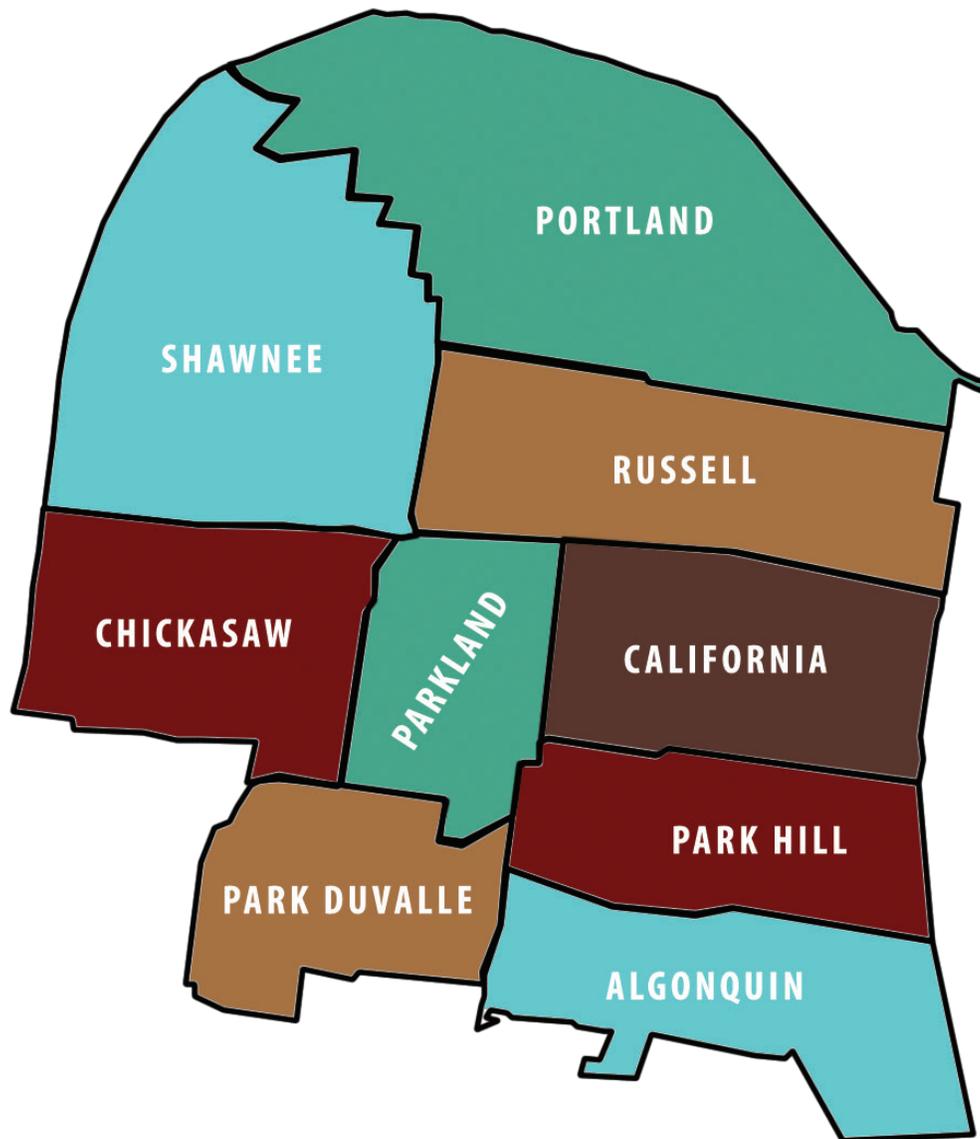


# *west louisville*

INVESTING IN A PATH TO PROSPERITY



There is no more pressing community issue than the success of West Louisville to ensure that Louisville is a world-class city for all its citizens.

**BINGHAM FELLOWS CLASS OF 2014**

*west louisville* poses a unique blend of assets and challenges. While home to 60,000 of the city's residents and encompassing several historical neighborhoods, West Louisville lags behind the rest of the city in median household income, education attainment and home ownership.

The 44 community leaders who make up the 2014 Bingham Fellows class know that putting West Louisville on a "path to prosperity" is a complex task that takes more time and people than allotted in their program year. Nevertheless, it was clear from the start that this diverse group of social entrepreneurs felt charged with an important task.

"Overwhelming" was a word echoed again and again in early meetings. Yet, what they learned over the 10 months together was that West Louisville is a conglomeration of diverse neighborhoods that make up a community of thriving businesses, beautiful homes and engaged residents. And it's no small area, the population is roughly the same as Owensboro, KY or Fort Myers, FL.

Buoyed by a groundswell of interest from Louisville's top corporations, universities, foundations and civic leaders, the class worked to identify and find ways to build on West Louisville's strengths, hoping to serve as catalysts for neighborhood transformation. The class was also fortunate to tap into grant funds from The UPS Foundation to support their work.

As with every Bingham Fellows program year, the 2014 class is made up of local leaders with a broad knowledge base and range of experience on the topic. Some live in West Louisville; some work there; some are Louisville natives whose relatives grew up there; and some are transplants. Yet all came into this effort with the belief that Louisville Metro cannot be successful if one piece of it is ignored. There can be no "Possibility City" if the possibilities are not open to all.

Knowing that successful community transformation spans from cradle to career, the Bingham Fellows narrowed their focus to projects which address three key elements of a thriving community: early childhood education, employment and the built environment. Here are their projects:

## EARLY EDUCATION 40210: *Building Economic Prosperity through Early Childhood Education*

Louisville Mayor Greg Fischer's economic development plan identifies early childhood education as integral to our community's long-term economic success. Yet, results from the fall 2013 Brigance Kindergarten Screen indicate that only 52% of children entering kindergarten in Jefferson County Public Schools (JCPS) were "kindergarten ready" – and there is a marked decrease in readiness among children who live in the area west of Ninth Street. Specifically, in ZIP code 40210, encompassing portions of the California, Park Hill



and Algonquin neighborhoods, only 35% of children were kindergarten ready.

**The goal of Early Education 40210 is to increase early childhood education, specifically in the 40210 ZIP code area. This place-based effort will serve as a model for**

**progress toward the community-wide kindergarten readiness goal of 77% by 2020.**



The Bingham Fellows will implement a program that increases kindergarten readiness of children residing in the 40210 ZIP code with a 5% increase in kindergarten readiness scores according to the Brigance Kindergarten Screen by 2016.

Partners include Metro United Way, JCPS and the Louisville Free Public Library. The long-term vision is to replicate the success in 40210 to other areas, integrating focused programming into the organizational mission and day-to-day operations of key community stakeholders.

#### KEY OUTCOMES OF THE PROJECT:

Research shows that interventions aimed at engaging parents in school readiness activities lead to positive academic outcomes. Specific focus areas include:

- Expand Metro United Way Parent Cafés with ongoing use of the child development tool Ages and Stages.
- Collaborate with Louisville Free Public Library’s “1,000 Books Before Kindergarten” program.
- Provide front yard libraries within 40210 to create easy access for family reading.
- Expand the distribution of kindergarten readiness kits that prepare children for kindergarten in 40210.
- Support expansion of kindergarten readiness best practices to childcare providers in 40210.



## WE HIRE TOGETHER

West Louisville has the highest unemployment rates in the Louisville Metro area, which contributes to the endemic poverty in many of its neighborhoods. There are many job fairs and training programs available to West Louisville residents, but through Bingham Fellows research, it was discovered that information about those opportunities and resources often does not reach those who need it.

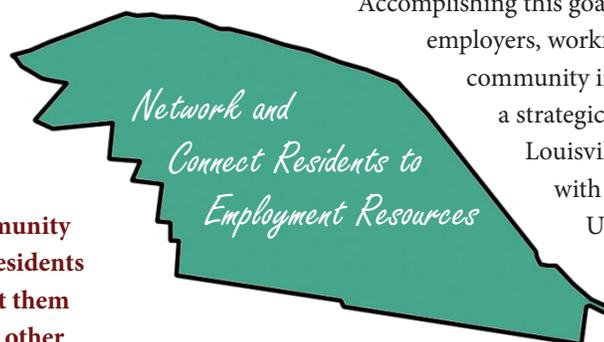
**Modeled after the Leadership Louisville Connector Project, We Hire Together will identify a network of on-the-ground West Louisville community connectors to inform West Louisville residents about hiring opportunities and connect them to existing workforce development and other employment resources.**

We Hire Together will serve as a communications conduit, lining up key West Louisville community connectors, such as church leaders, barbers, beauty salon owners, community center

representatives and neighborhood leaders, to inform job-seekers of the opportunities available. This focused and sustainable grassroots approach can significantly improve residents’ employment potential, and, over time, raise household incomes in West Louisville.

Accomplishing this goal requires collaboration among local employers, workforce development agencies and community influencers. Already, the initiative has a strategic partner and fiscal sponsor in Greater Louisville Inc., as well as key partnerships with KentuckianaWorks, Louisville Urban League, Louisville Metro Office of Safe Neighborhoods and the Interdenominational Ministerial Coalition. The We Hire Together initiative will

foster and grow this collaboration, test its effectiveness through a pilot program to begin in November 2014 and, ultimately, create a system to maintain and sustain this communications network.



## ONEWEST: *A Catalyst for Prosperity*

Envisioning an economic renaissance in West Louisville, this Bingham Fellows project focuses on the built environment – the physical surroundings and infrastructure where people live, work and play.

To that end, the Bingham Fellows are creating OneWest, a non-profit corporation that will establish new pathways to public and private capital – in Louisville Metro and beyond – in an effort to stimulate economic development and revitalization in an area key to the city's overall success.

OneWest will outlast political cycles through non-partisan, community-driven efforts, ultimately boosting economic vitality and citizen pride in West Louisville.

To set a firm foundation for the success of OneWest, seed funding has been acquired, the application for non-profit status has been submitted and an initial board of directors made up of community leaders has been formed. These community leaders – chosen for their ability to drive investment and create change – represent major corporations, financial institutions, faith-based groups, non-profit organizations and residents from neighborhood associations.

Subject to board approval and input, OneWest has set the following near- and long-term objectives:

### SHORT-TERM GOALS INCLUDE:

- Conducting a series of “community engagement tours” in West Louisville to solicit input for potential projects and to ensure that residents, businesses and other interested parties have a voice in efforts that impact their community
- Soliciting the services of a consulting firm to work with OneWest to help develop a strategic plan for West Louisville redevelopment.
- Selecting initial projects to support with a commitment to invest in, advocate for, and help execute them.

### LONG-TERM GOALS ARE ITEMS THAT WILL ESTABLISH PERMANENCY AND RELEVANCY TO THE WORK OF ONEWEST AND INCLUDE:

- Preparing and submitting an application for New Market Tax Credits – a business incentive – specifically targeting West Louisville, either on behalf of OneWest or jointly with another entity with previous New Market Tax Credit experience.
- Exploring the formation of a loan fund, which could generate loan fee revenue to the corporation and provide much-needed capital to West Louisville by side-stepping some of the underwriting hurdles that other lenders face.

- Building a team of qualified full-time staff who will manage and execute the OneWest mission.

These are ambitious goals, but the Bingham Fellows are committed to OneWest and to helping achieve the goal of reestablishing West Louisville as a thriving, prosperous, vibrant community.

*Establish New Pathways to  
Public and Private Capital*

# OneWest



### UPS® COMMUNITY IMPACT CHALLENGE

UPS generously invested grant funds in the 2014 Bingham Fellows class, helping bring this group together with scholarship support and enhancing their outcomes by providing start-up capital for their projects.

A little competition is a great thing when it pushes us to run farther and faster, and the UPS Community Impact Challenge provided just that motivation for Bingham Fellows 2014. Their investment enabled the Leadership Louisville Center to increase critical feedback, improve accountability milestones, and create process improvements that resulted in a major upgrade to the Bingham Fellows experience. Thank you, UPS, for making a lasting difference to our community!



## ABOUT THE BINGHAM FELLOWS

Bingham Fellows is the leadership-in-action arm of the Leadership Louisville Center. Created in 1988 through a \$500,000 endowment from the Mary and Barry Bingham Sr. Fund, the Fellows are social entrepreneurs who have the imagination and talent needed to gather critical resources and create social change. Now in its 22nd year, the Bingham Fellows have had an impressive track record providing emerging issues with visibility and momentum.

The Fellows don't ponder what might be. They roll up their sleeves, shine a spotlight on an issue and put new ideas to work. In recent years, they've contributed to the development of a long-term vision for our community, enhanced environmental responsibility through initiatives at the grassroots and policy levels, helped form the Kentucky Indiana Exchange, a regional leadership coalition. The impact of the Fellows goes back to the 1990's with the creation of The Housing Partnership, construction of the Presbyterian Community Center, growth of local farmers' markets and numerous other positive outcomes.

### 2014 BINGHAM FELLOWS

**ANITA P. BARBEE, PH.D.**

*Professor and Distinguished University Scholar  
University of Louisville Kent School of Social Work*

**CRAIG BLAKELY**

*Dean, School of Public Health and Information Sciences  
University of Louisville*

**CHARLES BOOKER**

*Division Director of Administrative Services  
Kentucky Department of Fish and Wildlife Services*

**TARA BRINKMOELLER**

*Vice President of Public Affairs and Communications  
Building Industry Association of Greater Louisville*

**RENE BROWN**

*Pastor  
Living Faith Christian Ministries*

**FR. JOHN BURKE**

*Pastor of Good Shepherd Catholic Church  
Archdiocese of Louisville*

**SANDRA CHAMBERS**

*Associate Dean of Student Affairs  
Jefferson Community & Technical College*

**DAN CRUTCHER**

*Publisher  
Louisville Magazine/Louisville.com*

**AMY CURRY**

*Managing Associate  
Frost Brown Todd LLC*

**ANGIE EVANS**

*Vice President, Community Leadership  
Community Foundation of Louisville*

**BILL EVERSOLE**

*Managing Member  
Summit Strategic Advisors, LLC*

**KATHLEEN EXLINE**

*System Vice President, Performance Excellence and Care Continuum  
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**REV. JAMESETTA FERGUSON**

*Senior Pastor  
St. Peter's United Church of Christ*

**KAY FRAZIER**

*Associate Director of African American Catholic Ministries  
Archdiocese of Louisville, Office of Multicultural Ministry*

**MARY GRISSOM**

*Director of Engagement  
Metro United Way*

**ADAM HALL**

*Community Development Relationship Manager  
Fifth Third Bank*

**BILL HOLLANDER**

*Partner  
Wyatt, Tarrant & Combs, LLP*

**HOWARD L. HOLLOMAN, JR.**

*Customer Fulfillment Manager /YMCA Executive Committee Member  
GE Appliances /YMCA of Greater Louisville Association*

**DEMETRIUS HOLLOWAY**

*Member  
Stites & Harbison, PLLC*

**HEATHER JOHNSON**

*Senior Manager of Franchise Development  
Yum! Brands, Inc. / KFC*

**ED KREBS**

*Principal  
K. Norman Berry Associates Architects PLLC*

**AUNDREA LEWIS**

*Registered Nurse  
KentuckyOne Health*

**ROB LOCKE**

*Chief Executive Officer  
Habitat for Humanity of Metro Louisville, Inc.*

**GRETCHEN MILLIKEN**

*Director of Advanced Planning  
Louisville Metro Government*

**LIBBY MILLS**

*Executive Director  
Restorative Justice Louisville*

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Family Scholar House*

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*Senior Director of Communications  
Volunteers of America of Kentucky*

**JAMES REDDISH**

*Vice President, Economic & Workforce Development  
Greater Louisville Inc.*

**DANETTE RHOADS**

*Senior Director, Human Resources  
Papa John's International*

**PAM RICE**

*Executive Director  
Neighborhood House*

**JOHNETTA ROBERTS**

*Executive Vice President  
Community Ventures Corporation*

**DAVE SIMPSON, PH.D.**

*Professor and Associate Dean, School of Urban Planning  
University of Louisville*

**SARAH STEENROD**

*Teacher  
West End School*

**PAMELA STEVENSON**

*Consultant*

**VINCENT WALKER**

*Executive Director  
JPMorgan Chase*

**MICHEAL WHITE**

*CEO  
America's Finest Filters, Inc.*

**KATINA WHITLOCK**

*Assistant Director of Community Services & Revitalization  
Louisville Metro Government*

**MATISA WILBON PH.D.**

*Associate Professor of Sociology  
Bellarmine University*

**CYNTHIA WILLIAMS**

*Vice President, Global Talent Management  
Brown-Forman Corporation*

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QK4*



732 W. MAIN ST.  
LOUISVILLE, KY 40202  
LEADERSHIPLouisville.ORG  
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## ABOUT THE LEADERSHIP LOUISVILLE CENTER

Created in 1979, the Leadership Louisville Center is the region's most valuable resource for leadership development and civic engagement. Its mission is to grow and connect a diverse network of leaders who serve as catalysts for a world-class community through dynamic programming and strong community connections. Over 6,000 community leaders have graduated from the Center's programs that include Leadership Louisville, Focus Louisville, Ignite Louisville and Bingham Fellows. In 2011, the Leadership Louisville Center was recognized as one of the top seven community leadership programs in the U.S. in a benchmark study by the Center for Creative Leadership, the "gold standard" global provider of executive leadership education and research.



**Focus  
Louisville**



**Ignite  
Louisville**



**Leadership  
Louisville**



**Bingham  
Fellows**