

## Appendix C



# **LAUNCHING & FINANCING**

**THE PARENT LEADERSHIP  
TRAINING INSTITUTE**

**2021**

# BACKGROUND INFORMATION



The Parent Leadership Training Institute was co-created by parents and community and government leaders in Connecticut. Through their engagement in PLTI, parents gain personal leadership skills, an increased understanding of public policies, and practical knowledge on how social change occurs.

Each PLTI parent leader develops a community project to make the changes that they want to see in the community. Community projects cover a wide range of topics, with approximately 40% connected to education and learning, 30% connected to health and safety, and 30% connected to community and economic development.

After PLTI, the leadership path continues with parent leaders making change in their neighborhoods, local systems, and impacting state policy. Independent evaluations of PLTI consistently show strong gains with significant increases in knowledge, skills, and civic actions. The outcomes are routinely high for parents of color, parents with low incomes, and parents across regions of the country, geographic locale, and language.



The National Parent Leadership Institute is a national non-partisan, parent-centered, and anti-racist organization that partners with parents and other community leaders to improve child outcomes, advance democracy, and increase racial equity through the civic engagement of families.

We embrace a cross-race, cross-class, asset-based learning approach to increase the civic impact of parents in the school, the neighborhood, the community, and public-policy decision-making tables.

NPLI is the national replication arm for the Parent Leadership Training Institute. In addition to working with local and State partners to implement PLTI, we work with public and non-profit agencies to prepare them to effectively partner with parents and advance racial equity and social justice through family civics.



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## DOCUMENT STRUCTURE

Thank you for your interest in **Launching & Financing a Parent Leadership Institute** in your community.

Pages 5–14 in this document use a simple approach to help your leadership team understand the five key aspects and the costs associated with each developmental stage of the PLTI civic engagement initiative.

Approximately **1 in 10** PLTI sites also offer the **Children's Leadership Training Institute** (CLTI). Information about CLTI is covered in the final two pages of this document.

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# THE PARENT LEADERSHIP TRAINING INSTITUTE...



## IS INTENTIONALLY DIVERSE

PLTI brings together parents from different cultures, races, ethnicities, and socioeconomic levels to work together for the benefit of their children.



## IS MULTI-GENERATIONAL

PLTI recognizes that multiple generations raise children. Communities offer leadership training to parents and grandparents. Children can participate in a parallel curriculum while parents are in class. This parent-child participation in leadership enhances children's visions of their own potential to effect change.



## IS COMMITTED TO RACIAL EQUITY

The National Parent Leadership is a parent-centered, anti-racist organization that equips families with the civic skills and knowledge to be leading advocates for children at home, school, and in the community



## EXPANDS ITS CIRCLE OF EFFECT

Parent graduates serve as peer-to-peer supporters for the next class of students. Parents participate, advise, and mentor other parents and programs seeking to work with parents as partners.



## SELECTION IS PARENT-BASED

Parents are selected on individual merit based on their application and interview. Some applicants are self-referred, while others are referred by PLTI graduates, religious institutions, schools or community agencies. PLTI strengthens a diverse constituency of parents who can access and utilize community assets to meet parent-defined goals.



# WHAT IS A PLTI INITIATIVE?

**LAUNCHING A  
PARENT LEADERSHIP  
TRAINING INSTITUTE  
(PLTI) INITIATIVE IN  
A COMMUNITY IS A  
DEVELOPMENTAL  
PROCESS.**

It usually begins with a small group who has heard of the initiative and recognizes its value in improving outcomes for children and families. These initiators reach out to others and eventually a Civic Design Team emerges as a leadership group which then asks a local agency or institution to serve as lead convener and fiscal agent for the Institute.

An important point that should drive local thinking and strategy about finance is that PLTI is a broad-based civic engagement initiative, not a “program.” Its annual activities and reach go far beyond the act of providing training for parents.

**PARENTS,  
CHILDREN, AND  
COMMUNITIES  
ALL BENEFIT  
FROM PLTI.**

Parents gain self-confidence using their skills as change-agents within communities. Children benefit when parents participate more in their lives as advocates and decision-makers. Communities benefit as parents use their tools of democracy in civic initiatives, driving positive change and co-creating community solutions.

While this process is as flexible and diverse as the communities involved, one of the first questions many interested people ask is what will it cost and where can we raise the funds to support it? This document identifies issues and opportunities for financing PLTI at the community level.



# PLTI INITIATIVE STRUCTURE

## THE 4 STAGES OF DEVELOPMENT

What follows shows the four-stage developmental process used by local leaders across the country who have successfully started and sustained PLTI initiatives to change the civic dialogue in their communities.

1

### PARENT LEADERSHIP LAUNCH

YEAR 1

A Civic Design Team organizes and launches the initiative.

- Train parent leaders: 20

2

### FAMILY CIVICS ON THE RISE

YEARS 2-3

Initiate Civic Change projects.

- Train parent leaders: 20–40
- Establish alumni network: 40+

3

### A GROWING CONSTITUENCY OF PARENTS

YEARS 4-5

Integrate alumni into organizations & community change initiatives.

- Train parent leaders: 30–40
- Two-generation leadership

4

### SUSTAINING CHANGE IN THE COMMUNITY

YEARS 5+

Community “go-to” for civic dialog and parent-driven approaches.

- Thriving alumni network: 100+



# KEY ASPECTS OF EACH STAGE

## PLTI DEVELOPMENT PROCESS

The next 7 pages in this document use a simple approach to help your leadership team understand the five key aspects and the costs associated with each developmental stage of the PLTI civic engagement initiative.

**The PLTI budget and resourcing process involves the Civic Design Team and Sponsoring Organization coming together to leverage community resources to support PLTI. These resources can include in-kind support, staffing, and engaging foundations and philanthropy in targeted financial support.**

<b>WHEN?</b>	The time frame for each stage of development.
<b>WHAT?</b>	The outcome communities typically achieve.
<b>WHY?</b>	How the accomplishments build a foundation to move ahead to the next stage.
<b>WHO?</b>	The person(s) who hold responsibility to achieve success.
<b>COST?</b>	The typical financial resources to produce anticipated outcomes as well as supports made available through the NPLI office.



# PLTI FUNDING SOURCES

## EFFECTIVE FINANCING STRATEGIES

Communities creatively blend a variety of methods to support the four stages of PLTI implementation. This includes identifying in-kind support from members of the Civic Design Team and other partner organizations, as well as creating local fundraisers and finding funding sources.

PLTI sites report that successful resource development starts with the Civic Design Team and interest from funders grows with each graduating class and as the impact of the PLTI initiative ripples across the community. **As part of our technical assistance and support, the NPLI team will work closely with you to identify potential sources of support in your community.**

### LOCAL GOVERNMENTS

Use local funding streams that include parent engagement as either a required element or an eligible expense. These may include education, housing, early childhood, and health, among others. For example, school districts can use federal Title I funds to support parent engagement.

- City Council, Town Boards, and Mayoral discretionary funds
- Federal Title I, Title III, & Title V dollars
- 21st Century federal grants for after school/ out of school time programming
- Special federal funding options (e.g. ARPA)
- Head Start
- Safe Schools/Healthy Families
- Healthy Start
- Community Development Block Grants (CDBG) and other Housing & Urban Development/Public Housing Funding
- Child Care Development Block Grants (CCDBG)

### STATE GOVERNMENTS

Multiple funding sources at the state level offer opportunities to support PLTI initiatives (and can support statewide diffusion and/or replication of the PLTI model).

- Programs for children and families within K-12 education and early childhood education, social services, child protection funds, or children's mental health funding include support for parent involvement. Colorado uses Title V, state university extension funds and Race to the Top dollars for PLTI.
- Parent Trust. In Connecticut, the Parent Trust Act provides resources for local communities to train parents and sustain parent leadership in communities. Other states can replicate this model.





# PLTI FUNDING SOURCES

## EFFECTIVE FINANCING STRATEGIES

### PHILANTHROPY

Many foundations embrace parent engagement, democracy projects and/or community capacity building as key elements of their strategy for fulfilling their mission. Many foundation leaders will respond positively to compelling cases about the value of the PLTI initiative. Local and regional community and family foundations and United Ways support PLTI in local sites all across the country. Individuals can set up donor-advised funds at their local community foundation to support PLTI.

- Community Foundations
- United Ways
- Corporate Foundations
- Private Foundations
- Annual Fund Appeals
- Special Events

### CORPORATE & BUSINESS SUPPORT

Many PLTI sites successfully engage state and local corporations to fund classes and provide in-kind resources such as food or printing services.

### CIVIC ORGANIZATIONS

Organizations such as the Rotary Club, Lions Club, and the League of Women Voters sometimes support the funding of PLTI, as well as partner on local initiatives.

### INDIVIDUAL SUPPORT

Support via events and fund drives. Although more time consuming, individual donors are a potent force both to raise needed funds and to show funders the level of local and alumni support for the initiative. In several established sites, PLTI alumni from different classes pledge to raise funds to support the expenses for one PLTI session each.



# LAUNCH STAGE OF PLTI

LAUNCH

RISE

GROW

SUSTAIN

## WHEN?

Year 1 of PLTI implementation

## WHAT?

**LAUNCH** will result in accomplishments such as: the formation of a Civic Design Team; identification of a lead and/or fiscal agent; start-up funding; an action plan; marketing materials; trained facilitators; PLTI recruitment; and PLTI classes and community projects.

## WHY?

Implementing a PLTI initiative requires a strong set of founders and leaders that can develop an action plan, raise start-up funding, coordinate resources, and activate PLTI applicants.

## WHO?

A “Civic Design Team” comprised of 5 to 15 trusted civic leaders and parents from the town that will champion a PLTI initiative to see parents as an active constituency for children.

## COST?

About \$45-77,000 or \$1,800-3,080 per parent – including alumni (see the LAUNCH stage costs table).

Please note: NPLI strives for language justice in the work that we do and in the work we support in community. If multiple languages are spoken in your community, we recommend interpretation and translation supports in the PLTI classroom to create an inclusive learning environment for learners representative of your community. We estimate an additional \$15k for a year of language justice in one language (e.g., Spanish or ASL).



# LAUNCH STAGE COSTS

LAUNCH

RISE

GROW

SUSTAIN

Item	Projected Cost	Description
<b>PLTI Coordinator</b>	In-kind <sup>1</sup> to \$20,000	Often the lead agency assigns a current staff person to coordinate the start-up of PLTI, dedicating time in their current role to this new initiative. Alternatively, a local team may decide the best option is to hire a site coordinator. The coordinator spends 15-20 hours / week on recruitment, screening, planning and implementation. After graduation, the coordinator supports alumni in their leadership work, and prepares for the next PLTI cohort.
<b>PLTI Facilitators</b>	\$16,000-\$21,120	Team of 4 facilitators for a retreat, team of 2 for each 10 week Phase for a total of 20 sessions. Estimated @ \$50-\$60/hour per teacher for a 4 person team for 80-90 hours total preparation and facilitation of classes and retreat time.
<b>Child care</b>	\$7,040 - 13,750	Costs for child care during 20 sessions + retreat. Estimated at 3-4 teachers @ \$20-25/hour each for up to 5 hours a week for up to thirty children ages 3 to 13.
<b>Food</b>	\$8,800	Estimated @ \$7-9/person for 25 parents and 25 children for 20 sessions and the retreat.
<b>Supplies &amp; Materials</b>	\$3,000	For sessions, retreat, graduation ceremony, postage, copies, and promotional materials.
<b>Curriculum &amp; Technical Assistance Fee</b>	\$4,500	Estimated fee for use of PLTI curriculum; national technical assistance; access to online resources and webinars; links to policy and program networks. This additionally includes an annual site visit, as well as participation in national PLTI evaluation, including site-level and national data on PLTI outcomes.
<b>PLTI National Training</b>	\$5,000	4-Day National Training for a team of 5 to certify (registration fee plus estimated travel and lodging for a 5-person team). <sup>2</sup>
<b>Civic Design Team</b>	\$1,000	For food and materials for meetings.
<b>Facility</b>	In-kind	Classes are typically held at various community locations which donate the cost of the facility and parking. A sponsoring organization provides free office space.
<b>Parking</b>	In-kind	
<b>Total Start-Up Cost</b>	<b>\$45,340-77,170</b>	

1 Some new PLTI sites choose to hire a PLTI Coordinator, which will increase start-up costs.

2 Does not include travel costs which vary by community.



# RISE STAGE OF PLTI

LAUNCH

RISE

GROW

SUSTAIN

## WHEN?

Years 2–3 of PLTI implementation

## WHAT?

**RISE** will result in accomplishments such as: a diverse group of 20-50 new parent leaders skilled in working across cultures and ensuring authentic parent leadership; completing community projects that lead to tangible impacts in schools and neighborhoods; positive outcomes for children of parent leaders (e.g., parents serve on boards, design model policy, advise elected officials on children's issues, ensure accountability); and increased civic dialogue among policy leaders and families.

## WHY?

The project will require establishing a core set of PLTI leaders and alumni to champion civic dialogue and build momentum for future growth.

## WHO?

The Civic Design Team will continue as a leadership with assistance from a sponsor organization; a PLTI Coordinator will guide day-to-day operations; and PLTI alumni will contribute to ongoing success.

## COST?

About \$69-80k or \$1,377-\$1,613 per parent – including alumni (see the RISE stage costs table).

Please note: NPLI strives for language justice in the work that we do and in the work we support in community. If multiple languages are spoken in your community, we recommend interpretation and translation supports in the PLTI classroom to create an inclusive learning environment for learners representative of your community. We estimate an additional \$15k for a year of language justice in one language (e.g., Spanish or ASL).



# RISE STAGE COSTS

LAUNCH

RISE

GROWTH

SUSTAIN

Item	Projected Cost	Description
PLTI Coordinator	\$25,000	Often the lead agency assigns a current staff person to coordinate the start-up of PLTI, dedicating time in their current role to this new initiative. Alternatively, if that is not possible, a site coordinator is hired. Coordinator spends 20 hours / week on recruitment, screening, planning and implementation.
PLTI Facilitators	\$16,000-\$21,120	Team of 4 facilitators for a retreat, team of 2 for each 10 week Phase for a total of 20 sessions. Estimated @ \$50-\$60/hour per teacher for a 4 person team for 80-90 hours total preparation and facilitation of classes and retreat time.
Child care	\$7,040 - 13,750	Costs for child care during 20 sessions + retreat. Estimated at 3-4 teachers @ \$20-25/hour each for up to 5 hours a week for up to thirty children ages 3 to 13.
Food	\$8,800	Estimated @ \$7-9/person for 25 parents and 25 children for 20 sessions and the retreat.
Supplies & Materials	\$3,000	For sessions, retreat, graduation ceremony, postage, copies, and promotional materials.
Curriculum & Technical Assistance Fee	\$4,500	Estimated fee for use of PLTI curriculum; national technical assistance; access to online resources and webinars; links to policy and program networks. This additionally includes an annual site visit, as well as participation in national PLTI evaluation, including site-level and national data on PLTI outcomes.
Civic Design Team	\$1,000	For food and materials for meetings.
Alumni Engagement	\$3,500	Alumni network and professional development, including supplies, materials, and food.
Facility	Donated	PLTI classes at community locations, office space at sponsoring organization.
Parking	Donated	
Total Start-Up Cost	\$68,840-\$80,670 – Approximately \$1,377 - \$1613 per parent (including alumni)	



# GROW STAGE OF PLTI

LAUNCH

RISE

GROW

SUSTAIN

## WHEN?

Years 4 to 5 of PLTI implementation

## WHAT?

**GROW** will result in accomplishments such as: Community agencies and policy leaders view parents as assets and vital players in community change; the PLTI leaders and alumni network expands; parents work together across culture, race/ethnicity and socioeconomic level; and policy and program changes in some areas that promote collective impact.

## WHY?

PLTI should operate as an integral part of the community. The Civic Design Team should reflect the diverse perspectives of the community with a commitment to family civics and parent leadership. PLTI parents engage in the civic life of the community at multiple levels (i.e., school board, town council, non-profit boards).

## WHO?

A PLTI Coordinator will guide day-to-day operations; PLTI alumni will contribute to ongoing success; and an organizational leadership team (or organizational sponsor) will assist in fund-development.

## COST?

About \$81,840-93,670 or \$1,110 - \$1248 per parent – including alumni (see table below).

Please note: NPLI strives for language justice in the work that we do and in the work we support in community. If multiple languages are spoken in your community, we recommend interpretation and translation supports in the PLTI classroom to create an inclusive learning environment for learners representative of your community. We estimate an additional \$15k for a year of language justice in one language (e.g., Spanish or ASL).



# GROW STAGE COSTS

LAUNCH

RISE

GROW

SUSTAIN

Item	Projected Cost	Description
PLTI Coordinator	\$36,000+	Often the lead agency assigns a current staff person to coordinate the start-up of PLTI, dedicating time in their current role to this new initiative. Alternatively, if that is not possible, a site coordinator is hired. Coordinator spends 20 hours / week on recruitment, screening, planning and implementation.
PLTI Facilitators	\$16,000-\$21,120	Team of 4 facilitators for a retreat, team of 2 for each 10 week Phase for a total of 20 sessions. Estimated @ \$50-\$60/hour per teacher for a 4 person team for 80-90 hours total preparation and facilitation of classes and retreat time.
Child care	\$7,040 - 13,750	Costs for child care during 20 sessions + retreat. Estimated at 3-4 teachers @ \$20-25/hour each for up to 5 hours a week for up to thirty children ages 3 to 13.
Food	\$8,800	Estimated @ \$7-9/person for 25 parents and 25 children for 20 sessions and the retreat.
Supplies & Materials	\$3,000	For sessions, retreat, graduation ceremony, postage, copies, and promotional materials.
Curriculum & Technical Assistance Fee	\$4,500	Estimated fee for use of PLTI curriculum; national technical assistance; access to online resources and webinars; links to policy and program networks. This additionally includes an annual site visit, as well as participation in national PLTI evaluation, including site-level and national data on PLTI outcomes.
Civic Design Team	\$1,000	For food and materials for meetings.
Alumni Engagement	\$3,500	Alumni network and professional development, including supplies, materials, and food.
Other	\$1,500	Website, phone, travel to state-wide meetings and events, miscellaneous.
Facility	Donated	PLTI classes at community locations, office space at sponsoring organization.
Parking	Donated	
Total Start-Up Cost	\$81,840-\$93,670 – Approximately \$1,100-\$1248 per parent (including alumni)	



# SUSTAIN STAGE OF PLTI

LAUNCH

RISE

GROW

SUSTAIN

## WHEN?

Year 5 and beyond

## WHAT?

**SUSTAIN** will result in accomplishments such as: embedded parent leadership in systems, with a databank of diverse parent leaders by topic / issue area; diverse parent leadership opportunities, including children's leadership; and collective impact in policies and programs with evidence of improved child outcomes.

## WHY?

The project will need operational stability to continue PLTI training and to integrate PLTI alumni into organizational change or community change initiatives.

## WHO?

A PLTI Coordinator will guide day-to-day operations; PLTI alumni will contribute to ongoing success; and an organizational sponsor will lead resource development.

## COST?

About \$81,840-93,670 or \$800-900 per parent – including alumni (see the SUSTAIN stage costs table).

Please note: NPLI strives for language justice in the work that we do and in the work we support in community. If multiple languages are spoken in your community, we recommend interpretation and translation supports in the PLTI classroom to create an inclusive learning environment for learners representative of your community. We estimate an additional \$15k for a year of language justice in one language (e.g., Spanish or ASL).





# SUSTAIN STAGE COSTS

LAUNCH

RISE

GROW

SUSTAIN

Item	Projected Cost	Description
PLTI Coordinator	\$36,000+	Often the lead agency assigns a current staff person to coordinate the start-up of PLTI, dedicating time in their current role to this new initiative. Alternatively, if that is not possible, a site coordinator is hired. Coordinator spends 20 hours / week on recruitment, screening, planning and implementation.
PLTI Facilitators	\$16,000-\$21,120	Team of 4 facilitators for a retreat, team of 2 for each 10 week Phase for a total of 20 sessions. Estimated @ \$50-\$60/hour per teacher for a 4 person team for 80-90 hours total preparation and facilitation of classes and retreat time.
Child care	\$7,040 - 13,750	Costs for child care during 20 sessions + retreat. Estimated at 3-4 teachers @ \$20-25/hour each for up to 5 hours a week for up to thirty children ages 3 to 13.
Food	\$8,800	Estimated @ \$7-9/person for 25 parents and 25 children for 20 sessions and the retreat.
Supplies & Materials	\$3,000	For sessions, retreat, graduation ceremony, postage, copies, and promotional materials.
Curriculum & Technical Assistance Fee	\$4,500	Estimated fee for use of PLTI curriculum; national technical assistance; access to online resources and webinars; links to policy and program networks. This additionally includes an annual site visit, as well as participation in national PLTI evaluation, including site-level and national data on PLTI outcomes.
Civic Design Team	\$1,000	For food and meeting materials.
Alumni Activities	\$4,000+	For professional development, supplies, materials, food.
Other	\$3,000	Publicity, phone, travel, miscellaneous.
Facility	In-kind	PLTI classes at community locations, office space at sponsoring organization.
Parking	In-kind	
Total Start-Up Cost	\$81,840-\$93,670 – Approximately \$800-900+ per parent (including alumni)	



# CHILDREN'S LEADERSHIP TRAINING INSTITUTE

**THE CHILDREN'S  
LEADERSHIP  
TRAINING INSTITUTE  
(CLTI) OFFERS  
CHILDREN AGES 3  
TO 12 A PARALLEL  
COURSE TO THE  
PARENT LEADERSHIP  
TRAINING INSTITUTE  
WHEN THEIR  
PARENTS ATTEND  
PLTI CLASSES.**

The model follows the PLTI class format, with **children discussing civic topics through selected children's literature**. In some PLTI sites, children bring the books home and build a family library over the 20 weeks. In other PLTI sites, children learn how to use the town or regional library. Children participate in a graduation ceremony which their family and friends can attend – just as children attend their parent's PLTI graduation.

Important features of CLTI include:

- Differentiated, developmentally-appropriate activities, designed to appeal to multiple intelligences.
- Trained early care providers that facilitate CLTI, with youth serving as assistant teachers.
- CLTI offers a culturally responsive and linguistically appropriate curriculum. For example, Wind River Indian Reservation's CLTI features Native American children's stories.

CLTI provides a natural bridge for parents and children to share the course experience, and reinforces the belief that ideas belong to the community and tools are in the hands of **all** of its members.



# CLTI LAUNCHING COSTS

## LAUNCHING A CLTI INITIATIVE

CLTI	Projected Cost	Description
<b>CLTI Training</b>	\$1,000	A team of 2-3 to attend in-person training to become certified CLTI trainer. Includes the cost for two trainers for 2 days of training, meals, binders and supplies. Travel expenses not included.
<b>CLTI Technical Assistance</b>	\$1,000	Technical assistance for CLTI teachers via email or phone from the National team.
<b>CLTI Teachers</b>	Included in PLTI Child Care Cost	
<b>CLTI Training Supplies-Books</b>	\$4,000	Average class of 25 children. 1 book per child per week. The cost of books may differ according to donations and reduced rates.
<b>Graduation</b>	\$500-\$800	CLTI Graduation is usually held in the last hour of Class #20. Gifts and food for approximately 25 children (certificates, books, CLTI T-shirts, gift bags, balloons, tablecloths cake etc.).
<b>Meeting Supplies</b>	\$1,000	Orientation & planning meetings for teacher team.
<b>Total Annual Cost</b>	<b>\$7,800</b>	Approximately \$312 per child, in addition to childcare teacher team (included in PLTI budget)

