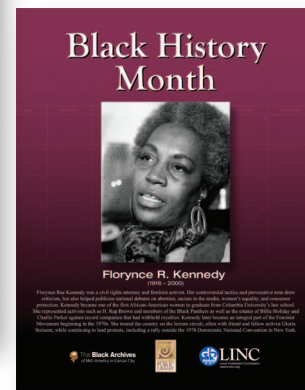
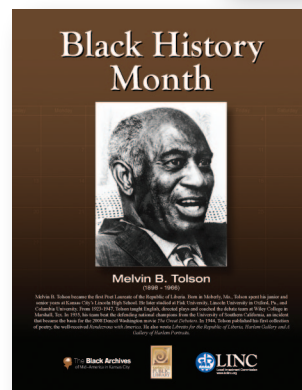
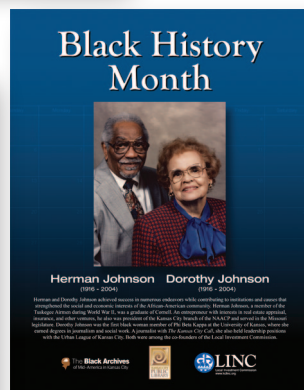
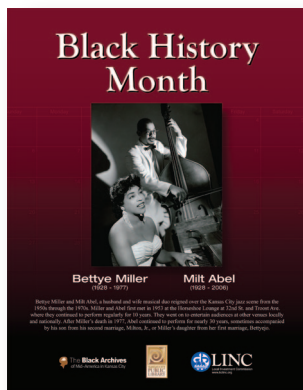
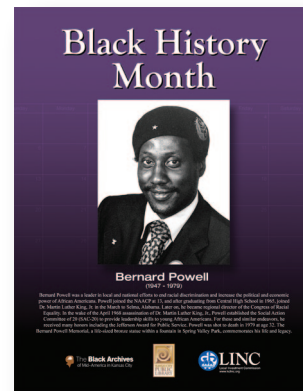
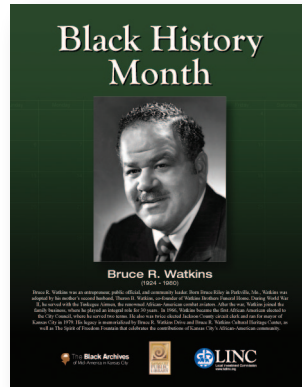
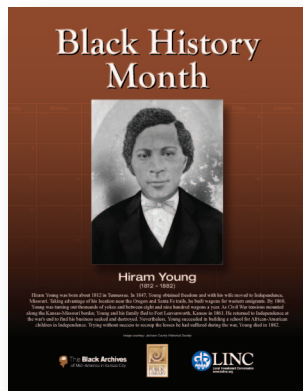


LINC Commission Meeting

January 24, 2011



Black History Month “Kansas City Leaders”

The Local Investment Commission (LINC) produced this set of educational posters in partnership with the **Kansas City Public Library** and the **Black Archives of Mid-America**, with contributions from the **Jackson County Historical Society**. The poster set celebrates and supports Black History Month from a local perspective. Learn more at www.kclinc.org/blackhistory



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, Jan. 24, 2011 | 4 – 6 pm
Kauffman Foundation
4801 Rockhill Rd.
Kansas City, Mo. 64110

Agenda

- I. Welcome and Announcements
- II. Approvals
 - a. **November minutes (motion)**
- III. Superintendent's Reports
- IV. LINC President's Report
- V. LINCWorks Update
- VI. Adjournment



THE LOCAL INVESTMENT COMMISSION – NOV. 15, 2010

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

Sharon Cheers
Steve Dunn
SuEllen Fried
Kiva Gates
Anita Gorman
Bart Hakan
Adele Hall
Judy Hunt

Rosemary Lowe
Sandy Mayer (for Mike Sanders)
Richard Morris
Mary Kay McPhee
Margie Peltier
David Ross
Gene Standifer

Commissioners wished a happy birthday to **Gene Standifer** and **Anita Gorman**, who in turn expressed gratitude for the felicitations.

A motion to approve the Oct. 18, 2010, LINC Commission meeting minutes was passed unanimously.

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

- **Landon Rowland** will be the honoree at the Southtown Council's American Citizen Award Luncheon, at 11:30am on Thursday, Dec. 9.
- Free counseling on enrolling in Medicare plans will be available on Monday, Dec. 6, at Swope Ridge Geriatric Center. LINC staff **Trent DeVreugd** reported the event is the result of a volunteer recruiting partnership between Swope Ridge, Missouri CLAIM, State Health Insurance Assistance Programs, Mo. Dept. of Insurance, and LINC.
- Deputy Director **Candace Cheatem** reported on the Missouri School Age Community Coalition (MOSAC2) conference this past weekend. Performances were given by LINC students from the ACE African Dancers, LINC fencing team, and Truman Elementary Drum Line.
- This Wednesday a consulting team composed of staff from LINC and Mo. Division of Youth Services will attend a meeting at Manual Tech to begin planning an initiative to address academic achievement for at-risk children in the Kansas City, Mo. School District. The effort is the result of a presentation given by DYS director **Tim Decker** at the September LINC Commission meeting, which was attended by KCMSD superintendent **John Covington** and his administrative team.
- A video on the Oct. 21 LINC Lights On Afterschool celebrations was shown.

LINC Treasurer **David Ross** introduced **Bill Nicks** of BKD, Inc., who presented the findings of LINC's financial audit for FY 2009-2010 including the required management letter and other communications.

A motion to approve the financial report prepared by BKD was passed unanimously.

LINC staff **Robin Gierer** presented the first quarter LINC financial report.

A motion to approve the report as presented was passed unanimously.

Superintendents' Report

- **Marge Williams** (Superintendent, Hickman Mills School District) reported LINC is helping the district to provide “Putting the Cool Back in School” parent information classes this fall and thanked LINC for helping to engage parents.
- **Bob Bartman** (Superintendent, Center School District) reported Center is expected to receive full accreditation, meeting with distinction 13 out of 14 criteria, tomorrow. The district is looking forward to the opening of the new Swope Health Services clinic next month. Two classrooms at Center High School are being refashioned to support teen mothers so that they can remain in school while being close to their children.
- **John Ruddy** (Assistant Superintendent, Fort Osage School District) reported approximately 1,000 families have been served by LINC this fall.
- **Dan Clemens** (Assistant Superintendent, North Kansas City School District) reported the district is pleased to now have six LINC sites (up from three sites last year). Crestview Elementary School will begin working on a street safety initiative after receiving a grant. The annual Grandparent Breakfast at Crestview was attended by 150 grandparents.
- **Brad Smith** (Director of Family Services, Independence School District) reported the district is making improvements using an \$85 million bond issue. Van Horn High School is in the midst of being transformed, ground has been broken on a new school in eastern Independence, and land is being sought for a new school in western Independence. For the fifth consecutive year the district has been accredited with distinction. Over 200 parents are participating in the holiday gift program in which parents exchange volunteer service for gifts for children.
- Cheatem reported the Kansas City, Mo. School District has hired a Parents As Teachers director and is in the process of hiring parent educators. Head Start is preparing for an audit. The early education team will present a strategic plan to the school board at its next meeting.

LINCWorks

LINCWorks co-chair **Terry Ward** reported on a visit to LINC by **David Hansell**, Acting Assistant Secretary for the Administration for Children and Families (U.S. Department of Health and Human Services). A video was shown.

Mo. Family Support Division Kansas City regional administrator **Marge Randle** reported local FSD staff are dedicated to the success of LINC’s contract to provide case management services for area welfare participants.

Ward reported on progress of the new LINCWorks initiative, which began Oct. 1. Case managers have been hired and are serving clients. Data system shortcomings have resulted in challenges to entering data and monitoring performance. LINC staff **Greg Bassett** is working with state staff to resolve issues and build the tools necessary for an adequate data system. Another goal will be to integrate LINCWorks with other LINC initiatives (e.g., use Caring Communities site coordinators as resources for engaging LINCWorks clients).

Sharon Cheers announced the Nov. 1 opening of the Habitat for Humanity Restore location at 79th and Wornall, and Troost MAX service will be inaugurated on Jan. 1.

The meeting was adjourned.

December 21, 2010
Contact: Scott Rowson,
573-526-0407

The Department of Social Services Announces Grants to Improve Access to Healthy Food for Missouri Children

Jefferson City, MO. — Gov. Jay Nixon’s administration announced today that Missouri will receive up to \$680,000 in federal funds to test new ways to provide nutrition assistance and access to healthy foods to vulnerable children next summer. The Missouri pilot project will use Electronic Benefit Transfer (EBT) cards to give low-income families with school-age children more food resources.

“Many children who receive free or reduced-price meals are at risk of not receiving the nutrition they need than during the summer months,” said Gov. Nixon said. “My administration is focused on the fact that building the educated, healthy workforce of tomorrow requires an investment in the well-being of kids today.”

The Missouri project will be used to operate a food stamp-model Summer-EBT project in collaboration between the Department of Social Services, the Department of Elementary and Secondary Education, the Department of Health and Senior Services, the Local Investment Commission (LINC), and the Kansas City, Hickman Mills and Center school districts.

In the near-term, the demonstration project will provide thousands of low-income children in the demonstration communities with substantial new household food benefits during the summer while generating a local economic benefit as well. The United States Department of Agriculture calculates that for every \$5 of food stamp spending there is \$9.20 of total economic activity. In the longer term it will provide critical knowledge about the impact of cutting-edge nutrition interventions on achieving real improvement in food security among our children during the summer months.

“The Missouri Department of Social Services is excited to assist in this test project to help map the way to future nutritional gains for young people in our state,” said DSS Director Ronald J. Levy. “The project also has the potential to be a welcome additional resource for families worried about feeding their children.”

An independent evaluation will be completed for the demonstration. The evaluation will determine the EBT card model’s effectiveness at improving food security among children during the summer.

Proposal Summary

Executive Summary:

The Supplemental Nutrition Assistance Program (SNAP – known as Food Stamp Program in Missouri), the National School Lunch Program, and the Summer Food Service Program (SFSP) are all essential public food assistance programs that help keep children from going hungry by providing them with regular access to nutritious foods. The State of Missouri applauds Congress and the USDA for their commitment to ending childhood hunger by 2015. We recognize more needs to be done.

As you are aware, there have been many studies focusing on child hunger. They all agree that hungry children are sick more often, suffer growth impairments, have developmental impairments, do poorly in school, and have lower academic achievement – all because they do not have enough to eat.

Missouri is well-positioned to participate in a demonstration project that tests the use of the EBT system to deliver additional food assistance to children during the summer months. Missouri's SFSP, SNAP participation rate (74.6%), and EBT system are considered to be among the best in the country; even so, Missouri continues to have one of the highest rates of household food insecurity in the nation.¹ Like states nationwide, summer food participation rates in Missouri fall far short of the percentage of children served by the National School Lunch Program during the school year. We struggle with how to reach more eligible children during the summer months.

Our participation in this demonstration will enable us to partner with public and private nutrition assistance programs more effectively, and to improve coordination and integration among our state agencies delivering children's services.

Missouri has a nationally recognized network of twenty non-profits called Missouri's Community Partnerships that were established to focus on six core result areas impacting children and families in our state. Because our project focuses on food insecurity in the Kansas City area, we propose to work heavily with the local community partner in that area called the Local Investment Commission (LINC). LINC was created in 1992 with a four-pronged mission:

¹ The 2010 *Hunger in America* Report ranked Missouri 5th out of the ten states exhibiting *statistically significant* higher household food insecurity rates than the national average. (12.5%) (Missouri – 14.0%)

1) engaging, convening and supporting diverse groups and communities; 2) establishing quality standards and promoting accountability; 3) brokering and leveraging resources; and 4) promoting effective policy measures. LINC is positioned to deliver the results required by our demonstration project as they already provide funding, support staff, data systems and training to over 60 low-income neighborhood schools through partnerships with these local school districts.

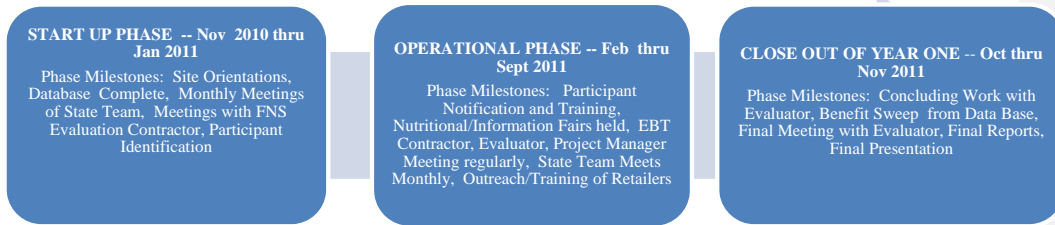
Our project includes three school districts – the Kansas City, MO School District (KCMSD), Hickman Mills School District (HMSD) and Center School District (CSD). The Center School District was created in 1956 through the merger of several small independent school districts. Hickman Mills School District, formed in 1902, was the first Missouri consolidated school district with enrollment of less than 100. The Kansas City, Mo. School District was formed in 1867. By selecting these three school districts, the project reflects the most impoverished neighborhoods in the Kansas City area. Further, the districts represent a diverse population and demographic. This demonstration area will provide the Missouri project with ready access to over 20,000 children who are eligible to receive free or reduced cost lunches.

All members recognize this is a demonstration project and, as such, utilizes 2,500 children receiving the benefit and 2,500 children in a control group who are not receiving the benefit. All parties recognize the critical importance of allowing all members of the community full access to this information as we undertake the demonstration and work to achieve its goals. We will focus on using this opportunity to provide additional focus and attention for all children within the target area.

Guiding this project at the state level is a management team of staff representing five state departments and divisions. This interdisciplinary team will provide project oversight to ensure timelines are met and key benchmarks are achieved. The management team includes experts in electronic benefits transfer (EBT) management and delivery, SNAP, community engagement, nutritional education, project and fiscal management, summer food programming, audit and evaluation and school food service. This group will meet monthly to provide guidance for the project.

At the center of this demonstration will be the delivery mechanism – the current EBT system. We have over twelve years experience providing benefits electronically to families in our state with a consistently high performance rating. Given our successful track record, delivery of benefits electronically to the families of the 2,500 children in the demonstration will be done in a timely manner and with minimal startup or conversion efforts.

The general timeline for our demonstration is as follows:



Demonstration and Design

Goals and Objectives:

The goals of this demonstration project are to:

- Demonstrate a benefit to children in need of stable food sources during the summer months, through a scientific method utilizing a control group of 2,500 children who share the characteristics of those receiving the benefit.
- Model that the EBT system is positioned to assist with summer food insecurity for needy children and sufficiently flexible to handle the additional business without cost-prohibitive additional administrative support.
- Highlight the added value that partnering with a robust community-based organization such as LINC brings to a school focused initiative.
- Reinforce the value of good nutrition and eating habits.
- Promote access to fresh produce through local farmers markets and local grocery stores.
- Provide an opportunity to educate the local retail community on the added benefits that SEBTC will provide to their food retail centers.

Of course, inherent in all of our goals for this demonstration project is our desire to learn from the project and apply those lessons in process improvement and service delivery for our traditional EBT benefits efforts in years to come. This project has the potential to help transform the manner in which we interact with participants, retailers, local school leaders and state organizations around not only the delivery of benefits but the education of children and families about good nutritional choices.

Administrative Structure:

State

A state-level management team of interdepartmental experts will meet monthly to provide oversight and direction to this project until completion. The team includes experts in EBT

management and delivery, SNAP, community engagement, nutritional education, project and fiscal management, summer food programming, audit and evaluation and school food service.

Local

With cooperation from the three school districts, LINC will provide the local leadership on this project. They will have a leadership team representative of the multiple disciplines needed to address the components of the project, one that will closely mirror the team at the state level.

The efforts of the local leadership team will be coordinated through a project manager who will work with the rest of the team to develop a work plan for project implementation. The work plan will be adapted as needed and the state-level management team will be informed of changes and progress at regular intervals throughout the life of the project. The project manager, along with the others on the local team, will be responsible for executing the tasks identified in the work plan. Among other duties, the project manager will serve as a central point of communication for state agency partners, school district contacts, information systems staff at LINC, communications staff at LINC, program staff at LINC school sites (1 supervisor per school district) and the evaluation contractor.

Examples of other tasks to be managed by the project manager include:

- Coordinate a communications strategy to provide outreach to eligible families, to include banners, posters, postcards and nutrition fairs. The nutrition fairs will provide community awareness on nutrition within the demonstration area for the children and families who attend school in the three districts.
- Coordinate the establishment of a database to support communication, targeted outreach and program usage to those chosen to participate once the pool of willing participants from the target schools is identified.
- Coordinate training for all individuals participating in grant administration at LINC.

LINC will implement a communications team to develop a communications plan, which likely will include: banners, poster, postcards, training materials, brochures and a training video. All materials will be produced in multiple languages. The communications team will work in conjunction with the local school officials who have expertise in this area.

School

LINC has identified three key staff members as the contacts for each school district. These individuals will be the supervisors of the school site coordinators who provide outreach and education to individuals in the community on a variety of matters core to LINC's mission. There are currently 32 LINC site coordinators based at schools in the demonstration area. While site

coordinators will not be based in all 52 schools of the demonstration project, through this project the coordinators will have expanded operating areas that reach beyond their home site in order to reach all the schools in the project area.

Demonstration Site Description

Our proposed demonstration area is three contiguous urban school districts located in Jackson County, Mo. and contained almost entirely within the city of Kansas City, Mo. (**see map**).

The three school districts are: **Kansas City, Mo., Hickman Mills and Center.**

The three school districts' student populations include a high percentage of free and reduced lunch participation, though they differ in relative size: Kansas City (large), Hickman Mills (medium) and Center (small). Missouri has relatively small school districts – there are 554, with the largest having only 26,000 students.

Our proposed demonstration area covers 108.74 square miles including Kansas City's historic urban center as well as inner-ring suburban housing created during rapid population growth after World War II.

The three school districts have a combined 2009-10 student enrollment of 26,733 students representing 52 schools, of which 20,796, or 77.8%, were certified for free or reduced lunch.

The summary table provides basic enrollment data for each district.

Student Data in proposed Kansas City area FSA demonstration area					
2009-10 data	Student Enrollment	Statewide Rank	Students Free/Reduced	Statewide Rank	Square Miles
Kansas City	17,677	7	14,164	2	66.74
Hickman Mills	6,765	25	5,070	11	30.38
Center	2,291	94	1,562	56	11.82
Total	26,733		20,796		108.74
Source: Missouri Dept. of Elementary and Secondary Education www.dese.mo.gov/schooldata/school_data.html					

Student data for the 2010-11 school year is not yet available, but student enrollment numbers are expected to be about the same, though free and reduced lunch numbers may increase in response to the continued downturn of the overall U.S. and local economy.

Racial Diversity Within the Demonstration Site:

The districts' student population is racially diverse, with significant numbers of African American, Hispanic and white students, as shown in the summary of 2009-10 student enrollment data.

Student diversity in proposed Kansas City area FSA demonstration area						
2009-10 data	White	Black	Hispanic	Asian	Indian	Total
Kansas City	1,546	11,478	4,237	372	44	17,677
Hickman	848	5,394	416	97	10	6,765
Center	550	1,546	154	38	3	2,291
Total	2,944	18,418	4,807	507	57	26,733
<i>% Total</i>	<i>11.0%</i>	<i>68.9%</i>	<i>18.0%</i>	<i>1.9%</i>	<i>0.2%</i>	<i>100.0%</i>
Source: Missouri Dept. of Elementary and Secondary Education www.dese.mo.gov/schooldata/school_data.html						

Suburbanization of Poverty:

The Hickman Mills and Center school districts both have experienced significant growth in the percentage of students on free and reduced lunch.

The neighborhoods within Hickman Mills and Center grew largely as a result of post-World War II housing development and can be considered “inner-ring suburbs” within the city of Kansas City, Mo. Kansas City, Mo., itself is a local municipality that extends over 318 square miles in four counties and includes all or portions of 14 different school districts.

Hickman Mills and Center have experienced a 10.7% increase in the number of students on free and reduced lunch over the school years 2005-06 to 2009-10. This increase supports a trend receiving growing recognition locally, as well as nationally, concerning the suburbanization of poverty in U.S. communities.

The *Kansas City Star* – the region’s major newspaper – recently carried a front-page story (“Poverty is on the rise in the suburbs of America, census data show,” Oct. 11, 2010) citing important new national research on this topic, including 2010 reports by the Brookings Institution.

The *Star* story quotes Scott Allard, University of Chicago professor and co-author of one of the reports:

“Millions of Americans at all income levels moved to the suburbs looking for better schools, better jobs, affordable housing, and a sense of security, but in recent years, as incomes have fallen, people had a harder and harder time making ends meet. As a result,

Americans who never imagined becoming poor are now asking for assistance, and many are not getting the help they need.”

This is an apt description of demographic changes in the Hickman Mills and Center school districts.

The Brookings study “The Suburbanization of Poverty: Trends in Metropolitan America, 2000 to 2008” (www.brookings.edu/papers/2010/0120_poverty_kneebone.aspx) offers that for the time period of the study America’s “[s]uburbs saw by far the greatest growth in their poor population and by 2008 had become home to the largest share of the nation’s poor.” (“Suburbanization of Poverty,” Brookings Institution, January 2010, p. 1)

The study makes this important policy observation:

“The growing presence of poor in the suburbs over the longer term coupled with recent economic challenges should raise questions for policymakers and service providers as to how well-connected these residents are to safety net services and work supports that have traditionally been located in urban centers.... While some differences in the take up rate of services may be due to real differences in eligibility, a lack of knowledge, access, or capacity may also affect the ability of low-income suburban residents to connect to benefits and programs for which they are eligible.”

(Ibid., p. 14)

A related study, “Job Sprawl and the Suburbanization of Poverty,” made this additional policy point.

The suburban poor face unique disadvantages. These include concentration in inner-ring, disadvantaged, and jobs-poor suburbs; overreliance on public transportation, which often provides inferior access to and within suburban areas; and **spatial mismatch between where the suburban poor live and the locations of important social services.**

(“Job Sprawl and the Suburbanization of Poverty,” March 2010, p. 2, emphasis added)

www.brookings.edu/~media/Files/rc/reports/2010/0330_job_sprawl_stoll_raphael/0330_job_sprawl_stoll_raphael.pdf

These were important considerations for our inclusion of the Hickman Mills and Center school districts in our proposed demonstration area.

Food Security: Low Access Areas (LAA):

A national grocery store study by the Brookings Institution, The Reinvestment Trust and PolicyLink has identified America’s “low access areas.” Troublingly, these areas share similar

population density and car ownership with middle and high-income areas, but their residents travel longer distances to supermarkets than residents of more affluent communities.

Judith Bell, President of PolicyLink, on the recent release of the study “Getting to Market,” commented:

“The data are clear: poor families and people of color don’t have enough access to the fresh fruits and vegetables they need to live a healthy life. It’s no wonder that these same communities are hit hardest by obesity and diabetes. We must help supermarkets, farmers markets, and other fresh food stores open in under-served areas – bringing jobs, economic stability, and healthy food to communities in need of all three.”

(Metropolitan Policy Program at Brookings press release, “Putting Supermarkets Within Reach,” 19 Oct. 2010, p. 2)

www.brookings.edu/~media/Files/rc/reports/2010/1019_supermarket_access_berube/10_19_supermarket_access_media_memo.pdf

PolicyLink’s online mapping tool identifies LAAs within our proposed demonstration area for each of the school districts. A map that includes LAA information for this demonstration is attached. Accordingly, the data clearly supports the choice of this demonstration area to focus efforts at addressing food insecurity. By empowering eligible residents of these districts with additional resources we will assist those residents in driving demand for more locally-based grocery offerings.

In addition to grocery stores located in the LAA, three farmers markets also provide access to fresh, nutritious food using the EBT card and a scrip/wireless terminal process. These markets are: The City Market, Fifth and Walnut Street, Kansas City, MO; Troostwood Youth Garden Market, 5142 Paseo, Kansas City, MO; and Farmers’ Community Market at Brookside, 63rd Street and Wornall, Kansas City, MO. In our outreach and communications efforts to participants, we will strongly encourage healthy nutrition choices using these local assets.

Local Agency Characteristics

LINC is a citizen-driven community collaborative involving efforts by the state of Missouri to facilitate the cooperative work of neighborhood advocates, citizens, business, civic and labor leaders to improve the lives of children and families in Kansas City and Jackson County. LINC is involved in initiatives to provide employment to those on public assistance, create new businesses in the central city, improve the delivery of human services, and help improve the lives of families and children.

LINC’s efforts are directed by a 36-member citizen commission created in November 1992. Professional advice and support is provided by a professional cabinet which meets with the

commission. More than 2,100 volunteers – professionals, community leaders and citizens – are involved with LINC.

LINC is also the Community Partnership selected by the state of Missouri to administer the Caring Communities fund created by nine state departments – Social Services, Mental Health, Health, Labor, Elementary and Secondary Education, Corrections, Economic Development, Higher Education and Public Safety. The Caring Communities fund exists to support and develop school-linked/neighborhood-based public services at selected schools where interest is shown by parents, neighbors and the school principal.

LINC's efforts involve 66 school and neighborhood sites located in seven school districts. School-linked services are part of a larger effort to develop comprehensive integrated neighborhood services through neighborhood involvement, professional development and change management.

The administrative staff for LINC are located at their offices at 3100 Broadway Suite 1100. Approximately 50 full time administrative and program staff are based at this location. Staff have professional offices with full computer, data and IT access. LINC's communications and data teams are robust and are often looked to as leaders in the Jackson County nonprofit community for their expertise.

Within the demonstration area, LINC has 32 site level staff who will support the project. Over 90% of these individuals have undergraduate degrees and many have advanced degrees. Our few non-degreed site staff were chosen due to that individual's specialized skills, experience or training in community organizing and/or child caring.. Our site staff have offices within the schools in the demonstration area. These offices are adequate to provide a professional workspace with full computer, data and IT access.

LINC has an annual budget of over \$16 million. LINC's budget is funded from a number of sources, but its primary funding stream (73% of their budget) is state government. LINC has a staffing complement of 157 full time and 451 part time staff.

LINC provides a wide range of supports for their state partners, from providing before and after school programming, case management for TANF recipients, transition for youth aging out of foster care and support for the state's Juvenile Justice system. LINC's key role is school-linked services which are part of a larger effort to develop comprehensive integrated neighborhood services through neighborhood involvement, professional development and change management.

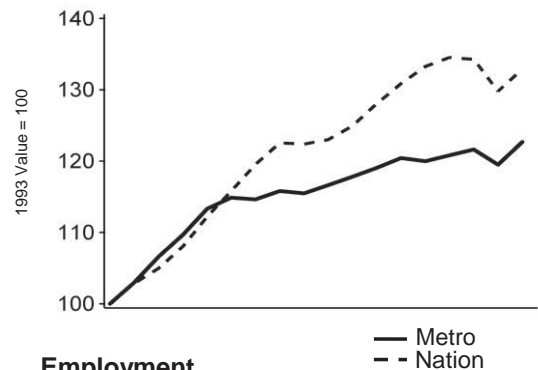
GLOBAL METROMONITOR



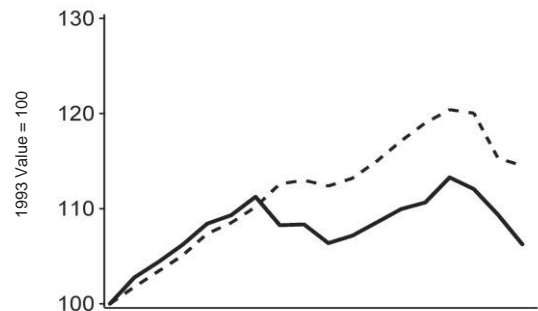
Kansas City UNITED STATES

METRO ECONOMIC TRENDS,
1993 TO 2010

GVA per capita (Income)



Employment



KEY METRO CHARACTERISTICS

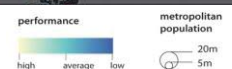
Population (2010)	2,096,025
Change in population (1993 to 2007)	18.6%
GVA per capita (2007)	\$36,961
Share of national GDP from metro (2010)	0.7%

METRO PERFORMANCE RANKINGS

Pre-recession (1993 to 2007)			Recession (Year of Minimum Growth, 2007 to 2009)			Recovery (2009 to 2010)					
	Employment	Income		Employment	Income		Employment	Income			
123	Jakarta	1.5%	0.4%	58	Zurich	-1.7%	-3.2%	121	Hartford	-2.0%	1.6%
124	Kansas City	0.9%	1.4%	59	Kansas City	-2.8%	-1.8%	122	Kansas City	-2.8%	2.7%
125	Rotterdam	0.2%	2.5%	60	Seattle	-2.6%	-2.1%	123	London	-1.5%	0.8%



Source: Brookings and LSE analysis of data from the US Bureau of Labor Statistics, US Census Bureau, Oxford Economics, Moody's Economy.com, and Cambridge Econometrics. Some values are based on forecasted estimates; please see report for further details.



Posted on Sun, Dec. 12, 2010

Shawnee Mission district's issues reverberate areawide

By MARY SANCHEZ- The Kansas City Star

I envy none of them.

Not the Shawnee Mission superintendent who is in the crosshairs of patrons. Not members of the school board who will agitate no matter which way they vote tonight. And certainly not the frustrated parents who are diligently trying to keep favored schools open.

Still, Friday's lawsuit challenging the Kansas school finance law is an end run of an overarching, less-acknowledged concern.

The Shawnee Mission School District is a far different entity than it once considered itself. This isn't an aspersion on administrators, teachers or students.

But adding money to district coffers by changing state limits will not alter relevant facts. The district's configuration of buildings was designed for a far larger student population than attends today. Some of the buildings are 50 years old and difficult to retrofit to current accessibility standards and other necessary upkeep.

Two of the middle schools being considered for closure are half and less than half full. Olathe's enrollment total edged ahead of Shawnee Mission this school year.

Sound familiar? Hickman Mills closed a high school. And Kansas City shuttered dozens of schools.

The lawsuit questions the constitutionality of limits to how much district patrons can supplement state funding by local taxes. This balance of local control and the necessity of statewide equity in educational quality is headed for a showdown either in the courts or the Legislature.

Meanwhile, the same morning the lawsuit was filed (and another against the district was threatened if filers don't get their way) another group met.

The First Suburbs Coalition is a program of the Mid-America Regional Council. Older housing stock, once popular strip malls now vacant and aging infrastructures are part of the conversation. Metrowide city officials take part, including those representing the Shawnee Mission district; Fairway, Merriam, Mission, Prairie Village, Roeland Park, Overland Park and others.

The group makes the sort of honest assessments of inner suburbs and purposeful planning necessary to keep the areas viable and attractive to families. Stable neighborhoods attract families to fill classrooms.

The First Suburbs Coalition is simply a different frame in which to view the district's turmoil. But the issues are connected. More of the conversations ought to be as well.

The Shawnee Mission district is lucky to have informed, involved parents. They are its backbone, both financially and in their insistence on quality education.

But newer, gleaming schools and neighborhoods exist on the horizon, tempting people to move. And it will take more than lawsuits and contentious school board meetings to keep the negative effects of that truth at bay.

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Posted on Tue, Dec. 14, 2010

KC among top 10 cities seeing less segregation

By RICK MONTGOMERY

The Kansas City Star

The Kansas City metro area ranks among the 10 fastest-changing places nationwide in an analysis of the rise of racially integrated neighborhoods.

The city and its surrounding communities had plenty of company across America, where blacks and whites are moving more evenly — and at a historic pace — between urban centers and the suburbs.

Roughly three-fourths of the nation's 100 largest metropolitan areas saw decreases in recent years in segregated living patterns among the two racial groups, according to a broad array of census-tract data released Tuesday and reviewed by the Brookings Institution.

By one measure, only seven other cities since 2000 posted steeper declines in residential segregation than the Kansas City area.

There remains room for improvement, experts noted: The latest analysis makes Kansas City the 28th most segregated U.S. metro, down from 16th place in 2000.

“It’s progress,” said Frank Lenk, director of research services for the nonprofit planning organization Mid-America Regional Council. “We’re approaching a moderate level of segregation where we were at a high level before.”

The shifting racial patterns are “a continuation of a trend we’ve seen going back to 1980,” when rising income levels spurred many minority residents into newer homes in mostly white neighborhoods ringing the central city.

The figures charted by the Brookings Institution come from previous censuses and the Census Bureau’s 2009 American Community Survey, which samples 3 million households. Survey data from 2005 to 2009 were averaged to help compensate for otherwise large margins of error in low-population neighborhoods.

Changes in residential patterns were measured by so-called “dissimilarity indices” across census tracts. In the Kansas City metro, for instance, researchers found that about 66 percent of black residents would have to move to be distributed exactly like whites in the area.

That’s down from 71 percent in 2000 — and the eighth-biggest drop among 100 cities examined.

Milwaukee, Detroit and New York were deemed among the most segregated cities. There, as many as 80 percent of black residents would need to move for optimal racial integration to be attained.

On the other end of the scale, cities that were least likely to be segregated included Las Vegas, Honolulu, Raleigh, N.C., and Albuquerque, N.M.

“It’s taken a civil rights movement and several generations to yield noticeable segregation declines for blacks” as reported for the past several years, William H. Frey, a Brookings demographer, told The Associated Press. “But the still-high levels of black segregation in some areas, coupled with uneven clustering patterns for Hispanics, suggest that the idea of a post-racial America has a way to go.”

Hispanic integration was mixed. There was less Hispanic-white segregation in cities and suburbs in many large metros such as Buffalo, Washington, D.C., and Chicago, according to preliminary census figures. But in many smaller neighborhoods, large numbers of more recently arrived Hispanic immigrants are believed to be clustering together for social support, experts said.

In showing relatively sharp reductions in residential segregation, Kansas City defied the stagnant racial demographics in many other large communities across the Midwest and Northeast.

“One of the assets of Kansas City, compared to other Midwest and northeastern cities, is the diversity of its economy. That acts as a buffer against a downturn,” said Kevin Fox Gotham, a Tulane University sociologist who has studied the development along the city’s old racial dividing line, Troost Avenue, in the 1950s and ’60s.

“If you’re seeing a lessening of patterns of segregation, it could be due to a diversified economy in which those most likely to be hit hard — ethnic and racial minorities — have fared a little better there” than in other cities, he said.

Lenk of MARC cited the development of downtown lofts and condos and said: “We also could be seeing some movement here of the white population back to the urban areas. That’s speculation, but it’s one of the things we’ll be looking at” as detailed 2010 census figures roll out in the spring.

The race trends nationwide hint at the upcoming political and legal wrangling over those 2010 figures. The data will be used to reallocate congressional districts, drawing new political boundaries. New Hispanic-dominated districts could emerge, particularly for elected positions at the state and local level. States are required under the Voting Rights Act to respect the interests of minority voting blocs, which tend to support Democratic candidates.

While residential movement out of ethnic neighborhoods has been increasing, the outflow of Hispanics and Asians into suburbs has generally been surpassed by the arrival of new immigrants into traditional enclaves, said Brown University sociologist John Logan.

“The political implications of these trends are great in the long run — majority black districts will become harder to sustain, while more majority Hispanic districts will emerge, especially for state and local positions,” Logan said.

The Associated Press contributed to this report. To reach Rick Montgomery, call 816-234-4410 or send e-mail to rmontgomery@kcstar.com.

The New York Times

Immigrants Make Paths to Suburbia, Not Cities

By [SABRINA TAVERNISE](#) and [ROBERT GEBELOFF](#)

WASHINGTON — Immigrants fanned out across the United States in the last decade, settling in greater numbers in small towns and suburbs rather than in the cities where they typically moved when they first came to this country, new census data show.

Following jobs to rural and suburban areas, in industries like construction and the food business, immigrant populations rose more than 60 percent in places where immigrants made up fewer than 5 percent of the population in 2000. In areas that had been home to the most immigrants, the foreign-born population was flat over that period.

In Los Angeles County, long a major destination for new immigrants, the foreign-born population remained largely unchanged for the first time in several decades. In contrast, it quadrupled in Newton County, in central Georgia outside Atlanta.

Tuesday's report represented the biggest single data release in the [Census Bureau's](#) history, with more than 11 billion individual estimates for 670,000 specific geographic locations — areas as small as several blocks.

Unlike the 2010 decennial census, which counts every American, Tuesday's survey, the American Community Survey, details characteristics using samples taken from about one in 10 Americans between 2005 and 2009.

They show a portrait of a rapidly changing America, whose young population is much more diverse than its older one.

About 48 percent of newborns last year were members of minority groups, compared with just a fifth of those over 65, a statistic that raises questions about possible generational tensions for the United States in coming decades, particularly over the cost of education and health care, said Kenneth Johnson, senior demographer at the Carsey Institute at the [University of New Hampshire](#).

It also foreshadows a growing divide: Graduation rates for blacks and Hispanics — the overwhelming majority of all immigrants in the United States — are far below those for whites. The trend line therefore suggests that the country will be facing a growing shortage of educated Americans as global competition intensifies, particularly as other countries' graduation levels rise.

In the last large [immigration](#) wave, in the late 19th century, immigrants took several generations to assimilate into American society through education. But the United States cannot afford to wait that long as its declining economy struggles to compete with developing countries like China, said Marcelo M. Suárez-Orozco, co-director of an immigration research center at [New York University](#).

"Today we have two elevators," he said. "One stuck in the basement and the other moving up faster than it ever has before."

"It is placing us at a huge disadvantage," Professor Suárez-Orozco added.

The spreading of immigrants throughout the United States reflects their mobility in the work force, particularly because of the booming housing industry last decade.

Roberto Suro, author of "Strangers Among Us: Latino Lives in a Changing America," estimated that several years ago, before the housing bubble burst, one out of every three newly arrived Hispanic immigrants was working in construction.

These workers were joined by their families, and communities that had never encountered immigrants in large numbers suddenly saw large influxes. Friction often followed.

Stafford County, Va., for example, where residents have demanded a crackdown on illegal immigrants, saw its immigrant population nearly triple.

"It was a kind of deficit spending, borrowing against the future in very human terms," said Mr. Suro, a former reporter for The New York Times and The Washington Post. "The leveraged asset was the work of the immigrants. The long-term payout was the social requirement to settle them and look after their children."

The country's biggest population gains were in suburban areas. But, in a departure from past decades when whites led the rise, now it is because of minorities. More than a third of all 13.3 million new suburbanites were Hispanic, compared with 2.5 million blacks and 2 million Asians. In all, whites accounted for a fifth of suburban growth.

Even in rural America, where the population grew the slowest — just 2 percent since 2000 compared with 7 percent nationwide — foreign-born residents accounted for 37 percent of that growth. Three-quarters of them were not citizens, suggesting that they had arrived only recently in the states.

Demographers did not agree on what the new data said about segregation trends.

William H. Frey, a demographer at the [Brookings Institution](#), said his analysis of the data showed a decline in racial segregation in 61 of the top 100 metro areas.

One example is New Orleans, where segregation has declined noticeably, probably because blacks from segregated areas left the city after [Hurricane Katrina](#) in 2005. Black segregation is still higher than it is for Asians and Hispanics in the United States.

“Nationally we are moving to greater integration,” Mr. Frey said.

A study by John R. Logan, a demographer at [Brown University](#), and Brian J. Stults, a demographer at [Florida State University](#), came to different conclusions by looking closely at neighborhoods of between 3,000 and 5,000 people. They concluded that black segregation had changed little from 2000 in the metropolitan areas, and had actually increased in areas where blacks are a smaller share of population.

The data also showed an increasingly pinched middle class. Median income declined by almost 5 percent in the past decade, with a few exceptions, including Maryland, Rhode Island and Wyoming. The deterioration was worse in counties dependent on manufacturing, where income dropped by 9 percent.

Of the five counties with poverty rates higher than 39 percent, four contain or are in American Indian reservations in South Dakota. The fifth, Willacy County, Tex., is in the Rio Grande Valley.

The Washington suburbs were home to some of the most affluent, educated people in America. The three places in the country with the highest median household income are all in Virginia — Falls Church, and the counties of Fairfax and Loudoun. Seven of the 17 counties where more than half of people 25 and older had a bachelor’s degree were in Washington’s suburbs.

There were 62 counties where fewer than 10 percent of the adult population had a bachelor’s degree. Fourteen of these counties were in Georgia, nine in Tennessee, eight in Kentucky and five each in Florida and West Virginia.

The county with the lowest median home values for owner-occupied housing units was Reeves in Texas, at \$29,400. The county with the highest median home values was Nantucket, Mass., at more than \$1 million.

Sabrina Tavernise reported from Washington, and Robert Gebeloff from New York.

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