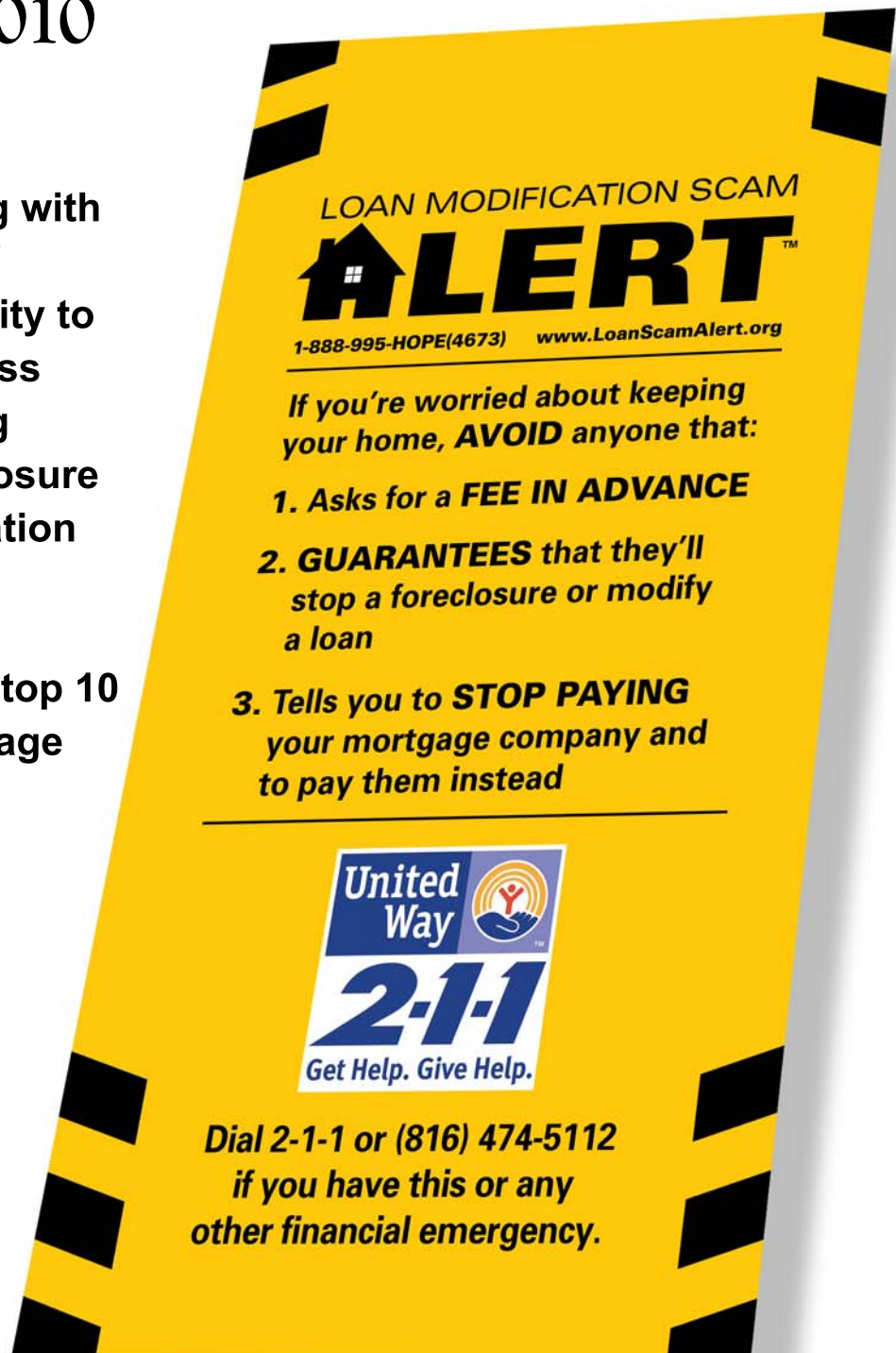


LINC Commission Meeting

March 8, 2010

LINC is partnering with the United Way of Greater Kansas City to increase awareness about the growing problem of foreclosure and loan modification scams.


Missouri is in the top 10 states with mortgage fraud cases.



LOAN MODIFICATION SCAM
ALERT™
1-888-995-HOPE(4673) www.LoanScamAlert.org

*If you're worried about keeping your home, **AVOID** anyone that:*

- 1. Asks for a FEE IN ADVANCE**
- 2. GUARANTEES** that they'll stop a foreclosure or modify a loan
- 3. Tells you to STOP PAYING** your mortgage company and to pay them instead


2-1-1
Get Help. Give Help.

Dial 2-1-1 or (816) 474-5112
if you have this or any other financial emergency.



Local Investment Commission (LINC) Vision

Our Shared Vision

A caring community that builds on its strengths to provide meaningful opportunities for children, families and individuals to achieve self-sufficiency, attain their highest potential, and contribute to the public good.

Our Mission

To provide leadership and influence to engage the Kansas City Community in creating the best service delivery system to support and strengthen children, families and individuals, holding that system accountable, and changing public attitudes towards the system.

Our Guiding Principles

1. **COMPREHENSIVENESS:** Provide ready access to a full array of effective services.
2. **PREVENTION:** Emphasize “front-end” services that enhance development and prevent problems, rather than “back-end” crisis intervention.
3. **OUTCOMES:** Measure system performance by improved outcomes for children and families, not simply by the number and kind of services delivered.
4. **INTENSITY:** Offering services to the needed degree and in the appropriate time.
5. **PARTICIPANT INVOLVEMENT:** Use the needs, concerns, and opinions of individuals who use the service delivery system to drive improvements in the operation of the system.
6. **NEIGHBORHOODS:** Decentralize services to the places where people live, wherever appropriate, and utilize services to strengthen neighborhood capacity.
7. **FLEXIBILITY AND RESPONSIVENESS:** Create a delivery system, including programs and reimbursement mechanisms, that are sufficiently flexible and adaptable to respond to the full spectrum of child, family and individual needs.
8. **COLLABORATION:** Connect public, private and community resources to create an integrated service delivery system.
9. **STRONG FAMILIES:** Work to strengthen families, especially the capacity of parents to support and nurture the development of their children.
10. **RESPECT AND DIGNITY:** Treat families, and the staff who work with them, in a respectful and dignified manner.
11. **INTERDEPENDENCE/MUTUAL RESPONSIBILITY:** Balance the need for individuals to be accountable and responsible with the obligation of community to enhance the welfare of all citizens.
12. **CULTURAL COMPETENCY:** Demonstrate the belief that diversity in the historical, cultural, religious and spiritual values of different groups is a source of great strength.
13. **CREATIVITY:** Encourage and allow participants and staff to think and act innovatively, to take risks, and to learn from their experiences and mistakes.
14. **COMPASSION:** Display an unconditional regard and a caring, non-judgmental attitude toward participants that recognizes their strengths and empowers them to meet their own needs.
15. **HONESTY:** Encourage and allow honesty among all people in the system.



Monday, March 8, 2010 | 4 – 6 pm
Kauffman Foundation
4801 Rockhill Rd.
Kansas City, Mo. 64110

Agenda

- I. Welcome and Announcements**
- II. Approvals**
 - a. February minutes (motion)**
- III. LINC President's Report**
- IV. Family and Community Trust**
- V. State of Missouri**
 - a. Welfare to Work**
 - b. Child Care Development Block Grant**
- VI. Kansas City, Mo. School District**
- VII. Other Reports**
 - a. KC Quality Improvement Consortium**
 - b. Other**
- VIII. Adjournment**



THE LOCAL INVESTMENT COMMISSION – FEB. 22, 2010

The Local Investment Commission met at the Kauffman Foundation, 4801 Rockhill Rd., Kansas City, Mo. Chairman **Landon Rowland** presided. Commissioners attending were:

Bert Berkley
Sharon Cheers
Jack Craft
Steve Dunn
SuEllen Fried
Rob Givens
Anita Gorman
Bart Hakan

Rosemary Smith Lowe
Sandy Mayer (for Mike Sanders)
Mary Kay McPhee
Richard Morris
David Rock
Gene Standifer
Bailus Tate

A motion to approve the Jan. 11, 2010, LINC Commission meeting minutes was passed unanimously.

There was a discussion of Kansas City Mayor **Mark Funkhouser's** Schools First proposal to develop relationships between the City of Kansas City, Mo. and the school districts within the city limits.

Gayle A. Hobbs gave the LINC President's Report:

- Hobbs introduced **Dr. Todd White**, North Kansas City School District superintendent; **Dr. Ralph Teran**, Grandview School District superintendent; and **Dr. John Ruddy**, Fort Osage School District assistant superintendent.
- **Marty Blank** of the Institute for Educational Leadership will give a presentation on cross-boundary leadership at the Plaza Library on March 17. LINC is a co-sponsor of the event.
- **Bert Berkley** will be awarded the Richard A. King Civic Engagement Award from the NorthWest Communities Development Corp. on March 25.
- Parents and neighbors at several LINC Caring Communities sites received free tax filing assistance from MyFreeTaxes.com. A video was shown.

Rob Givens gave the LINC Finance and Audit Committee report. The second quarter FY2010 financial report showed organizational revenues and expenses to be on track as budgeted, including positive investment activity.

A motion to approve the 2008 IRS form 990 passed unanimously.

Hobbs introduced a progress report on LINC's 2009 expansion into the Kansas City, Mo. School District. Caring Communities supervisors **Sean Akridge**, **Steve McClellan**, **Wanda Thompson**, **Pam Ealy** and **Janis Bankston** reported on services, enrollment, attendance, activities, leveraged resources, licensing, evaluation and parent involvement since LINC returned to the district last August.

Principals **Jo Lynn Nemeth** (McCoy Elementary), **Dr. Carol Allman** (Foreign Language Academy) and **Dr. Martin Ngom** (Longan Elementary) reported that LINC's return has

benefited their schools in terms of bringing additional resources for students and families and support that helps school staff achieve the goal of educating students.

Hobbs reported LINC will support the district's efforts to address the financial challenges it faces while recognizing the necessity of closing schools.

Discussion followed.

Sharon Cheers announced the Bluford Branch of the Kansas City Public Library will hold a re-opening celebration in early March.

Hobbs gave an update on the Missouri state budget. Jan. 1 revenues were down 12.5% from a year ago, and cuts are expected.

Discussion followed.

LINC Professional Cabinet member **Cathy Davis** announced the Kansas City Quality Improvement Consortium will release its quality ratings scale in upcoming weeks.

The meeting was adjourned.

Tuesday, Mar 2, 2010

Final school closings proposal spares five schools

By JOE ROBERTSON
The Kansas City Star

Kansas City Superintendent John Covington pressed forward with a massive school closings proposal Monday, sending board members a revised list of 26 schools, plus the district's downtown administration building.

The new proposal, pared down from an original plan for 31 closings, would still stand among the most audacious school closing efforts ever seen across the nation and be the largest in Kansas City's history.

Coming off the list were Northeast High School and Carver, James, Wheatley and Whittier elementary schools.

But one school was added. Northeast Elementary was swapped in for the high school.

Still on the list despite notably strong support from their school communities were two of the three Afrikan Centered Education Collegium Campus buildings, plus Longan and McCoy elementaries, among many others.

The board has set a special meeting to discuss the plan at 5:30 p.m. Wednesday at the district's offices, 1211 McGee St. The board expects to vote on school closings at its regular board meeting March 10.

The revised proposal for closings would shut down Askew, Knotts, Ladd, Moore, Pinkerton, West Rock Creek and Woodland elementary schools; Central and Westport middle schools; Westport and Southeast at Manual high schools; and the district's downtown administration building.

Other schools that would close and see their programs relocated are Douglas, Franklin, Longan, McCoy, Richardson, Scarritt and Swinney elementary schools. The Afrikan Centered Education Collegium Campus elementary and sixth-grade center would move into the campus high school; the Kansas City Middle School of the Arts and Lincoln College Preparatory Academy middle school would move into the accompanying high schools, Paseo and Lincoln.

The Fairview alternative school, the Teenage Parent Center and adult basic education also would close and relocate.

Other changes remaining from the original plan have the Southwest Early College Campus sharing space with former Westport students, and the Faxon Montessori program splitting into Border Star and Holliday to make room for students and staff moving into Faxon from Franklin.

The new plan makes an adjustment for the plan for Foreign Language Academy, allowing the school to retain its seventh and eighth grades.

The new list also includes three early childhood programs that were in leased buildings. All of the early childhood programming would be blended with elementary schools.

The district issued its new list late in the afternoon Monday without comment, but community members reacted with cheers where schools were saved, and frustration where they weren't.

“Everyone was yahooping in my house,” said Willie Hough, a medical foster parent whose family has several children with disabilities who attend Wheatley. Many people had said they did not want to lose a school with many accommodations for children with disabilities.

“I said, ‘Oh my God, how wonderful,’ ” she said.

For Faxon parents, it seemed the district did not heed their plea that their children were too many to be divided into other Montessori schools.

“They are not trying to listen to our proposal,” parent Diana Black said. “It’s seems like they’re prejudiced against it (Montessori education).”

Covington’s administration has been working on Monday’s proposal since October, saying that the district buildings are half empty and that the district needs to take the severe cost-cutting measure to help slash \$50 million from expenses.

Overall, Kansas City is looking to trim more than 700 positions for next year, including 285 teaching positions.

Covington’s proposal also maintains his intentions to reorganize grade structures.

The district’s K-8 transition would be mostly undone. Most of the middle-grade students would move from elementaries to the remaining high schools, which would serve grades seven through 12. Many of the elementary schools would split into pairs, with one school serving pre-kindergarten through the second grade and the others serving third through sixth grades.

Covington had stressed at the heavily attended public hearings in mid-February that the plan could change, and there were indications over the last 10 days that the administration was bending in some cases, not so much in others.

At a community breakfast a week ago, Covington had described James Elementary — without naming the school — as a building it was now considering taking off the list because more than 90 percent of its students walked to school.

Administrators held a meeting Saturday morning in the northeast community, where attendees were told the district was likely to back off a plan to close Northeast High School, but close Northeast Elementary instead.

In published responses to board member questions last week, the administration noted it was exploring options to keep Wheatley open. It was also looking at creating a feeder elementary school for Lincoln College Prep in the middle school building. It is considering a pre-kindergarten-to-sixth grade International Baccalaureate program that could open for the 2011-2012 school year.

But for the African-centered education campus, the administration’s response showed it did not see it fair to close other schools and keep two or three African-centered campus schools open when all of its students could fit into the campus’s Upper School.

“It is the goal of the superintendent and leadership team to allocate resources on an equitable basis,” reads the administration’s reply. “To allow any one program to receive an excessive allocation of resources, revenue and/or facilities to the peril of other programs and schools within the district is grievously unfair. As a result, all areas are being asked to give up something.”

The administration also held its position that the successful Longan French immersion program could move into the same building as Foreign Language Academy.

Some board questions suggested the administration give some schools a reprieve for at least a year. But the administration responded it can’t get needed savings if it kept such schools open.

Many people, including Missouri Education Commissioner Chris L. Nicastro, have applauded Covington for moving aggressively with a school-closings plan. Others worry it's too much too fast.

"We're doing this backward," said Lincoln parent Vicki Noteis. "What's the education philosophy? It seems really rushed."

Schools removed from closing list

Northeast High School, Carver, James, Wheatley, Whittier

Schools to be closed

High schools

Westport, Southeast at Manual

Middle schools

ACE sixth-grade center, Kansas City Middle School of the Arts, Lincoln College Prep middle school, Westport

Elementary schools

Askew, Douglas, Franklin (moves to Faxon), Knotts, Ladd, Longan, McCoy, Moore, Northeast, Pinkerton, Richardson (moves to Weeks/King), West Rock Creek, Scarritt, ACE lower campus, Swinney, Woodland

Alternative schools and administrative

Fairview, Teenage Parent Center, Central Middle, Adult Basic Education, Central office

Other changes

All early childhood programs are blending with elementary schools, so the district is also moving out of three leased facilities.

Foreign Language Academy will retain middle school grades and remain a K-8 program.

Status was unclear for Manual at East.

To reach Joe Robertson, call 816-234-4789 or send e-mail to jrobertson@kcstar.com.



Unprecedented Kansas City school-closing plan gains needed support

By Lewis Diuguid, Kansas City Star Editorial Board Columnist

As draconian as closing half of the schools in the Kansas City School District might sound, the proposal continues to gain more community support.

The Local Investment Commission this week threw its backing behind the plan of school **Superintendent John Covington**. The commission is a longtime partner of the school district and offers before- and after-school services for children.

Commission officials said in a written statement:

"The need to close schools is indisputable. The financial solvency of the school district is at stake.

"LINC supports the efforts of this school superintendent and school board to address constructively this enormous financial challenge.

"We believe schools are the center of a neighborhood and realize deciding which schools to close will be difficult.

"LINC and its Caring Communities site coordinators and partners will work with the district as well as families and neighborhoods to support the decisions made."

The Kansas City branch of the NAACP also has supported the closing of up to 31 schools in the district in hopes of cutting costs and increasing academic performance. The cuts would enable the district to save about \$50 million, which it will need by 2011 to keep from filing for bankruptcy.

A continuing drop in student enrollment from about 35,000 10 years ago to about 17,000 today makes it necessary for the district to close half of its schools and eliminate about 700 positions -- 285 of them teaching jobs. Only about half of the seats in the schools now have students in them.

Covington is to present an updated plan to the Kansas City school board on Monday. The board could vote on it as early as March 10.

<http://voices.kansascity.com/node/7814>

Tuesday, Mar 2, 2010

New Web site provides info about your doctor, using data once available only to other doctors

By ALAN BAVLEY
The Kansas City Star

Kansas City area doctors generally are doing a better than average job seeing to it that women get mammograms.

But some doctors are doing much better than others.

That's also the case for getting patients' blood sugar and cholesterol tested, treating depression and writing the right prescriptions for asthma.

So how does your physician's practice rate?

Go to the Web site www.qualityhealthtogether.org and you'll find reams of data that will help you decide what kind of job your doctor and hospital are doing.

The site is a project of the Kansas City Quality Improvement Consortium, a nonprofit coalition of area health insurance plans, doctors and consumer organizations.

The site brings together new data once available only to doctors, along with existing information that the consortium and Medicare already had online.

"We have good quality of care in Kansas City, but there is room for improvement," said the consortium's executive director, Cathy Davis. "The whole thing is about getting the public more educated, finding out what care is appropriate."

The new Web site is the consortium's first project paid for by a \$1 million grant from the Robert Wood Johnson Foundation to improve health care quality. Ten other organizations around the country also are launching Web sites with local quality data, Davis said.

The Kansas City consortium has been giving area doctors "report cards" on their care since 2002, showing them how they compared to other doctors on treating such conditions as asthma and diabetes. The reports are compiled from the claims data of major insurance companies.

Until now, the doctor reports haven't been shared with the public.

The new Web site lays out this data for dozens of group medical practices. Physicians in solo practices are reported by name.

"We did have some pushback by some physicians," Davis said. "But the scores overall are really good."

For example, Kansas City area doctors were more likely than the national average to have their diabetes patients' blood sugar under control.

But not every aspect of care was better than average.

Local doctors were more likely to prescribe unnecessary antibiotics to children with colds. And they often were too quick to order X-rays for patients with backaches, the data show.

In some cases, patients may be partially to blame for a doctor's low score, Davis said. Doctors' ratings go down when patients don't take the medications they were prescribed or don't follow up on tests they were told to get, she said.

"The scores are not just the physicians' scores, they're the patients' scores, too," Davis said. "Managing illness is a partnership."

The consortium's Web site also compiles hospital data from Medicare's Web site into a streamlined, easier-to-read format.

The third element of the consortium's Web site is a first-of-its-kind survey that scored more than 700 Kansas City area doctors on patient satisfaction. About 41,000 patients were polled for the survey, which originally went online last year.

The average doctor rated an 81 out of 100 on overall patient satisfaction. For individual doctors, scores ranged from a high of 96 to a low of 46.

Patients concerned about any low scores they discover on the consortium's Web site should discuss them with their doctor, Davis said.

"If I were the patient, I would try to ask the physician about that. That's the biggest thing. Just ask questions," she said.

To reach Alan Bavley, call 816-234-4858 or send e-mail to abavley@kcstar.com.

Quality Health Together a project of KCQIC Kansas City Quality Improvement Consortium

Share this site Make Text Smaller

visit KCQIC.org

HOME

IMPROVE YOUR CARE HEALTH RESOURCES

FIND QUALITY CARE PERFORMANCE REPORTS

Improving the quality of health care in the Kansas City area

What is the quality of health care in the Kansas City area?

Improving quality

More than 4 out of 5 patients...

Half of patients...

4 out of 10 patients...

1 out of 3 adults...

KCQIC Kansas City Quality Improvement Consortium

© 2010 Kansas City Quality Improvement Consortium | 6000 N Oak, Ste. 300 Kansas City, MO 64118 | 816-453-4424 | info@kcqic.org



2009 Service Snapshot

Special Thanks To United Way 2-1-1 Funders

Ewing Marion Kauffman Foundation, Hall Family Foundation, Miller Nichols Charitable Foundation, H&R Block Foundation, Health Care Foundation of Greater Kansas City, John W. & Effie E. Speas Memorial Trust/Bank of America Trustee, and Kansas City Power & Light

Total Calls Received	176,657	
Total Calls - Local 2-1-1	136,313	77%
Total Calls - Contract	40,344	23%

Top Needs/Requests		
Electric Utility	30,890	26.1%
Gas Utility	16,294	13.8%
Rent Payment Assistance	13,689	11.6%
Water Utility	5,955	5.0%
Food Pantry	5,551	4.7%
Christmas Gifts	1,916	1.6%
Homeless Shelter	1,829	1.5%
Rent Deposit Assistance	1,816	1.5%
Prescription Assistance	1,277	1.1%
Tax Preparation	1,207	1.0%
Total Needs	118,487	

Top Unmet Needs/Requests		
Electric Utility	2,427	20.6%
Gas Utility	1,553	13.2%
Rent Payment Assistance	1,553	13.2%
Rent Deposit Assistance	950	8.0%
Water Utility	789	6.7%
Travelers Assistance	460	3.9%
Bus Passes/Gas Money	339	2.9%
Automobiles/Auto Repair	226	1.9%
Furniture	223	1.9%
Christmas Gifts	219	1.9%
Total Unmet Needs	11,809	
% Total Needs Unmet	10.0%	

Top Program Referrals		
United Services - Main Office	16,974	8.1%
Metro Luth. Ministry - Jackson	11,025	5.3%
Redemptorist Social Services	7,739	3.7%
Bishop Sullivan Center	6,454	3.1%
Housing Information Center	5,908	2.8%
Catholic Charities - KCK	5,587	2.7%
Salvation Army - Blue Valley	4,993	2.4%
Salvation Army - Westport	4,920	2.3%
Saint James Social Services	4,881	2.3%
Catholic Charities - KCSJ	4,596	2.2%
Total Referrals	209,587	

Call Types		
Information & Referral	91,538	77.3%
Information Only	15,636	13.2%
Hang Up	5,473	4.6%
Failed Return	2,421	2.0%
Immediate Transfer	1,152	1.0%
Inappropriate	962	0.8%
Voicemail - Issue Resolved	904	0.8%
Advocacy	35	0.0%

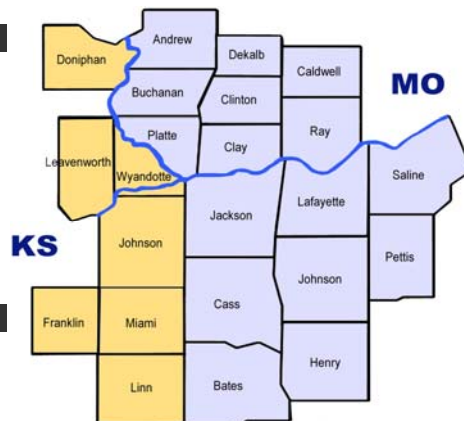
Method of Contact		
Phone	116,455	98.3%
Email	249	0.2%
Mail	6	0.0%
Unknown	1,775	1.5%

Website Statistics	
Visitor Hits	54,092
Web Hits	60,017
Taxonomy Searches	66,995

Top Website Taxonomy Searches	
Utility Assistance	6,423
Food Pantries	5,631
Rent Assistance	2,989
Subsidized Housing	982
Transitional Housing	756
Clothing	699
Transportation	514
Homeless Shelters	454
Temporary Financial Assist.	430
Rent Deposit Assistance	342

Top Website Zip Code Searches	
64130	599
64133	457
64132	398
64111	361
64127	327
66102	233
64109	222
64124	222
64118	213
64110	206

Top Website City Searches	
Kansas City,MO(Jackson)	5,328
Kansas City,KS(Wyandotte)	1,172
Kansas City,MO(Clay)	706
Independence,MO(Jackson)	527
Overland Park	428
Olathe	338
Lee's Summit	254
Kansas City,MO(Platte)	240
Belton	239
Shawnee Mission	120



Callers by County		
Jackson, MO	71,672	60.5%
Wyandotte	8,776	7.4%
Clay	7,948	6.7%
Johnson, KS	5,647	4.8%
Platte	2,145	1.8%
Cass	1,741	1.5%
Buchanan	533	0.4%
Johnson, MO	449	0.4%
Lafayette	308	0.3%
Pettis	292	0.2%
Calls from Unknown Area	16,575	14.0%
KS Counties - Call Source	40 Counties	
MO Counties - Call Source	96 Counties	
Out of Service Area Calls	687	0.6%
Out of State Calls	117	0.1%

Callers by Zip Code		
64130	8,166	6.9%
64127	5,307	4.5%
64128	4,809	4.1%
64132	4,345	3.7%
64134	3,471	2.9%
64109	3,626	3.1%
64131	3,370	2.8%
64133	2,860	2.4%
64110	2,735	2.3%
64138	2,538	2.1%

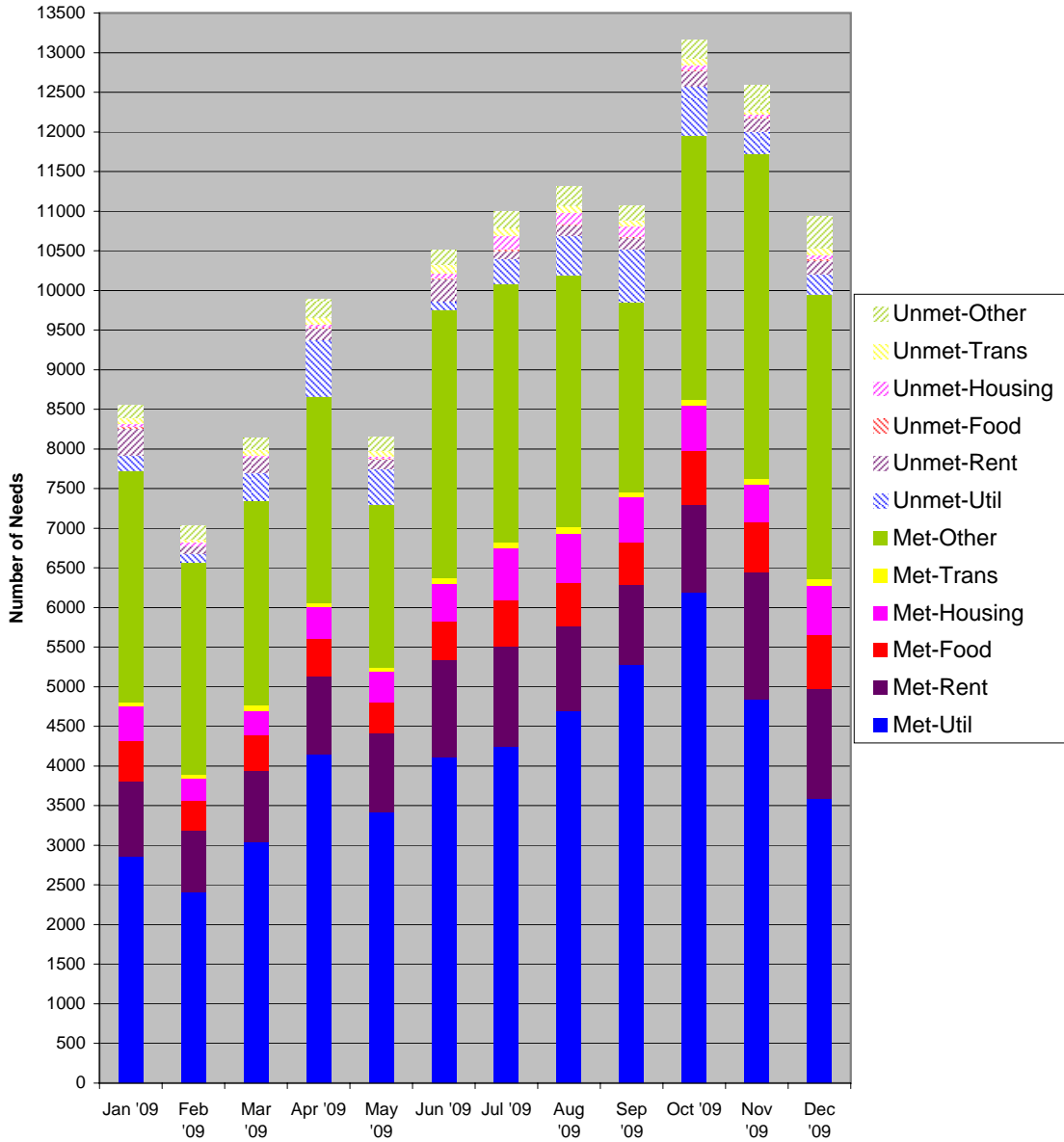
Callers by Who Contacted 2-1-1		
Self	114,538	96.7%
Friend/Relative	1,803	1.5%
Organization	2,144	1.8%

Callers by Age		
Under 17	164	0.4%
18 - 39	21,912	53.3%
40-59	14,776	36.0%
60 and over	4,247	10.3%
Total Ages Provided	41,099	
Unknown	77,386	

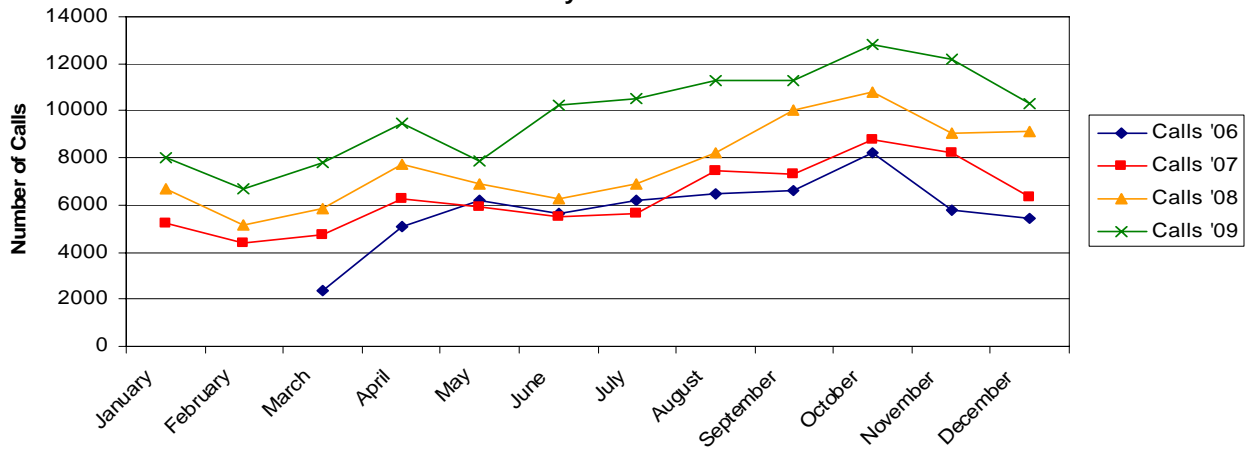
Caller by Gender		
Female	84,231	71.1%
Male	23,395	19.7%
Unknown	10,859	9.2%

Caller by Language		
English	114,455	96.6%
Spanish	564	0.5%
Other	278	0.2%
Relay	29	0.0%
Unknown	3,159	2.7%

2009 Met & Unmet Needs



United Way 2-1-1 Call Volume



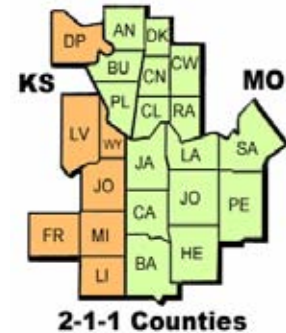
United Way 2-1-1



An easy-to-remember central phone number connecting people to available community resources and volunteer opportunities.

By dialing 2-1-1, you can make one call to find or give help. United Way 2-1-1 spans a 23-county area around Kansas City, 7 counties in Kansas and 16 in Missouri, which gives you access to thousands of resources. You will reach a trained, caring professional 7 days a week, 24 hours a day, 365 days a year. It's free, fast and confidential.

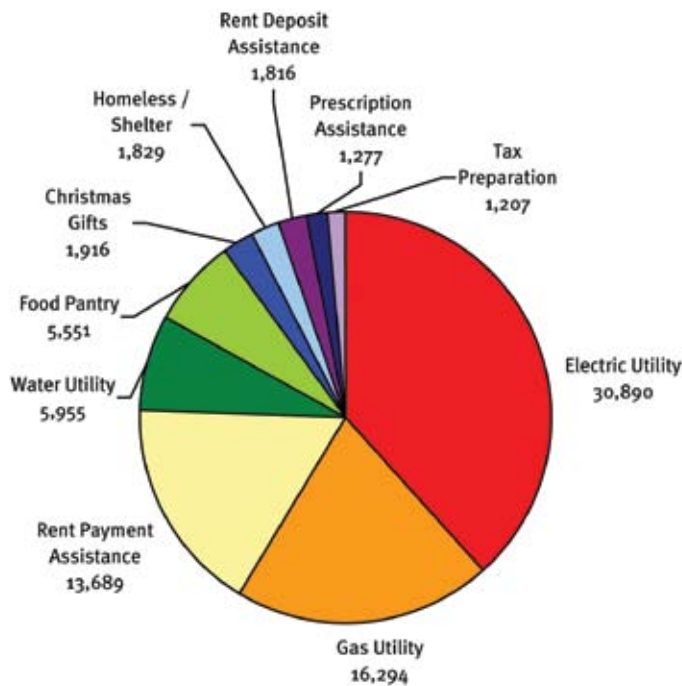
United Way 2-1-1 also provides free, quick information for those at risk of losing their home. Callers are referred to a HUD-certified counselor, who is trained to offer the best assistance at no cost. United Way 2-1-1 is also able to help you determine eligibility for free tax assistance and refer you to a preparation site.



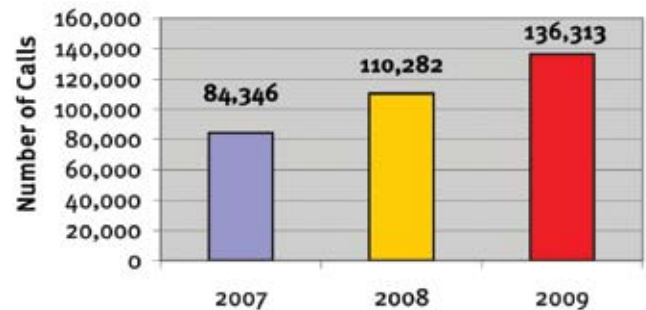
Simply dial 2-1-1, (816) 474-5112 or call the toll free number (866) 320-5764. For more information, please visit www.unitedwaygkc.org.

A Quick Look at the Results:

Top 10 Needs by Number of Calls



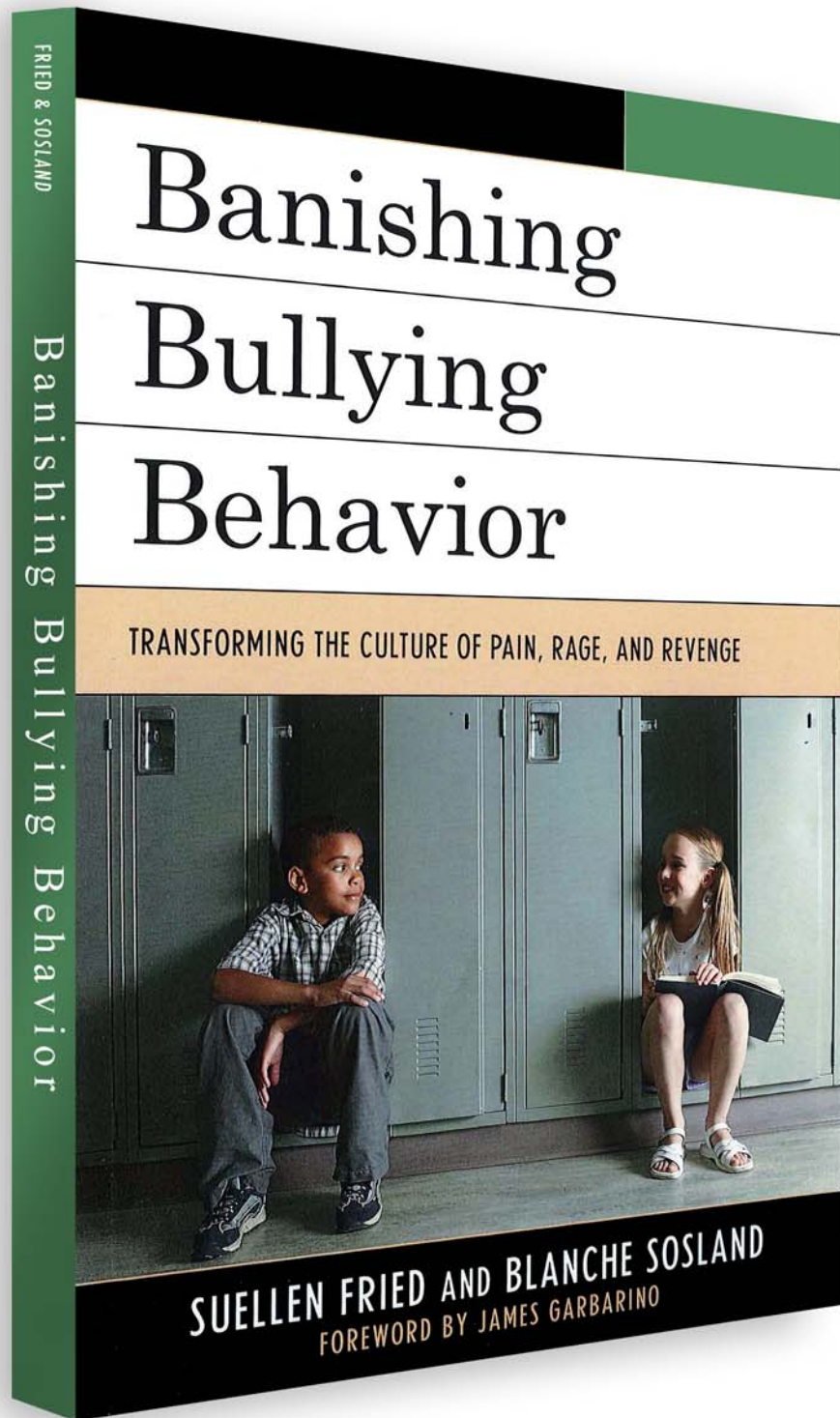
Calls for Help Increase



United Way 2-1-1 calls for help increased by 24% in 2009, compared to 2008. The graph above compares the call volume for 2007, 2008 and 2009 for the 23-county area that United Way 2-1-1 serves.

In 2009, United Way 2-1-1 received over 136,000 calls requesting help for needs such as those listed above. Electric utility and gas utility assistance soared above the others for greatest need.

LINC Commissioner Coauthors Book



SuEllen Fried and Blanche Sosland bring their combined experiences together to present a blueprint to reduce the pain, rage, and revenge cycle of bullying. Their strategies have been captured from hands-on interaction with educators, parents, and students. The core of the book is the Student Empowerment Session that has been crafted and refined over fifteen years. This carefully organized, powerful system of questions has effected dramatic changes in children's insights about their behavior.

SuEllen Fried created BullySafeUSA, a bullying prevention program that has been introduced to 85,000 students in thirty-six states. She has coauthored two books on bullying, is a past chairman of Prevent Child Abuse America, has appeared on numerous national TV programs such as Good Morning America and the Today Show, and was featured in an A&E documentary.

“The single biggest way to **impact** an organization is to
FOCUS ON
Leadership
Development.”

— J.C. Maxwell

Martin Blank
President, Institute for Educational Leadership

Wed., Mar. 17

Plaza Branch: Lower Level
4801 Main St.
Kansas City, MO 64112

6:00 p.m. Reception
6:30 p.m. Program



Findings from a study of the Education Policy Fellowship Program (EPFP) will be presented.

Blank will explore preparing cross-boundary educational leaders and how to prepare schools leaders — administrators, principals and teachers — to help children succeed.

The public is invited. Refreshments will be available.

Support provided by the Lumina Foundation for Education.

