Connecticut received a small grant from the Connecticut Department of Mental Retardation, and launched two more local programs. In 1989, the DD Council in Connecticut awarded Parent to Parent of Connecticut with a three year grant, allowing the program to hire a parent to coordinate the development of a statewide network of local Parent to Parent programs. In 1991, Parent to Parent Network of Connecticut along with other parent programs from the University collaborated to open the Family Center – a statewide resource that is located in the Connecticut Children's Medical Center and offers support, information and training to families who have a child with special needs. Presently the Parent to Parent Network is housed within the Family Center, with funding to the Family Center (and to Parent to Parent) coming from private grants, training contracts, and an on-going financial commitment from the Connecticut Children's Medical Center. Parent to Parent of Connecticut is unique in its affiliation with the Connecticut Children's Medical Center. Although the hospital has made a significant financial contribution to Parent to Parent of Connecticut, the statewide program has been able to maintain complete parent ownership and autonomy, with no constraints on its ability to serve families through this affiliation. Thus, Parent to Parent of Connecticut has been able to maintain a broad-based grassroots component, while centralizing the funding and administration pieces.

Parent to Parent of New Hampshire started in 1989 as the local Parent to Parent program (Upper Valley Support Group) and later expanded to meet the needs of parents statewide. With a SPRANS grant from the Bureau of Maternal and Child Health, the Upper Valley Support Group launched a statewide networking project in collaboration with the Institute on Disability (the UAP) and the Bureau of Special Medical Services (Title V). In 1991, the SPRANS project funded 4 regions to begin or expand their own local Parent to Parent programs, and in 1994, additional monies from the NH Bureau of Developmental Services supported the development of local programs in 12 regions. More recently, funds for the local programs have been reallocated within the existing NH Family Support Legislation, with funding to the local programs being renewed on a yearly basis. Parent to Parent of New Hampshire provides leadership, training, and technical assistance to this network of local Parent to Parent programs.

In 1995, the Northwest NJ Regional Early Intervention Collaborative, funded under federal early intervention Part C money, initiated a pilot Parent to Parent program. Two parents from that program attended the International Parent to Parent Conference in 1996 and returned to

New Jersey filled with visions for a statewide program. In 1996, at the initiative of the parents, representatives from disability organizations, several different state agencies, parents, community members, and professionals working in related fields met together to explore ways to bring the vision to reality. One year later, **New Jersey Statewide Parent to Parent**, with funding from the NJ Department of Health and Senior Services under Special Child and Health Services, launched its activities statewide. The program also has collaborative relationships with the PTI in New Jersey (SPAN – Statewide Parent Advocacy Network) and the Family Support Center of NJ. SPAN serves as the fiscal agent for New Jersey Statewide Parent to Parent, and the Family Support Center shares their 800 number and their resource library with New Jersey Statewide Parent to Parent. Regional Associates do outreach, offer orientation for veteran parents, match parents and provide follow-up support to each match, and provide technical assistance to local Parent to Parent programs. An Advisory Board, with 90% of its members being parents, meets quarterly.

New Jersey Statewide Parent to Parent is now divided into four regions – South, Central, Northeast, and Northwest, with each region having a part-time Regional Associate who does outreach, training for support parents, and matches in their region. A part-time statewide coordinator oversees the statewide program, works with the PTI and the Family Support Center to enhance the partnership and the coordination of the program, and reaches out to local Parent to Parent and other parent support programs.

A small group of parents and professionals started **Parent to Parent of New York State** in 1984, to offer one-to-one emotional and informational support to parents of children with disabilities. They developed their own by-laws, launched a publicity campaign, and began making parent matches – all on a volunteer basis. During the next two years, the program grew quickly, and soon needed a permanent office and phone. The program founders approached the New York Easter Seals Society and received donated office space and the use of the Easter Seals toll-free 800 number. From 1986 until 1994, the program remained at the New York Easter Seals and grew to a statewide network of over 500 trained support parents. In 1994, with funding from a Family Support grant awarded by the NY State Office of Mental Retardation and Developmental Disabilities, Parent to Parent of New York State established its own statewide office. The PTI in upstate New York serves as the fiscal agent for Parent to Parent of New York State. Currently Parent to Parent of New York State oversees program activities in seven regional offices, with each regional office having one fulltime paid coordinator and receiving in-kind support from a related agency.

Several parents in Pennsylvania were so united in their determination to create a statewide Parent to Parent program that, after some unsuccessful initial grant writing efforts, they approached administrators from three state agencies – Office of Mental Retardation, Office of Mental Health, and the Office of Children and Youth to discuss funding possibilities. In June, 1996, with funding from these three departments, they launched **Parent to Parent of Pennsylvania**. The program takes advantage of many in-kind services (e.g., the 800 number is shared with and funded by Special Kids Network – a Department of Health initiative, several computers have been donated by the Department of Education, printing needs are being met by a Vocational-Technical school). Part-time regional coordinators work to recruit and train support

parents, match parents and support the matches, and provide technical assistance to those wishing to start a local program.

Parents and supportive professionals founded the **Family Connection of South Carolina**, and in 1989 the Family Connection incorporated as a not-profit organization. In 1990, with funding from the DD Council, the SC Department of Disabilities and Special Needs, and private donations, the first full-time Program Coordinator was hired to work in donated space at the Easter Seals Society. A part-time Executive Director soon joined the Program Coordinator. A parent, with experience in community organizing, grant writing, and public relations, the Executive Director found private funding to support a strategic planning process. Family Connection relies on its three year strategic plans to guide the growth and direction of the program. In 1992, Family Connection was awarded a contract by the state of SC to provide Parent to Parent support through its Family Partners Program to parents of infants and toddlers who are eligible for the state's early intervention program. The Family Partners Program provided the springboard for statewide Parent to Parent support for families who have children with special needs of all ages. While most of the services of the Family Connection are centralized, a local Parent to Parent program in partnership with the Children's Hospital of Greenville, is also supported by the Family Connection staff.

Washington State Parent to Parent began in 1982 as a local program sponsored by The Arc-King County. As the program grew to meet the needs of parents in the Seattle area, parents in other parts of the state expressed interest in replicating the model. In 1988, replication efforts began across the state, and today there are 25 community-based Parent to Parent programs and a Washington State Parent to Parent Coordinating Office that serve families in all 39 counties. Each local program is either autonomous as its own entity or has a sponsoring agency, and each program has its own advisory board, paid parent coordinator, and core of trained Helping Parents. The Washington State Parent to Parent Coordinating Office serves as the umbrella organization and provides training and technical assistance to the local programs. Local programs are responsible for training Helping Parents, and matching and providing information to referred parents in their area of the state.

Initial funding for the statewide initiative in Washington came from the Office of the Superintendent of Public Instruction which continues to use IDEA-619 Part B (Early Childhood Discretionary) funds to support the programs. The program also receives a state-level contract from the Washington State Department of Health, Office of Children with Special Health Care Needs (Title V funds). But most of the program operating costs (75%) comes from local sources – school districts, educational service districts, county and regional developmental disability programs, United Way, service clubs, and fundraisers.

Appendix C contains some sample organizational charts from statewide Parent to Parent programs.