

LINC Commission Meeting

Sept. 20, 2010



**NORTH
KANSAS CITY
SCHOOLS**

e s t . 1 9 1 3



LINC Site Coordinator Adrian Wilson poses with Chouteau Elementary Principal Christopher Daniels.



3100 Broadway, Suite 1100 - Kansas City, MO 64111 - (816) 889-5050 - www.kclinc.org

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, Sept. 20, 2010 | 4 – 6 pm
Kauffman Foundation
4801 Rockhill Rd.
Kansas City, Mo. 64110

Agenda – Revised 9/17

- I. Welcome and Announcements**
- II. Approvals**
 - a. July minutes (motion)**
- III. LINC President's Report**
- IV. LINC and Kansas City, Mo. School District**
- V. Missouri Work Assistance**
- VI. LINC and Division of Youth Services**
- VII. Adjournment**



THE LOCAL INVESTMENT COMMISSION – JULY 26, 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
Steve Dunn
Tom Gerke
Rob Givens
Anita Gorman
Bart Hakan
Dick Hibsichman
Judy Hunt

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

A video on “Hands of Hope” – the volunteer effort to clean up school buildings in the Kansas City, Mo. School District before the start of the new school year – was shown. **Airick Leonard West**, Kansas City, Mo. School Board president, reported on “Opportunity Knocks,” a volunteer effort to spread the word on changes the district is making to improve education.

A motion to approve the June 21, 2010, LINC Commission meeting minutes was passed unanimously.

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

- LINC staff have responded to the Commissioners’ request to keep them better informed by producing a weekly update. The update is sent to the Commissioners and other stakeholders via mail and email.
- Following school closures in the Kansas City, Mo. School District, several staff who served as site coordinators have been assigned to other duties: **Mark Hash** and **Rodney Copridge** joined the LINC Foster Youth Initiative team; **Dorothea Kelly** is now the Educare coordinator; **Ellen Schwartze** joined the LINC Communications staff.
- The July LINC in Review video was shown. It included segments on:
 - School makeover at Santa Fe Elementary (Hickman Mills School District)
 - Family reading night at Ingels Elementary (Hickman Mills School District)
 - Legal Aid beneficiary deed workshop at Southeast Community Center
 - Americorps VISTA volunteer Thomas Del Greco completes service at LINC
- The Accreditation Initiative will sponsor an accredited childcare sites tour on Aug. 6. The LINC Educare initiative is supporting the event.
- LINC has had another successful summer offering school-age programs in support of school district summer schools and to provide programs when summer school was not in session.
- Hobbs and **Paul Fregeau** of the North Kansas City School District reported LINC Caring Communities will have an expanded presence in the district this fall: LINC will provide a Before & After School program at Topping Elementary, as well as two site coordinators

at four other elementary schools (one coordinator for West Englewood and Maplewood, and one for Chouteau and Davidson).

- **John Ruddy** reported the Fort Osage School District appreciated LINC's support of the district's summer program by providing a Before & After School program that served 188 children.

LINC Treasurer **David Ross** presented the LINC fiscal year 2011 budget plan (attached). Discussion followed.

A motion to approve the LINC plan and budget for our work in the community for fiscal year 2011 was passed unanimously.

Co-chair **Terry Ward** reported LINCWorks and LINC staff are developing a proposal in response to the State of Missouri's request for proposals to provide assessment, case management and employment services for welfare participants transitioning to work in Jackson, Clay and Platte counties. The Missouri Work Assistance Program, which begins Oct. 1, would be a major undertaking, with \$3.9 million potentially available to support the work. Offerors would be required to help the state achieve a 50% participation rate. Discussion followed.

Deputy director **Candace Cheatem** reported students from the LINC Foster Youth program attended the July 8-11 Missouri Legislative Black Caucus at the University of Missouri-St. Louis to attend workshops focusing on college preparations. Students learned about scholarships and financial aid and met with mentors. LINC Foster Youth participant **Vernae** reported the event was a positive experience and encouraged LINC to continue to participate in the future.

LINC staff **Brent Schondelmeyer** reported on the redesign of the LINC website. The new website takes advantage of today's larger computer screens and can publish news stories in multiple sections simultaneously, allowing users to quickly find stories of interest. The redesign was possible largely due to the work of LINC staff member **Bryan Shepard**.

LINC staff **Bill Rogers** is retiring at the end of the month, having served LINC since 1995. He will become executive director of NorthWest Communities Development Corp., which he helped organize. A video appreciation was shown.

The meeting was adjourned.

**Local Investment Commission
SUMMARY BUDGET 1
For The Twelve Months Ended June 30, 2011**

10-Jun

| | <i>Final FY10 Budget (appr 9/09)</i> | <i>Original FY11 Budget (draft 5/10)</i> | <i>Budget Variance Year vs Year Favbl<Unfav></i> |
|---|--|--|--|
| <u>Caring Communities</u> | | | |
| Restricted Revenues | | | |
| Current Year Funds | 11,801,322 | 9,323,152 | (2,478,170) |
| Use Of Prior Year Restr. Funds, Offset By Unused Current Funds, & Other | 572,295 | 1,156,295 | 584,000 |
| | | | 0 |
| Subtotal - Current Year Caring Communities Funds | 12,373,617 | 10,479,447 | (1,894,170) |
| Expenses | | | |
| Site Support-Paid Invoices | 11,459,868 | 10,064,560 | 1,395,308 |
| Community Partnership - Infrastructure | 1,199,172 | 1,431,031 | (231,859) |
| Accruals Through 3/31/10 (incurred but unpaid) | 0 | 0 | 0 |
| Subtotal - Current Year Caring Communities Expenses | 12,659,040 | 11,495,591 | 1,163,449 |
| Revenues less Expenses: Caring Communities Profit<Loss> | (285,423) | (1,016,144) | (730,721) |
| <u>All Other Initiatives & Activity</u> | | | |
| Revenues | | | |
| Current Year Funds (incl unrestricted administrative fees earned) | 4,699,633 | 5,041,016 | 341,383 |
| Investment Activity (incl unrealized) Gain<Loss> | 350,000 | 490,000 | 140,000 |
| Use Of Prior Year Restr. Funds, Offset By Unused Current Funds, & Other | 280,000 | 170,000 | (110,000) |
| Subtotal - Current Year Other Funds | 5,329,633 | 5,701,016 | 371,383 |
| Expenses | | | |
| Other Initiatives - Paid Invoices | 5,042,140 | 4,980,959 | 61,181 |
| Accruals Through 3/31/10 (incurred but unpaid) | 0 | 0 | 0 |
| Subtotal - Current Year Other Expenses | 5,042,140 | 4,980,959 | 61,181 |
| Revenues less Expenses: Other Profit<Loss> | 287,493 | 720,057 | 432,564 |
| Total Revenues | 17,703,250 | 16,180,463 | (1,522,787) |
| Total Expenses | 17,701,180 | 16,476,550 | 1,224,630 |
| ORGANIZATION-WIDE NET ESTIMATED CHANGE IN FINANCIAL POSITION: Profit<Loss> | 2,070 | (296,087) | (298,157) |

Board approved July 26, 2010

**CONTACT: Michele Clark
Communications
Coordinator
573-751-3469**

State Gives Early Look at School Performance

State education officials have released preliminary Annual Performance Reports, or APRs, for Missouri school districts, providing the earliest look to date at how districts are meeting annual state standards for academic performance.

The reports are now available to the public on the Department of Elementary and Secondary Education website. The APR data are preliminary, say state education officials, and the reports will not be finalized until October.

Over the past decade, the annual reports normally were not released until December when the data was final and half the school year had already passed. The department is hoping the early release will help educators and parents see how well their school districts are doing and which areas may need more attention to improve.

"By making this information available sooner, we can focus improvement efforts with Missouri school districts that continue to aspire to higher levels of performance," said Commissioner of Education Chris L. Nicastro.

The APR is part of the Missouri School Improvement Program, or MSIP, which began 20 years ago and is the foundation of the state's accreditation process for schools. It provides a practical tool for boards of education, school administrators and staff to identify strengths and needs in their school districts and to focus their efforts on improving instruction.

The 14 standards cover measures such as test scores (ACT, state-required MAP and new end-of-course tests), attendance, graduation rates and other academic indicators. The new reports provide five years of statistics, including data from the past school year (2009-10).

To be fully accredited, a K-12 school district must meet at least nine of the 14 accreditation standards for academic performance and at least six to be provisionally accredited. A district that meets five or fewer standards may be classified as unaccredited by the State Board of Education.

A K-8 district, without high school grade levels, must meet at least five of seven standards to be fully accredited.

Currently, 511 of Missouri's 522 school districts are fully accredited. Nine districts are provisionally accredited and two are unaccredited.

In most cases, the State Board of Education formally evaluates school districts once every five years, and the district's accreditation classification remains intact until the board determines otherwise. The APR is significant because it provides an annual indicator of trends in a school district and enables state and local school officials to take steps to assist a struggling district.

To view the preliminary APRs, visit dese.mo.gov.

Preliminary 2010 APR summary (K-12)

| <i>Total number of performance standards met</i> | <i>Number of school districts</i> |
|--|-----------------------------------|
| 14 | 218 |
| 13 | 92 |
| 12 | 50 |
| 11 | 35 |
| 10 | 19 |
| 9 | 13 |
| 8 | 6 |
| 7 | 4 |
| 6 | 3 |
| 5 | 4 |
| 4 | 3 |

Preliminary 2010 APR summary (K-8)

| <i>Total number of performance standards met</i> | <i>Number of school districts</i> |
|--|-----------------------------------|
| 7 | 50 |
| 6 | 15 |
| 5 | 5 |
| 4 | 4 |

**No APR generated for Pemiscot Co. Special School District*

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Monday, Sep 13, 2010

Center School District makes big strides in Missouri's annual performance reports

By JOE ROBERTSON
The Kansas City Star

Although the Kansas City and Hickman Mills school districts remain in accreditation limbo, more area districts are breaking into the clear.

Center School District's eighth-grade algebra students may be leading the way. The south Kansas City district made the most dramatic leap among area districts in accreditation score cards released today by the state.

Center met 13 of the state's 14 standards after meeting only eight a year ago.

Many things are working for Center, a district of 2,500 students with some of the same socio-economic stresses as the Kansas City and Hickman Mills districts, administrator Sally Newell said.

But those algebra students, as much as anyone, might be the inspiration other districts need to gain the high ground that most area districts have attained in the state's annual performance reports.

Center recently joined a growing trend of pushing eighth-graders into algebra I before high school, and there were some doubters, Newell said. But when the state's end-of-course exam results came back earlier this summer, 78 percent of algebra students scored proficient or advanced — well above the state average of 57 percent.

"Everyone saw our eighth-graders rock that end-of-course exam," Newell said. "And you think, if they can do it, everybody else better step it up."

In recent years, scores have fallen off among districts that serve larger percentages of poor families and transient families. The Kansas City district, which is two years into a collaborative effort with the state to improve performance, met four of 14 standards for the second year in a row. Hickman Mills, which is one year into a similar process, met six of 14, also for the second straight year.

Kansas City is provisionally accredited and Hickman Mills is fully accredited. Today's scorecard shows that the districts need to improve, but the state will continue the collaborative process before recommending any changes in accreditation status, Education Commissioner Chris Nicastro said.

"School improvement is a complex process," Nicastro said. Districts with large populations of students who qualify for free or reduced-price lunches can struggle, she said, as can those with concentrations of students learning English.

Even when districts make gains, “that performance is fragile,” she said.

Kansas City, for the first time in many years, has a stable administration and board, and Nicastro said she was encouraged, despite the low number of standards met.

“We believe they are going to be able to turn the corner on student performance,” she said.

Generally, districts must meet six standards to be provisionally accredited and nine to be fully accredited.

Most districts in the area push for a perfect 14, and 19 of 29 area kindergarten-12 districts made it, up from 16 last year.

Grading Missouri school districts

Missouri today released annual performance reports — or APRs — for school districts. Here is how area kindergarten-12 districts fared on the state’s 14-point scoring system in 2010 compared with 2009. The APR is just a status report and does not directly determine a district’s accreditation status. All area districts are fully accredited except for Kansas City, which is provisionally accredited.

This table shows the results by school district.

School districts in **bold** are those where LINC has Caring Communities sites.

| Jackson County | 2009 2010 | |
|-----------------------|------------------|-----------|
| Blue Springs | 14 | 14 |
| Center | 8 | 13 |
| Fort Osage | 14 | 14 |
| Grain Valley | 14 | 14 |
| Grandview | 9 | 11 |
| Hickman Mills | 6 | 6 |
| Independence | 13 | 14 |
| Kansas City | 4 | 4 |
| Lee's Summit | 14 | 14 |
| Lone Jack | 14 | 14 |
| Oak Grove | 14 | 14 |
| Raytown | 11 | 11 |

| Clay County | 2009 2010 | |
|--------------------------|------------------|-----------|
| Excelsior Springs | 13 | 13 |
| Kearney | 14 | 14 |
| Liberty | 14 | 14 |
| North Kansas City | 13 | 14 |
| Smithville | 14 | 14 |
| Cass County | 2009 2010 | |
| Archie | 14 | 13 |
| Belton | 12 | 13 |
| Drexel | 13 | 14 |
| Harrisonville | 13 | 12 |
| Cass Midway | 12 | 14 |
| Pleasant Hill | 14 | 14 |
| Raymore-Peculiar | 14 | 14 |
| Sherwood Cass | 13 | 13 |
| Platte County | 2009 2010 | |
| Park Hill | 14 | 14 |
| Platte | 14 | 14 |
| North Platte | 14 | 14 |
| West Platte | 14 | 14 |

Note: Charter schools are not scored under the Missouri School Improvement Program.

Source: Missouri Department of Elementary and Secondary Education

Editorial



Tuesday, Sep 14, 2010

State report shows why school district needs big changes

A new state education report leaves no doubt that the Kansas City School District needed dramatic changes to improve academics.

The Missouri Department of Elementary and Secondary Education report provides an early look at whether districts are meeting state standards for academic performance. To no one's surprise, the Kansas City district did poorly prior to the schools going through a radical makeover this year.

The Kansas City district is provisionally accredited and met only four of the 14 standards. The state measures such things as test scores, attendance and graduation rates.

Superintendent John Covington closed nearly half of the 61 schools, beefed up the curriculum and reduced staff by more than 1,000 to save about \$51 million and improve academic performance. In the past decade, enrollment has fallen to about 17,000 from about 35,000.

The redo is clearly not a finished product. District officials continue to make needed adjustments, adding an alternative program at Manual Career and Technical Center and moving teachers and students to achieve more balanced class sizes. Continued monitoring and adjustments are essential. The changes give Kansas City schools a better chance of logging gains a year from now in the Missouri School Improvement Program.

The state report also showed that the Hickman Mills School District has significant challenges. Like the Kansas City district, it is in a collaborative process with the state to improve performance. It has met six of 14 standards for the second straight year. Fully accredited school districts must meet at least nine of the 14 standards; those with at least six are provisionally accredited.

Improvements are possible. The Center School District is an example, meeting 13 of the 14 standards after attaining only eight a year ago.

Other school districts that deserve praise for high scores include Blue Springs, Fort Osage, Grain Valley, Independence, Lee's Summit, Lone Jack, Oak Grove, Excelsior Springs, Kearney, Liberty, North Kansas City, Smithville, Park Hill, Belton and Raymore-Peculiar. The lengthy list on the positive side bodes well for the region and the future work force



Mentoring Partnership: LINC and the Mo. Division of Youth Services

This past spring, the Mo. Division of Youth Services approached LINC for help.

Due to changes in the state budget, DYS felt the children they support would be best served if they engaged in a contractual relationship with LINC to provide mentoring services necessary for young people leaving DYS facilities and returning to the community.

The key role of the mentors is to support DYS case managers by facilitating the young person's adjustment into the community and by building community supports to assure successful transition and integration.

All young people leaving DYS facilities will be assigned a mentor by LINC staff. The mentors will be part-time staff who previously worked for DYS and full-time staff from LINC.

At this time there are 33 of these youth being mentored in Jackson, Clay and Platte counties.

After several months of transition, LINC assumed this responsibility on Sept. 15.

This is an opportunity for LINC to build on the expertise it has gained from working with youth aging out of foster care. The effort will use many of the same tools to address challenges similar to those of foster care youth. As youth re-enter the community, this will be an opportunity to connect them to LINC community supports that will improve the well-being of the youth and their families.

Separately, DYS is contracting with LINC to build a high-quality website to share information about the DYS philosophy and program outcomes. In 2008 DYS was a selected an Innovations in American Government winner. Work is underway to share DYS innovations with policy makers, program administrators and others involved in the work.

Lending a guiding hand

Child welfare experts trade strategies during HKS forum

By Alvin Powell - Harvard Staff Writer

Friday, August 6, 2010

Child welfare experts from around the country gathered at the [Harvard Kennedy School](#) Thursday (Aug. 5) to share experiences from successful programs, in hopes of helping the thousands of impoverished, fragmented families in which a significant portion of the next generation is growing up.

Two out of five American children are born to unwed mothers, and one in five grows up in poverty, according to [Julie Wilson](#), director of the [Malcolm Wiener Center for Social Policy](#), who introduced the policy forum, “Improving Child Well-Being: What Cities Can Do.” The forum was sponsored by the Wiener Center and Harvard’s [Ash Center for Democratic Governance and Innovation](#).

Life in these fractured families is complex, often marked by temporary relationships that can lead to a lack of trust, Wilson said. By the time they are 5 years old, a third of children in families headed by a single mother will have seen her have relationships with three or more men, while children of single fathers will have seen five or six relationships, some resulting in the family expanding with half-siblings.

“American families are really in crisis now,” Wilson said.

The forum featured three panel discussions focused on neighborhood strategies for strengthening families, engaging youth in the community, and ways to meet challenges in constrained budgetary times.

The event, which was focused on local solutions, included government and nonprofit organizations from Louisville, Ky.; Portland, Maine; Kansas City, Mo.; Hampton, Va.; the Choctaw Nation in Oklahoma; Milwaukee County; New York City; and Ithaca, N.Y. Included were several organizations that had been winners of the Ash Center’s [Innovations in American Government Award](#).

Panelists said that the conditions plaguing families, such as poverty, divorce, and teenage pregnancy, stem from complex sources, making it impossible for a single agency or organization to provide solutions. The complexity means networks of providers and communication among those providers are essential to match a child’s or family’s needs with services that can help.

Roberta Lipsman, of [Community Partnerships for Protecting Children](#) in Portland, said her organization’s goal is to support children and families so the children stay out of state care. Her organization has a family-centered focus but doesn’t provide the care itself, instead linking families to existing community resources.

“I am not a program. I don’t carry cases. I am a way of working. I am a modality. I get people working together,” Lipsman said. “The core of what we’re trying to do is keep kids out of [state] care.”

Cassandra Miller, of the [Louisville Metro Department of Housing and Family Services](#), described a program called [Neighborhood Place](#) that provides a community-based, one-stop resource for families. With eight sites across Jefferson County, Neighborhood Place uses area schools as familiar, accessible locations and has offices inside schools or on their grounds. The organization offers a single intake and assessment process and has grown rapidly, from eight staff members in 1993 to 400 now.

Brent Schondelmeyer, of the [Local Investment Commission](#) of Kansas City, advocated a concept where public schools are used as community hubs, providing not just education but social service resources through enhanced partnerships integrating health care, social services, community health, and development.

Schondelmeyer said the school focus is particularly useful because of the increasing “suburbanization of poverty” where “there’s not the structure, but the schools are there.”



Jon Chase/Harvard Staff Photographer

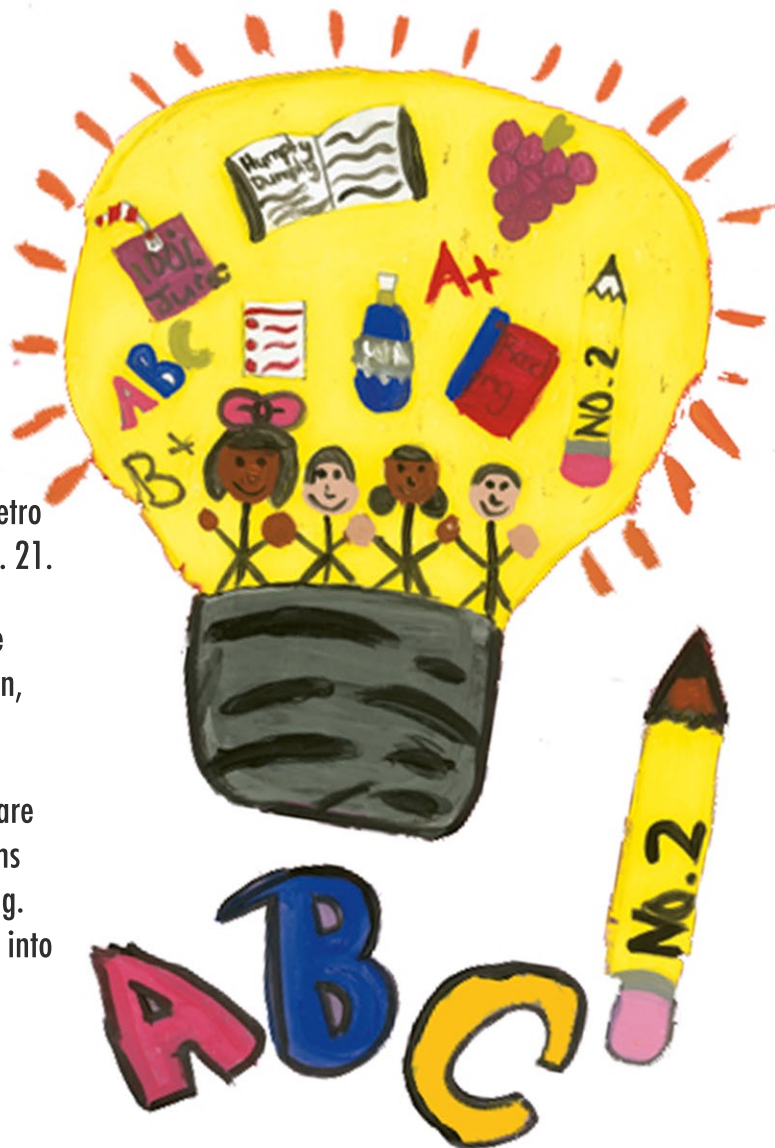
Roberta Lipsman (right), of Community Partnerships for Protecting Children in Portland, said her organization’s goal is to support children and families so the children stay out of state care. Julie Wilson (left), director of the Malcolm Wiener Center for Social Policy, opened the Aug. 5 forum at the Harvard Kennedy School.

LINC Celebrates

Lights On Afterschool

Thursday

Oct. 21



LINC Caring Communities sites around the Kansas City metro area will celebrate Lights On Afterschool on Thursday Oct. 21.

The event is celebrated nationwide to call attention to the importance of afterschool programs for America's children, families and communities.

In America today, 1 in 4 youth – 15.1 million children – are alone and unsupervised after school. Afterschool programs keep kids safe, help working families and inspire learning. They provide opportunities to help young people develop into successful adults.



LINC

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www.kclinc.org

