

LINC Commission Meeting

February 28, 2011



(above) LINC Site Coordinator Steve Bradford and event organizer Josh Payne lace a new pair of shoes for a student. On January 11, 2011, a group of volunteers from churches in rural Missouri worked with the non-profit organization Samaritan's Feet and LINC to provide new shoes to students of M.L. King Elementary in the KCMUSD.



Sly James



Mike Burke

LINC congratulates Kansas City, Mo. mayor candidates Sly James and Mike Burke. The mayor of Kansas City, Mo. is an ex-officio LINC Commissioner. They have been invited to meet and present at the February LINC Commission meeting.



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

Special Insert
LINC in KCMO

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, Feb. 28, 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. Kansas City, Mo. Mayoral Candidates

[Kansas City, Mo. mayoral primary winners **Sly James** and **Mike Burke** have been invited to present. LINC will videotape the presentation and make available on the LINC website.]
- 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.

KC voters pick James and Burke over incumbent Funkhouser

By LYNN HORSLEY and MICHAEL MANSUR
The Kansas City Star

Kansas City voters took the stunning step Tuesday night of rejecting incumbent Mayor Mark Funkhouser's bid for re-election.

Instead, Sly James and Mike Burke will advance to the March 22 general election. The two finished just 38 votes apart.

The primary election vote was an extraordinary rebuke of Funkhouser, who will be the first Kansas City mayor since the 1920s not to earn a second term in office.

Funkhouser took 21 percent of the vote, while Burke and James, both attorneys, each won 26 percent.

In his victory speech Tuesday night, James pledged to change the city by bringing it back together.

"It is our time," he told the cheering crowd. "It is our city, and it's going to be a great city. ... This is one Kansas City."

Burke was equally enthusiastic and pledged to campaign on his vision:

"A city where government is professional, responsive and makes news for its accomplishments and not its shortcomings."

Funkhouser was gracious in conceding the election. He said he had offered Burke and James whatever help they needed.

As an incumbent mayor, Funkhouser, 61, faced an unusually high number of credible opponents trying to unseat him. Besides Burke and James, the others on the ballot were Councilwoman Deb Hermann, former Councilman Jim Rowland and businessman Henry Klein. Former mayor Charlie Wheeler, 84, was also on the ballot but dropped formal campaigning last week and threw his support behind Burke. Wheeler received 502 votes.

Funkhouser said he wasn't sure why he lost but noted he was outspent by hundreds of thousands of dollars and that he paid a price for trying to turn the city in a new direction.

"We had a relentless negative campaign waged against us for years," he said.

But to many, Funkhouser's term in office was a rocky one.

From his park board appointment of a Minuteman member to his wife's involvement in his administration, Funkhouser faced waves of controversy during much of his four-year tenure.

His relations with the City Council were just as turbulent, and his first clumsy attempt to remove then-City Manager Wayne Cauthen drew criticism from throughout the community.

He survived a recall effort in 2009 and had some success in improving the city's finances, which made him confident he would win a second term.

"I think we did a very good job in steering this city through a terrible recession," he said Tuesday night.

Much of Funkhouser's support came from the Northland. He won in Clay County while Burke won in Platte County.

James trailed badly in the Northland but came on strong south of the river, where he pulled about 3,000 more votes than Burke.

The turnout was low, only about 15 percent. A total of about 50,800 voters went to the polls, compared with 57,000 in the 2007 mayoral primary, when there were 12 candidates.

Tuesday night's election followed a relatively low-key, civil race in which candidates spent more time highlighting their own attributes than attacking each other.

Most of the criticism was leveled at Funkhouser. His rivals struggled to distinguish themselves and break out of the pack at a time when campaign contributions were lower than in previous elections.

On Tuesday night, James acknowledged he had overcome the conventional wisdom that a political neophyte had no chance.

"They told us you can't possibly win," he said. "You don't know enough about City Hall. You know what? They were wrong."

Burke said he never lost faith that he could win.

"I knew going into the final two weeks we were bunched," he said. "It was a matter of who could emerge and catch the public's eye."

The winners:

- James, 59, is a longtime Kansas City attorney who grew up in the city's urban core. He graduated from Rockhurst University and received a law degree from the University of Minnesota. Before college, he was a U.S. Marine.

James was the first candidate to announce a challenge of Funkhouser. He also was the lone African-American in the race and was the leading money candidate in the primary, raising about \$500,000. He spent much of that money introducing himself to voters because he has no prior experience in elective city office.

James scored well in mayoral forums, displaying a charming and engaging personality that resonated with audiences.

He pitched his abilities as a legal mediator and said he could bring together people from all parts of the city to make City Hall more efficient and effective. He said he would focus on data analysis and other innovations to turn around the city's reputation.

James distanced himself from attacking opponents, including Funkhouser. He cautioned other candidates not to take part in such personal attacks.

"It's irrelevant, and it doesn't get us anywhere," he said. "This election isn't about anyone sitting up here. This election is about our city."

•Burke, 61, got off to a lackluster start and struggled to raise money, eventually pumping \$118,000 of his own money into his campaign.

He surged in the final week before Tuesday's election, when he picked up the support not only of Wheeler but also of former mayors Kay Barnes and Dick Berkley. They each said he had the best resume, knowledge and experience for the job.

A lawyer specializing in land use, Burke has more than 30 years of experience working with city government and on civic causes. He founded the July 4 Riverfest celebration and was chairman of a citizens committee from 2002 to 2007 that oversaw infrastructure improvements throughout the city.

Burke was dogged early in the campaign by questions about his role as counsel to the Port Authority after a different Port Authority lawyer was investigated for a possible conflict of interest. The investigation was dropped, and Burke's name was cleared.

During the campaign, Burke promised to restore professionalism to City Hall and to focus on bringing new jobs to the city. He said he would be an ambassador for Kansas City, elevating the city's stature as a wonderful place for young professionals and for the arts to flourish.

Among the other candidates, Hermann, 56, got off to a strong start in the campaign but faded, eventually finishing fifth with 11 percent of the vote.

"I will continue to work for Kansas City as I have for the last 30 years," she said Tuesday night. "I still love this city."

Asked why she seemed to lose momentum, she replied, "I'm not going to worry about that now."

Rowland, who turns 49 today, came in fourth with 13 percent. He previously served on the council, leaving to become executive director of the Jackson County Sports Complex Authority.

Klein, a 48-year-old businessman who oversees his own investment firm, pulled only 1 percent of the vote.

UNOFFICIAL ELECTION RESULTS

The two top finishers, marked by a *, move on to the general election.

* Mike Burke — 13,216

Mark Funkhouser — 10,516

Deb Hermann — 5,633

* Sylvester "Sly" James — 13,254

Henry Klein — 752

Jim Rowland — 6,800

Charles Wheeler — 502

(Although Wheeler withdrew from the race, his name remained on the ballot.)

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.

LINC in Kansas City, MO



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Special Insert
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LINC supports parent involvement in their children's education. Families read together at Hickman Mills Family Literacy Night.



LINC Chairman Landon Rowland speaks about the new Swope Health South Clinic at 8812 Troost Ave, located near Center High School.

LINC and the City of Kansas City, Mo.

Introduction

The **Local Investment Commission**, over a 20-year period, has become a major presence and provider of human services in Kansas City, Mo.

LINC is an essential partner for key agencies of the **State of Missouri** and has enjoyed a growing partnership with the **City of Kansas City**.

The interests of city government and LINC are aligned: stable neighborhoods, workforce development, quality child care, youth development, health care, crime prevention and other issues that make for stronger families, better schools and better neighborhoods.

This document provides key information about LINC, where it serves and what it does.

LINC’s presence in Kansas City, Mo.

LINC has 44 Caring Communities sites in Kansas City, Mo. – 41 sites located at schools in five school districts (and charter schools) and three at neighborhood sites, including two sites funded by the city.

This is a tremendous presence, centered primarily within the city’s low-income neighborhoods.

Combined 2010-11 enrollment for the 41 schools is 14,000 students. Eight out of ten (79.6%) qualify for free and reduced lunch status – a generally accepted measure of poverty and household income.

LINC has long had a large presence in the Kansas City, Mo. School District but in recent years has expanded to better serve families in Hickman Mills, Center, Grandview and North Kansas City.

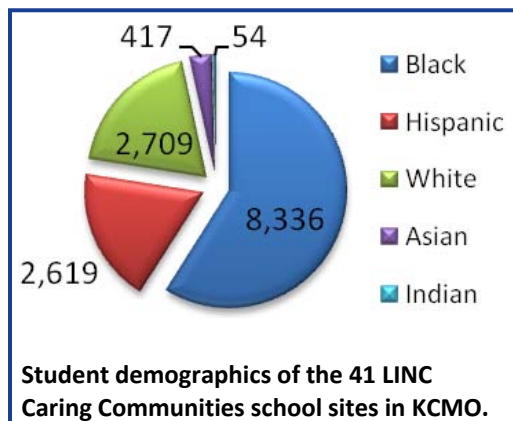
Origins of LINC

LINC was created in 1992 by Kansas City businessman **Bert Berkley**, who envisioned it as a non-partisan community board focused on improving the delivery of state-funded social services in Kansas City.

Berkley recruited a talented board of directors, many of whom are still involved today (see **LINC Commission**). The current chair is **Landon Rowland**.

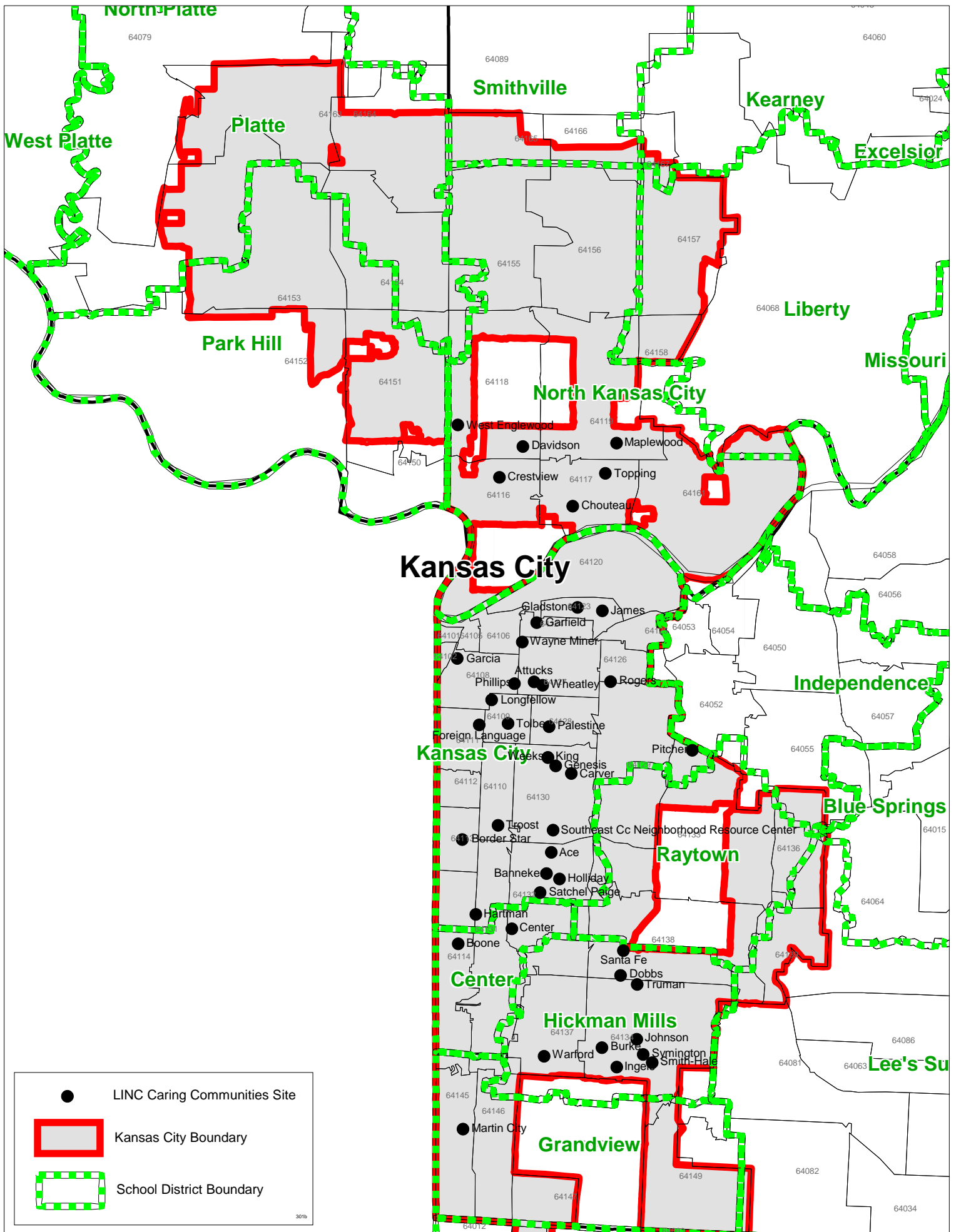
Berkley describes the creation and early development of LINC in his book *Giving Back: Connecting You, Business and the Community* (John Wiley & Sons, 2008).

LINC Caring Communities Sites	
Number of sites by partner	
Kansas City, Mo. School District	21
North Kansas City School District	6
Hickman Mills School District	9
Center School District	2
Charter Schools	2
Grandview School District	1
City of KCMO Centers	2
Other	1
Total	44



Caring Community Site	School District	Zip	LINC site since	Years	Enrollment
Ace Collegium 6 At Southeast	Kansas City	64130	2007	3	69
Attucks Elem.	Kansas City	64127	1999	9*	317
Banneker Elem.	Kansas City	64132	1999	9*	391
Border Star Montessori	Kansas City	64113	1999	9*	190
Carver Elem.	Kansas City	64130	1999	9*	323
Foreign Language Academy	Kansas City	64111	1999	9*	513
Garcia Elem.	Kansas City	64108	1999	9*	455
Garfield Elem.	Kansas City	64124	1999	9*	383
Gladstone Elem.	Kansas City	64123	1999	9*	425
Hartman Elem.	Kansas City	64114	1999	9*	320
Holliday Montessori	Kansas City	64132	1999	9*	288
James Elem.	Kansas City	64123	1994	14*	329
Longfellow Elem.	Kansas City	64109	1999	9*	212
M. L. King Elementary	Kansas City	64130	2009	1	249
Phillips Elem.	Kansas City	64108	1999	9*	280
Pitcher Elem.	Kansas City	64133	1999	9*	202
Rogers Elementary	Kansas City	64129	2009	1	533
Satchel Paige Elem.	Kansas City	64132	1999	9*	352
Troost Elem.	Kansas City	64110	1999	9*	254
Weeks Elem.	Kansas City	64130	1999	9*	0
Wheatley Elem.	Kansas City	64127	1999	9*	293
Chouteau Elem.	North Kansas City	64117	2010	0	327
Crestview Elem.	North Kansas City	64116	1999	11	494
Davidson Elem.	North Kansas City	64118	2010	0	340
Maplewood Elem.	North Kansas City	64119	2010	0	332
Topping Elem.	North Kansas City	64117	2010	0	276
West Englewood Elem.	North Kansas City	64118	2010	0	385
Genesis School	Charter	64130	2004	6	108
Tolbert Academy	Charter	64109	1998	12	483
Boone Elem.	Center	64114	2007	3	261
Center Elem.	Center	64132	2007	3	310
Martin City Elem.	Grandview	64145	2007	3	630
Burke Elem.	Hickman Mills	64134	2007	3	461
Dobbs Elem.	Hickman Mills	64138	2007	3	390
Ingels Elem.	Hickman Mills	64134	2007	3	441
Johnson Elem.	Hickman Mills	64134	2007	3	313
Santa Fe Elem.	Hickman Mills	64138	1994	16	390
Smith-Hale Middle Sch	Hickman Mills	64134	2007	3	645
Symington Elem.	Hickman Mills	64134	2007	3	319
Truman Elem.	Hickman Mills	64134	2007	3	477
Warford Elem.	Hickman Mills	64137	2007	3	375
Palestine	NEIGHBORHOOD	64128	2007	3	
Southeast	NEIGHBORHOOD	64130	2008	2	
Wayne Miner	NEIGHBORHOOD	64127	2007	3	

* Note: LINC left KCMSD schools at the end of the 2006-2007 school year and returned at the beginning of the 2009-2010 school year. For the schools affected, the total number of years as a LINC site has been adjusted to reflect this two-year absence.



Schools as Centers for Community

LINC is distinguished by its extensive presence in schools serving low-income families and neighborhoods. As a national leader in the **community schools** movement, LINC believes these schools should be developed as centers for community, serving not only children and their families, but also the surrounding neighborhoods.

Through LINC's version of community schools, known as **Caring Communities**, LINC places a site coordinator at the school to help organize services and opportunities for children, families and the neighborhood.

LINC's largest effort is providing out-of-school-time care for children, but LINC offers additional services and initiatives that vary among schools according to the needs of the families and neighborhood (*see **Making it real: Engaging the community and getting results***).

Out of School Time

One of LINC's most significant efforts is providing quality, affordable, accessible care for children before and after school.

This initiative is primarily funded by child care dollars from the State of Missouri.

LINC Before & After School programs support children's social, emotional, physical and academic development. They provide a safe place for children and support for working adults. Programs operate until 6 p.m. Most families pay a \$25 registration fee and incur no other direct cost. For families that do pay, the maximum cost is \$30 per week per family.

What is a Community School?

A community school is both a place and a set of partnerships between the school and other community resources. Its integrated focus on academics, health and social services, youth and community development and community engagement leads to improved student learning, stronger families and healthier communities.

Schools become centers of the community and are open to everyone – all day, every day, evenings and weekends.

(www.communityschools.org)



In the 2009-10 school year, LINC provided **535,000 days** of school-age child care to **5,000 children**. Last summer, **2,200 children** were provided **40,000 days** of care and summer activities.



LINC chess programs support academic achievement and provide opportunities for tournament play for students throughout the city.



Schools such as Topping Elementary in the North Kansas City School District are becoming increasingly diverse.



Attucks Elementary students enjoyed holiday haircuts donated by barbers and beauticians. The event was organized by the Attucks LINC site coordinator.

The LINC staff

LINC's extensive community presence requires an extensive workforce.

The LINC workforce is well-trained and diverse in skills, background, experience, and ethnicity. In addition to site coordinators who manage the LINC Caring Communities sites, LINC employs part-time or contracted childcare staff, social workers and other staff to meet family and neighborhood needs.

LINC has 130 full-time employees and 483 part-time employees with a total payroll of \$8.6 million. Most of the staff work within the city of Kansas City, Mo. (LINC also supports Caring Communities sites in Independence, Grandview, Sugar Creek and Buckner).

Staff working with children undergo mandatory background checks. Upon employment front-line staff receive training in CPR, child abuse and neglect prevention and mandated reporting. LINC provides opportunities for further training thereafter.



LINC
Local Investment Commission

Kansas City, Mo. Caring Community Sites

Center School District



Richard Williams
Center



Rochelle Owens
Boone

Kansas City Neighborhood Sites



DeWayne Bright
Palestine



Dona Stephenson
Southeast



Rafael Hines
Wayne Miner

Grandview School District



Bennie Avery
Belvidere



Danisha Clarkson
Butcher-Greene



Shaun Hayes
Conn-West



Janet Miles
Martin City K-8



Leslie Puryear
Meadowmere

Hickman Mills School District



Casey Conklyn
Burke



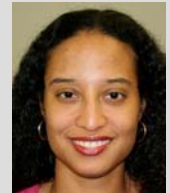
Jaelean Wofford
Dobbs



Angela Myres
Ingels



Onita Omorodion
Johnson



Nickia McMurtrey
Smith-Hale
Middle School



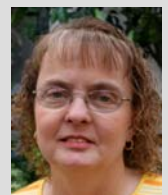
Erma Wright
Santa Fe



Valerie Smith
Symington



Treva Kinney
Truman



Lee Kupka
Warford

North Kansas City School District



Adrian Wilson
Chouteau,
Maplewood



Kathy Monson
Crestview



Jerome Williams
Davidson,
West Englewood



Sheila Marshall
Topping

Charter Schools



Valerie Jones
Genesis School



Delores Gardner
Lee A. Tolbert

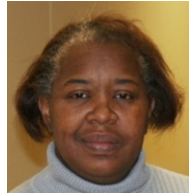
Kansas City, Mo. School District



Brenda Newsome
ACECC



Janis Bankston
ACECC



Jamie Braden
Attucks



Terry Nooner
Banneker



Ebonie Hawthorne
Border Star



Darryl Bush
Carver



Alex Petersen
Foreign Language Acad.



Rachel Crouch
Garcia



Rita Slatton
Garcia



Crusita Fuentes
Garfield



Ray Thomas
Gladstone



Abdul Westbrook
Hartman



Shaniece Garlington
Holliday



Raul Lopez Gomez
James



Steve Bradford
King



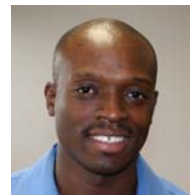
Freddie Cheirs
Longfellow



Jason Ervin
Paige



Hope Huff
Phillips



Richard Fisher
Pitcher



Terry Washington
Rogers



Anita Robinson
Troost



Gloria Pendergrass
Weeks



Kelley Harden
Wheatley

LINC and KCMO city government

LINC's relationship with city government has grown. There are two major KCMO and LINC contracts:

Two city-funded Caring Communities sites: The city provides essential funding for two neighborhood Caring Communities sites – Palestine (3449 Indiana) and Southeast (5931 Swope Parkway).

Swope Health Center South: LINC is the managing entity for a new health clinic located in south Kansas City, which was in sore need of additional health services. The city health department provided important initial funding, and LINC secured additional resources from the Health Care Foundation of Greater Kansas City and contracted with Swope Health Services to provide services.

LINC also is a partner in Active Living Kansas City, focused on several Hickman Mills elementary schools, involving efforts by several city departments to promote better nutrition and active lifestyles and to make neighborhoods walkable.



LINC promotes good nutrition and healthy families through school and community garden efforts at sites including city-supported Palestine Caring Communities.

Suburbanization of poverty

Kansas City's size and population grew significantly as a result of post-World War II housing development. Many of these neighborhoods are now considered "inner-ring suburbs."

Recent demographic research documents this important development. Scott Allard of the University of Chicago notes:

"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."



In 2010, LINC expanded its presence in the Northland with the addition of five new elementary schools: **Chouteau, Davidson, Maplewood, Topping and West Englewood.** **Crestview** has been a LINC Caring Communities site since 1999.

Other LINC initiatives in Kansas City, Mo.

Additional LINC efforts to support promotion of stronger families and more stable neighborhoods in Kansas City, Mo., include:

Workforce Development: LINC historically has been deeply involved in assisting individuals on welfare (Temporary Assistance for Needy Families) address employment and skills acquisition. LINC currently has a competitive state contract for Jackson, Clay and Platte counties to provide case management services to those on TANF.

Keeping citizens informed: Given our extensive presence in the city, LINC has been an effective network for sharing information from City Hall on services, opportunities and neighborhood needs. Examples include lead paint abatement, promoting public transportation, free tax preparation services, and public safety issues. LINC was instrumental in the public education campaign that resulted in the formation of the Health Care Foundation of Greater Kansas City.

Promoting civic engagement: LINC supports parent-led Caring Communities site councils which provide direction and leadership to develop opportunities in the school and neighborhood. LINC has trained and equipped many individuals to be effective neighborhood and community leaders able and willing to tackle tough issues and needs.

Connecting families to services: LINC site coordinators connect children and families with utility assistance, minor home repair, resources for facing foreclosure, and other services. Coordinators refer inquirers to non-profit, faith-based and other appropriate providers.

Providing structured opportunities for volunteering: In 2010 LINC site coordinators reported over 62,000 volunteer hours at Caring Communities sites and leveraged over \$2.1 million in additional resources from the families, school and neighborhoods. These leveraged funds depend on the imagination and effort of the LINC site coordinator and site council. Resources can include donations from businesses and partnerships with faith-based and non-profit groups.



For several years LINC has helped organize the region's largest job fair for high school seniors.



Career Day at Truman Elementary School.



Graduation at Garfield Elementary School in the Kansas City, Mo. School District.

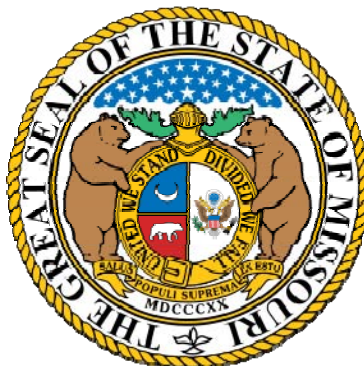
LINC enjoys a special relationship with the State of Missouri

LINC is the state of Missouri’s “community partner” for Jackson, Clay and Platte counties, giving it special opportunities to work and collaborate with key state agencies.

The “community partnership” is a designation through the Family and Community Trust (FACT) — a public-private partnership of eight state agencies and nine private individuals.

The effort is led by the Missouri Dept. of Social Services, which provides LINC most of its direct funding. Other state agencies involved are: Corrections, Economic Development, Elementary & Secondary

Education, Health & Senior Services, Higher Education, Mental Health, Labor & Industrial Relations, and Public Safety.



The special relationship with the state provides LINC the opportunity to obtain invaluable data on community needs — health, welfare, child welfare, child care — that can help the community better organize, coordinate and deliver services.

Private members of the FACT board include two members of the LINC Commission—**Bert Berkley**, LINC founder, and **Jack Craft**.



LINC Commissioners

The **LINC Commission** is the governing board of a community collaborative that includes business and civic leaders, community and neighborhood representatives and involved citizens.

The commission is involved in various initiatives aimed at developing comprehensive neighborhood services. Initiatives include welfare-to-work, training for family child care providers, school-based health and human services along with professional development of state and community providers.

Landon Rowland†

LINC Chairman

Businessman

Bert Berkley†

LINC Founder

Tension Envelope Corp.

Sharon M. Cheers

Neighborhood Leader

John (Jack) C. Craft

Lathrop & Gage

Steve Dunn

J.E. Dunn Construction Co.

Randall C. Ferguson Jr.

Businessman

Herb Freeman

Mental Health Advocate

SuEllen Fried

Civic Leader

Kiva C. Gates

Gates Bar-B-Q

Tom Gerke

YRC Worldwide Inc.

Rob Givens

Mazuma Credit Union

Anita Gorman

Civic Leader

Bart Hakan

Businessman

Adele Hall†

Civic Leader

Richard Hibschan

Retired, Pembroke Hill School

Judy Hunt

Civic Leader

Denise Jordan

The Kansas City Globe

Rosemary Smith Lowe†

Neighborhood Leader

Mary Kay McPhee

Civic Leader

Richard Morris

Businessman

Margie E. Peltier

Civic Leader

David Rock

Civic Leader

David Ross

David P. Ross LLC

Gene Standifer

Neighborhood Leader

Bailus Tate

Black Economic Union of

Greater Kansas City

Ex-Officio

Mark Funkhouser

Mayor Kansas City, Mo.

Mike Sanders

Jackson County Executive

† *Vice Chairs & Steering Committee*



LINC Awards and Recognitions

National Governors Association

Distinguished Service to State Government award to LINC Commissioners Landon Rowland & Bert Berkley

Ford Foundation, John F. Kennedy School at Harvard University

Innovations in American Government semi-finalist award to LINC

Annie E. Casey Foundation

Families Count Honors Program \$500,000 award to the LINC Educare initiative

Computerworld

Computerworld Honors for Missouri Children's Division Comprehensive DCN History Report developed by LINC

Points of Light Foundation

President's Award to LINC Educare initiative

Communities Can! and Federal Interagency Coordinating Council

Communities of Excellence Award

Woodland Elementary School

Recognition of 15 years' partnership with the school and contributions to the lives of Kansas City students and families

Central Missouri State University

Best Practices Model for Long-Term Care Facility Activities

Metropolitan Alliance for Adult Learning

Top Rung Award for efforts in expanding GED opportunities to LINCWorks Committee

Missouri Department of Elementary and Secondary Education

Describes LINC and the Metropolitan Community Colleges as a model for the rest of the state to improve GED testing system

Community Schools Partnership for Excellence

Recognition for utility bills assistance partnership between Mid-America Assistance Coalition and Van Horn Caring Community Center

Missouri Governor Mel Carnahan

Excellence in Collaboration and Integration of Service

Governor's Conference on Workforce Development

Special Achievement of Excellence Award to Kansas City Welfare to Work Collaboration

Mid America Coalition on Health Care

Wellness Achievement Award to LINC Commissioner David Ross

Health Care Financing Administration

Beneficiary Services Certificate of Merit Award to LINC's MC+ Outreach

Department of HHS

Merit for health care financing administration efforts

Penn Valley Community College and Francis Child Development Center

Recognition Award to LINC Educare

White House Domestic Policy staff

Meets with LINC Chairman to discuss welfare reform and community governance

Kansas City Mayor Emanuel Cleaver

Resolution recognizing outstanding efforts in community work experience programs to LINC

Full Employment Council

Leadership Award for promoting community based welfare to work efforts

Kimball Fund

MRI Community Research Award

Southern Governors Association

President Clinton announces support for LINC efforts in the state of Missouri

LINC's work has frequently been covered in national and local publications. For more information, visit www.kclinc.org.



Making it real: Engaging the community and getting results

The Local Investment Commission (LINC), located in Kansas City, Missouri, exemplifies many of the ideas being discussed by the federal government and forward-looking, innovative state governments.

Key points about LINC:

- Local citizens have a voice in how federal and state funds for Social Services are spent
- Successful operation for 17 years
- Over 2,100 volunteers
- Revenue-neutral – uses existing money
- A LINC in each city would allow local citizens to see to it that money for those in need will be spent wisely and desired results will be achieved
- Dollars spent on LINC act as multipliers – every \$1 spent leverages \$8 in other state, federal and private funding

Government needs new ways to accomplish agreed-upon public policy ends.

Our work represents an effective approach to delivering federal and state-funded social services emphasizing development of community schools (caring for the whole child).

LINC carries out four critical functions:

1. Engaging, convening and supporting diverse groups and communities
2. Establishing quality standards and promoting accountability
3. Brokering and leveraging resources
4. Promoting effective policy measures and changes

LINC's innovative approach to community-level governance builds the skill and will necessary to **make sustainable changes without requiring major new dollars.**

For more information contact:

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

Major LINC Initiatives

- School-age child care
- Health clinics and services
- Dental services
- Employment and job training
- Early child care
- Food and emergency assistance
- Financial counseling
- Adult literacy classes
- Parenting classes
- Child abuse and neglect prevention
- Foster youth services
- School-based state and city services
- Elder services
- Home improvement
- Neighborhood development
- Obesity prevention
- Character development
- Tutoring
- Academic enrichment
- Arts and other children's programming
- Youth and family assistance
- Community prisoner reentry
- Mental health services
- Foreclosure counseling
- Parent and neighbor involvement and decision-making
- Community organizing

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.



Missouri

Fairmount Elementary School Local Investment Commission (LINC)

BACKGROUND

Fairmount Elementary School serves an aging, low-income neighborhood in Independence, Mo. Student enrollment is 352, with 88.3% on free/reduced lunch. White students make up 68.2% of the population, followed by 17.0% Hispanic and 10.2% black. Fairmount school joined the Independence School District in 2008 after citizens voted to transfer it from the Kansas City, Mo. School District.

Fairmount has been a LINC community school since 1999.

LEADERSHIP/COORDINATION

Child, family and neighborhood supportive services at Fairmount are supported by the Local Investment Commission (LINC), which develops community schools at 63 sites in seven Kansas City area school districts and charter schools. As the state of Missouri's community partner for the region, LINC partners with state agencies, local government, businesses and non-profits to respond to school and neighborhood needs.

At each community school, LINC places a site coordinator to support a parent-led site council, which identifies needs and opportunities and develops strategies to address them.

Current initiatives of the Fairmount site council include:

- Food security
- Parent and family development
- Community building and organizing

PROGRAMS AND SERVICES

Fairmount community school programs and services are developed in response to strategies developed by the Fairmount site council.

Specific services include:

- School-age Before & After School programs (103 students served in FY09-10)
- Family Fun Night parent and family involvement activities
- Families and Schools Together (parent engagement)
- Utility assistance
- Fairmount Neighborhood Network (community-building and food security)
- BackSnack weekend food program
- Fairmount Quality of Life Partnership (crime prevention and neighborhood safety)

PARTNERSHIPS

- NorthWest Community Development Corp.
- 12 Blocks West neighborhood redevelopment initiative
- City of Independence
- Independence Police Department
- Kansas City Community Gardens
- Sugar Creek Public Library
- Faith-based organizations
- Fairmount PTA
- Harvesters Regional Food Bank
- Volunteer hours: 1,333 (FY09-10)

RESULTS

Academic improvement from 2009 to 2010 on the Missouri Assessment Program (MAP):

THIRD GRADE: Communication Arts +17 index points

FOURTH GRADE: Math +7, Communication Arts +10

FIFTH GRADE: Math +9, Communication Arts +4, Science +8

Suspension days:

School year 2007-2008: More than 320 days of suspension

School year 2008-2009: Less than 80 days of suspension

School year 2009-2010: Less than 70 days of suspension.



Missouri

Center Elementary School

Local Investment Commission (LINC)

BACKGROUND

Center Elementary School serves a low-income neighborhood in south Kansas City, Mo. Student enrollment is 310, with 93.2% on free/reduced lunch. Black students make up 86.5% of the population, followed by 12.6% white.

Center has been a LINC community school since 2007.

LEADERSHIP/COORDINATION

Child, family and neighborhood supportive services at Center are supported by the Local Investment Commission (LINC), which develops community schools at 63 sites in seven Kansas City area school districts and charter schools. As the state of Missouri's community partner for the region, LINC partners with state agencies, local government, businesses and non-profits to respond to school and neighborhood needs.

At each community school, LINC places a site coordinator to support a parent-led site council, which identifies needs and opportunities and develops strategies to address them.

Current initiatives of the Center site council include:

- Development of a neighborhood grocery store
- Development of a neighborhood health clinic

PROGRAMS AND SERVICES

Center Caring Communities programs and services are developed in response to strategies developed by the Center site council.

Specific services include:

- School-age Before & After School program (124 students served in FY09-10)
- Utility assistance
- Clothes closet
- Mental health services (individual and group)
- Job search computers
- Neighborhood cleanup
- Resource referral
- Adult computer training
- Community garden
- Neighborhood safety and improvement activities
- City and residential property landscaping

PARTNERSHIPS

- Swope Health Services
- Marlborough Community Coalition
- Legal Aid of Western Missouri
- Kansas City Community Gardens
- Don Bosco Center (mental health)
- Spofford Home (family mental health)
- Faith-based organizations
- Full Employment Council (Workforce Employment Board)
- Volunteer hours: 322 (FY09-10)

RESULTS

In 2010 the Missouri Department of Elementary and Secondary Education recognized the academic improvements of Center School District #58 by awarding the district "Distinction in Performance" for meeting 13 out of 14 standards on the Annual Performance Review (APR). For the 2009-2010 school year Center Elementary School met the state required 95% attendance rate. Additionally, Center Elementary made Annual Yearly Progress (AYP) in Communication Arts and Math and was cited for making exceptional progress in Science as measured on the Missouri Assessment Program (MAP). Moreover, Center Elementary closed the 2009-2010 school year having made significant gains in the percentage of students performing on or above grade level in reading and math as measured on local assessments (i.e. Developmental Reading Assessment, Scholastic Reading Inventory, STARR Math and Acuity).



Financing Community Schools

LEVERAGING RESOURCES TO SUPPORT STUDENT SUCCESS

EXECUTIVE SUMMARY

Community schools are one of the most efficient and effective strategies to improve outcomes for students as well as families and communities. Community schools leverage public and private investments by generating additional financial resources from partners and other sources.

This report looks at how community schools finance their work. It describes the resources, partnerships, and activities community schools generate with the dollars they have; where monies come from; and the mechanisms community schools use to leverage additional funding and build their capacity to achieve agreed upon results. The report draws on survey results and case studies from a purposeful sample of experienced community schools—both individual sites as well as district-sponsored initiatives.

Community schools are built on the simple logic that schools and communities are mutually dependent and that strong and purposeful partnerships between them are essential to students' academic success. Whether in small towns, urban areas, or big cities, non-academic factors—hunger, safety, health, and other issues—spill into the classroom, affect learning, and create challenges well beyond what schools should be expected to handle alone. Community schools are one of the only school-reform strategies specifically designed to address both academic and non-academic issues by integrating and leveraging funds, working across silos, and partnering with local organizations to maximize resources. Inside community schools, we see an intentional leveraging of federal, state, and local funding streams—public and private—to provide supports and opportunities that students need to thrive both academically and beyond.

In this period of stripped down budgets, educators, community leaders and policymakers are more aware than ever of the need to use scarce resources to maximize results. Most schools, health and social service providers, youth development organizations, higher education institutions, public and private agencies and government officials work in isolated “silos,” concentrating on single issues. Experience teaches that these single issues overlap and that diverse stakeholders are all, in effect, responsible for the same children, the same families and the same communities. But bureaucratic organization and fragmented funding streams make it hard for their respective sectors to work together to better meet community and family needs.

The financial advantage of community schools is clear: community schools connect these multiple sectors and build the capacity to make a comprehensive approach efficient, effective and sustainable. For nearly two decades, educators, community leaders and policymakers have used the community school strategy to organize and leverage resources to achieve shared goals. Through partnerships, community schools align and integrate strategies to support students, strengthen schools, engage families, and help build entire communities where learning happens.

Coalition for Community Schools

Because Every Child Deserves Every Chance



FINDINGS

Findings show that in the experienced community schools in this report:

- ▶ **The bulk of resources go directly to assist schools in meeting their core instructional mission, while also strengthening the health and well-being of students, families and neighborhoods.** As Figure 1 shows, community schools dedicate approximately 57 percent of their expenditures to support learning through academic enrichment and after-school activities, early childhood education, service learning and civic engagement, life skills, and sports and recreation.
- ▶ **Community schools leverage diversified funding streams. For example, community schools leverage district dollars 3:1.** (See Figure 2.) The experience of the initiatives and sites in this report suggest the importance of public funding to provide core support and the value of dollars from private, faith-based, and community-based organizations (CBOs) to build depth and quality. Just as important is the public funding that is leveraged from initial investments by community groups and foundations. Community schools increase and sustain capacity through diversified financial support.
- ▶ **Collaborative leadership structures support finance and other key functions at the site and system level.** In the communities represented in this study, a variety of collaborative organizational designs are used to coordinate resources and create a community school initiative. What the various structures have in common is a similar *collaborative leadership structure* and a set of functions

that enable them to initiate, sustain and expand community schools at both the site and initiative levels. Central to this structure is an “intermediary” organization with the technical and political capacity to connect initiative and site level functions and to drive the initiative forward.

- ▶ **A mix of public and private sector partners expands financial, as well as technical and political capacity.** Provided there is clarity regarding goals and objectives, a broadly diverse set of partnerships can greatly expand an initiative’s financial, technical, and political capacity. Community schools in this study partner with public agencies, local and state government, large non-profit agencies and CBOs, the foundation and business communities, and universities and community colleges.
- ▶ **Full-time site coordination contributes essential site level capacity at minimal cost.** Site coordination accounts for just 7 percent of the total funds reported collectively by initiatives and individual school sites in this study. Sites typically employ a full-time staff person to mobilize partners, coordinate resources, and manage site-level programming. They often work with a lead agency, such as a community-based organization, higher education institution, or public agency to provide additional site coordination. In addition, sites may develop multi-tiered school/community teams to integrate planning, oversight and day-to-day management at the site. Coordination is an important but relatively inexpensive component of funding a community school.

Figure 1: How Resources Are Used

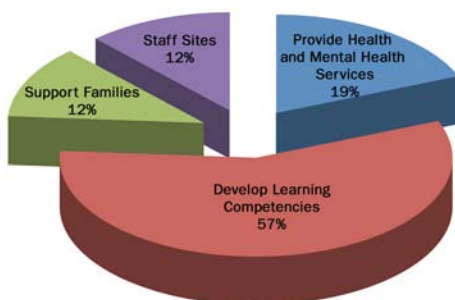
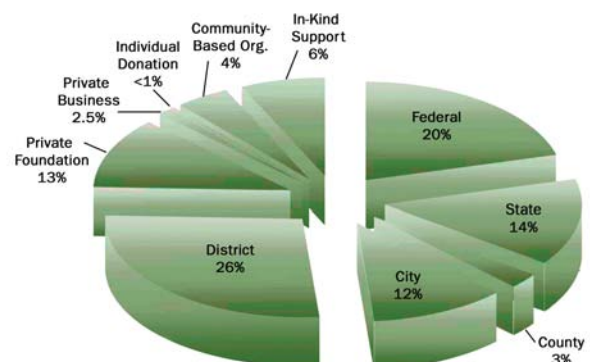


Figure 2: Where Resources Come From—Combined Initiatives and Individual Sites



RECOMMENDATIONS

A community school is an investment in the community itself. With the coming reauthorization of the Elementary and Secondary Education Act, federal, state, and local agencies should take legislative and practical steps to mirror the culture of alignment, leverage, and coordination demonstrated by the community schools featured in this report.

The Coalition for Community Schools, representing over 160 organizations interested in the well-being and academic success of students, calls on policymakers at the federal, state, and local levels to recognize—and promote—community schools as a seasoned and powerful strategy for school reform and community revitalization. In order to support the sustainability and expansion of community schools, the Coalition recommends that policy makers:

- ▶ **Define and support a community school strategy through laws, regulations and guidelines.** The community school strategy should be defined in district, local government, state and national policy. It should be supported by legislation, regulations and guidelines for all programs providing funding that touches the lives of children, youth, and their families, in the journey from early childhood to college.
 - The community schools strategy should be included as an allowable use of funds under Title I.
 - The Full Service Community Schools (FSCS) program should be authorized and funded at a substantial level as a vehicle to help provide a continuing impetus for the development of community schools and serve as a learning laboratory for effective practices.
 - Funding for technical assistance and capacity building should be available to speed the learning of FSCS grantees and other developing community schools and to support learning among policymakers at all levels.
- ▶ **Provide incentives in ESEA and other legislation that move schools and community partners toward results-driven public/private partnerships.** Policymakers should incentivize partnerships by awarding additional points in grant competitions, rewarding greater flexibility in

funding, and setting aside bonus funding for those who meet the following priorities:

- Priority for using a comprehensive results framework.
 - Priority for those who demonstrate alignment and coordination of funding streams.
 - Priority for partnerships and consortia, over single entities.
- ▶ **Fund site coordination and site coordinators in support of community schools.** Our findings suggest that coordinators are the fulcrum of a community school. They leverage and integrate resources and have proven their value to principals, allowing school administrators to focus on instructional improvement. In order to support these necessary coordination functions, we recommend that:
- The Full Service Community Schools Act (H.R. 3545 and S. 1655) should be authorized by Congress as part of ESEA.
 - The reauthorized ESEA should provide an option to include the funding of a community school coordinator for all Title I schools.
 - Other federal and state agencies that finance opportunities and services for children, youth or families at schools or linked to schools should specify in grant guidelines that a portion of funding may be used to pay for the salary of a community school coordinator or for site coordination.

“For every dollar spent [on community schools], we were getting back five, six, seven dollars from the business community, from non-profits, from the social service agencies, from the state [and] the federal government.”

—Arne Duncan, Secretary,
U.S. Department of Education

▶ **Support the work of intermediary organizations that help align and leverage resources and integrate funding streams to get results.** Our finding on intermediaries tells us that they are an essential component to a successful and sustainable community school initiative.

- In federal grant guidelines, priority should be given to applicants demonstrating how they support a broad results-focused framework with related indicators for the academic, social, emotional, physical and civic development of young people.
- Local policies should support organizations that have the legitimacy and credibility with local stakeholders to perform key intermediary functions.
- State policies should support and define clear expectations for Children’s Cabinets or state non-profit organizations whose work cuts across agencies as well as public/private boundaries.

▶ **Promote interdepartmental coordination in support of community schools at the federal, state, community and district levels.**

Community schools epitomize the key principles of place-based policy that are being advocated by the Obama Administration. In this context:

- The White House should organize an Interdepartmental Task Force to develop an action agenda for community schools that develops common language to be included in multiple grant programs of federal agencies so that the end users—schools and community partners—can more readily access and integrate this funding into strong, sustainable, and aligned efforts.
- Policymakers should consider administrative flexibility in grant funding that would ease the integration of education programs during the school day so that they are more effective and efficient and reduce the administrative burden on grantees.
- Policymakers should respond to regulatory and administrative challenges identified by state and local leaders that impede community schools development.

▶ **Fund professional development that enables people working in schools, with community partners, and in federal and state agencies to learn how community schools work and how policy can support them.** Movement to a community school strategy requires a shift in mind-set among people working in schools and in community partner organizations.

- At the federal and state levels, we suggest interdepartmental learning opportunities to help personnel learn how locals are putting together resources to get better results and how policy must change to support them.
- At the local level, school administrators and educators need to know more about how to work with families and community organizations. Likewise, staff of community partners need to know more about how schools work.
- Title II funds should be used to establish a national center focused on preparing instructional materials and professional development opportunities that assist principals and teachers to work more effectively with community partners and provide a focus on the community where students live.

Leveraged funding, collaborative partnerships, and the purposeful integration and alignment of assets enable a community school to deliver quality programming and serve student and family needs. The findings and case studies presented in this report illustrate how community school leaders are effectively, efficiently, and creatively blending funding to do whatever it takes to support student success. ■



Because Every Child Deserves Every Chance

Coalition for Community Schools
 c/o Institute for Educational Leadership
 4455 Connecticut Avenue, NW, Suite 310
 Washington, DC 20008
 Phone: (202) 822-8405
 Fax: (202) 872-4050
 E-mail: cs@iel.org
 Web site: www.communityschools.org



The *Financing Community Schools* report was made possible through the generous support of The Atlantic Philanthropies.

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.

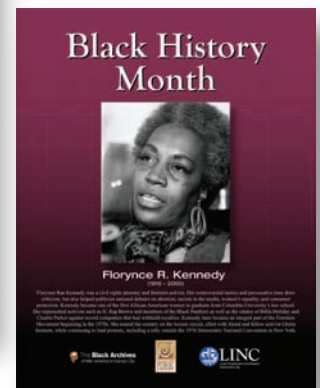
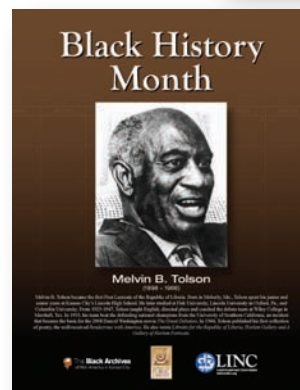
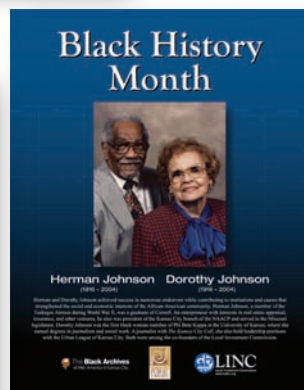
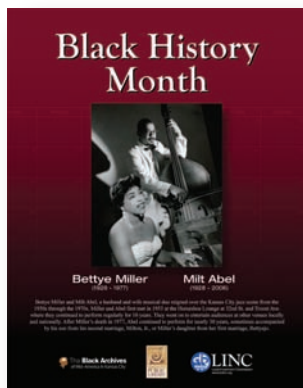
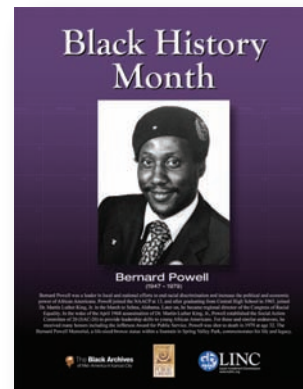
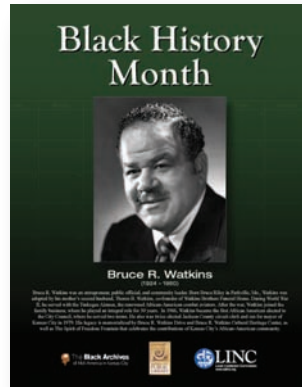
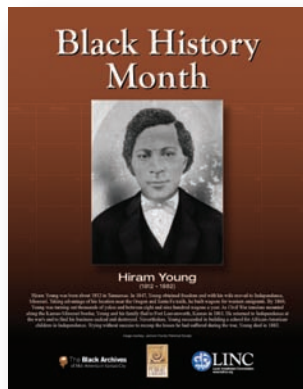
There were 62 counties where fewer than 10 percent of the adult population had a bachelor’s degree. Fourteen of these counties were in Georgia, nine in Tennessee, eight in Kentucky and five each in Florida and West Virginia.

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.

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

