

*The Midwest Center for Nonprofit Leadership
Data as of June 2024*



The Homelessness Intervention Ecosystem of Greater Kansas City: Insights from our Recent Research & Report



MIDWEST CENTER
FOR NONPROFIT LEADERSHIP

PRESENTED AUGUST 26, 2024

DAVID RENZ, DIRECTOR EMERITUS

MIDWEST CENTER FOR NONPROFIT LEADERSHIP

HENRY W. BLOCH SCHOOL OF MANAGEMENT

UNIVERSITY OF MISSOURI – KANSAS CITY

MAPPING THE KC METRO HOMELESSNESS INTERVENTION ECOSYSTEM: 2024 PRESENTATION TO
JACKSON COUNTY: DAVID RENZ, MIDWEST CENTER FOR NONPROFIT LEADERSHIP AT UMKC

Homelessness Intervention in Greater Kansas City

Insights and Data from Our June 2024 Research and Report on the Greater Kansas City Metro Region's Homelessness Intervention System Research

Report and Presentation Available at the

Midwest Center's website: www.mcnl.org

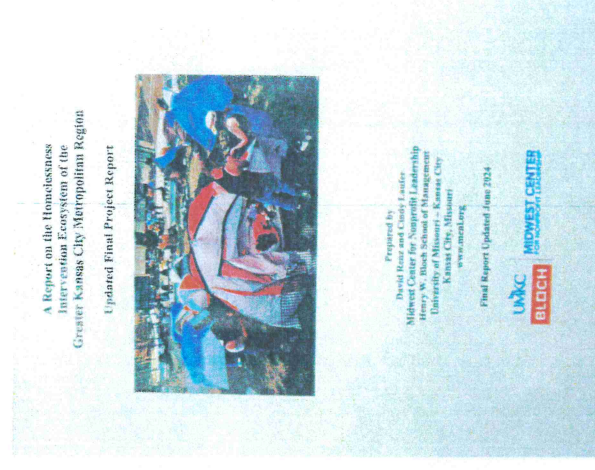
➤ This PowerPoint slide deck available in Box:

<https://umkc.box.com/s/6qobgib60tpzxx8h8ph96bendudg6ems>

UMKC

MIDWEST CENTER
FOR NONPROFIT LEADERSHIP

BLOCH



The Project

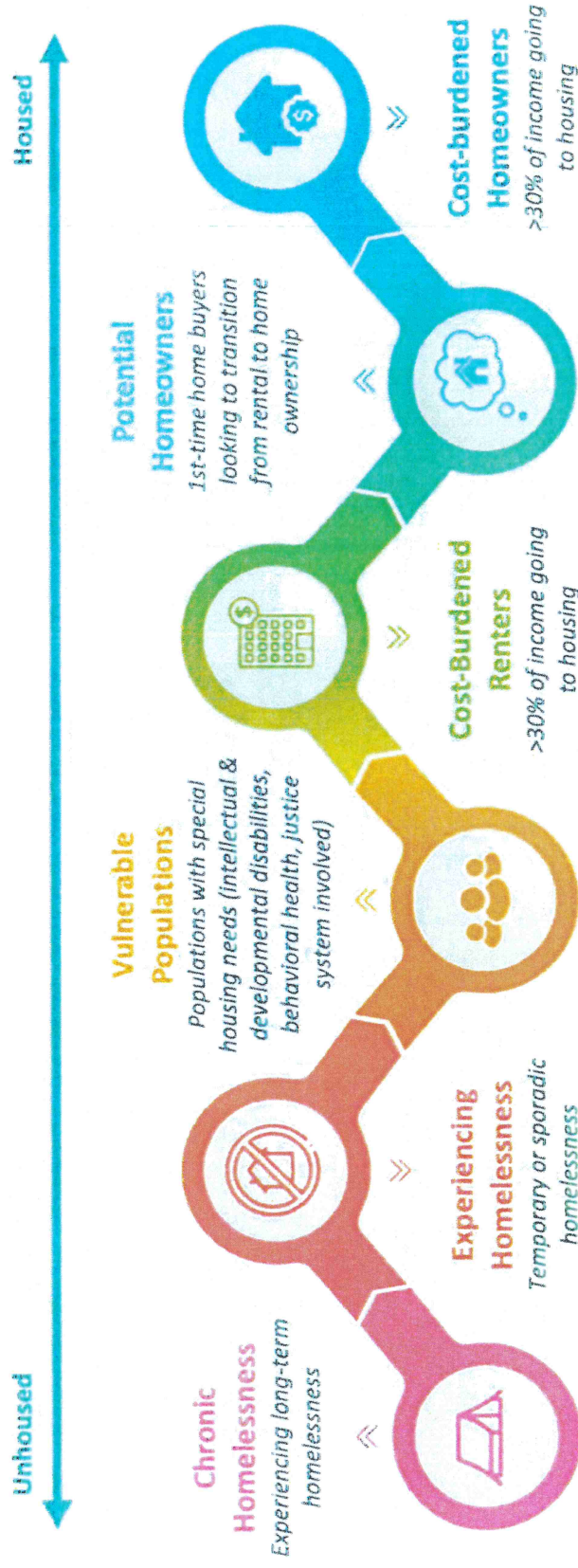


MIDWEST CENTER
FOR NONPROFIT LEADERSHIP

BLOCH

Collect data and create a research-based regional ecosystem database (“map”) that helps us understand the “system” or network of programs (and their host organizations) in the six-county core of the Greater Kansas City Metro Region that exist to address one or more aspects of the complex problem of homelessness and houselessness.

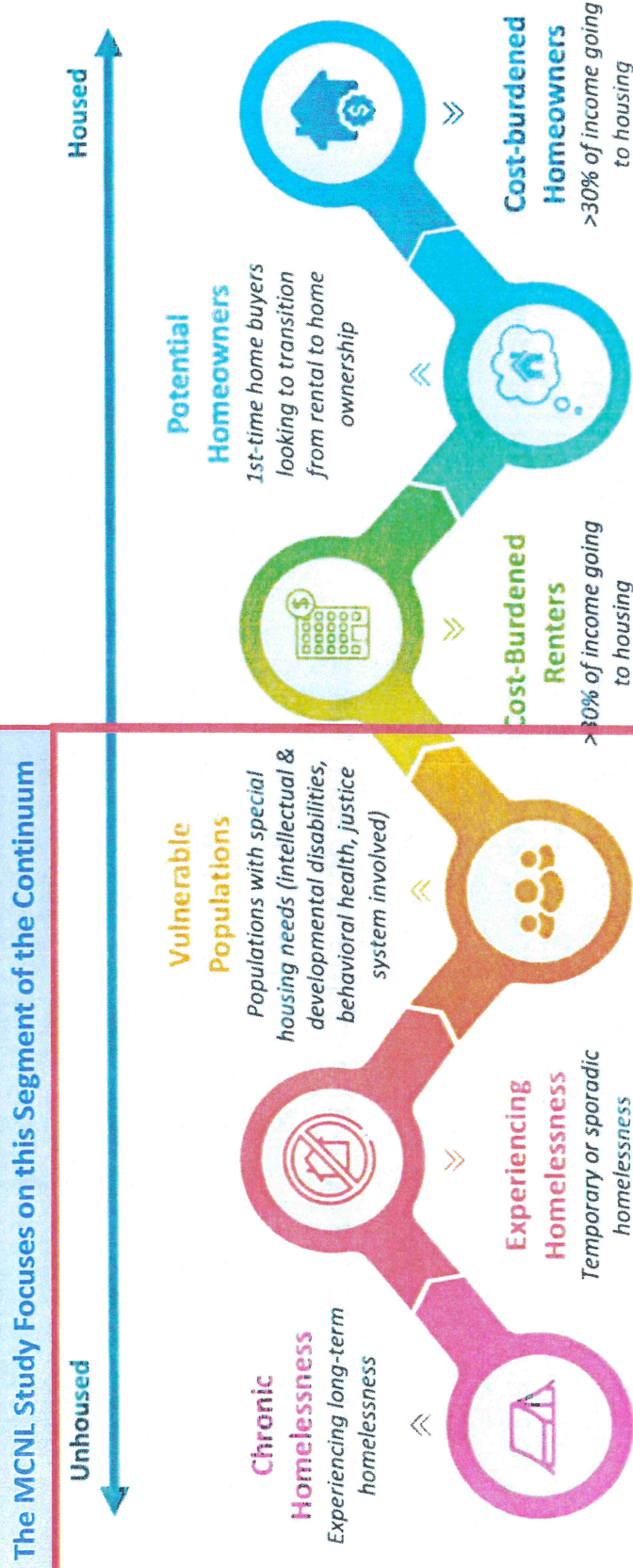
The Housing Insecurity Continuum: Range from Unhoused to Housed



Housing Insecurity Continuum

(source: Johnson County Kansas Planning, Housing & Community Development Department. Used with Permission)

The Focus of the Midwest Center for Nonprofit Leadership at UMKC Homeless Intervention Ecosystem Study



Housing Insecurity Continuum

(source: Johnson County Kansas Planning, Housing & Community Development Department. Used with Permission)

This is an *Ad Hoc* & Diffuse “System”

This is an *ad hoc* system that has emerged organically over time. It includes multiple types of programs that serve a range of functions. Not every program provides frontline “street-level” direct service. The system includes programs that address:

- Emergency Intervention & Direct Service
- Services to those with Unique or Special Needs
- Communication and Consumer Education
- Referral and Case Coordination/Management
- Planning, Service Coordination, Research & Monitoring
- Advocacy and Law & Policy
- And more...

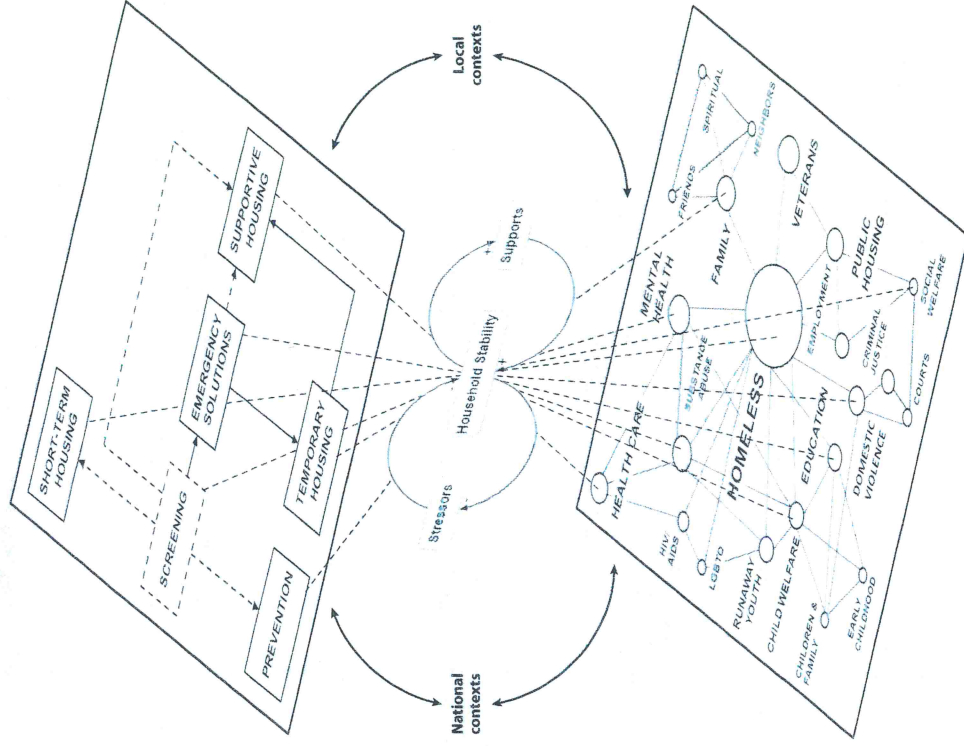


MIDWEST CENTER
FOR NONPROFIT LEADERSHIP



A Comprehensive and Coordinated System Might Look More Like This “Map”

Graphic from “Solving Homeless from a Complex Systems Perspective: Insights from Prevention Responses.” P.J. Fowler, P.S. Hovmand, K.E. Marcal, and S. Das. *Annual Review of Public Health* 40 (469) 2019.



University of Kansas
www.ku.edu

MAPPING THE KC METRO HOMELESSNESS INTERVENTION ECOSYSTEM: 2024 PRESENTATION TO JACKSON COUNTY. DAVID RENZ: MIDWEST CENTER FOR NONPROFIT LEADERSHIP AT UMKC

219 Organizations*

Organizations	
Nonprofit:	61%
Government:	34%
For-profit:	2%
Collaboratives:	2%

340

Programs

*This data base includes essentially only nonprofit and governmental organizations. There is no existing relevant business data base.

Population & Poverty Levels of Each County



MIDWEST CENTER
FOR NONPROFIT LEADERSHIP

BLOCH



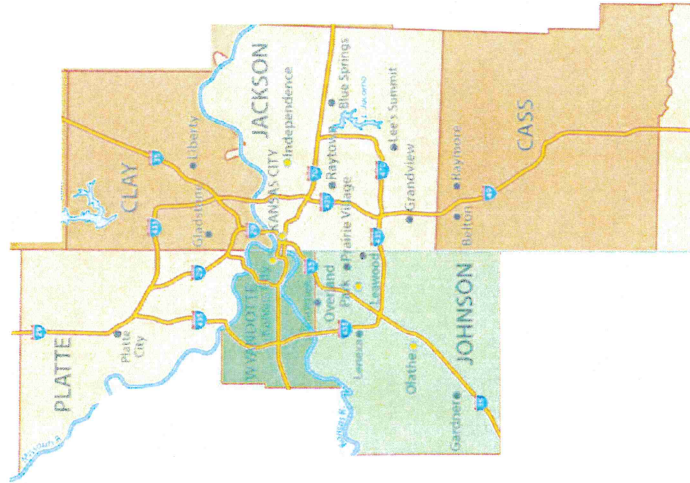
County	2021 County Population (U.S. Census Bureau)	Percent of County Population with income under \$25,000/year	Number of People in County with income under \$25,000/year	Percent of Region's Population with income under \$25,000/year
Jackson	716,862	19.4%	139,070	7.0%
Platte	108,569	9.6%	10,423	0.5%
Clay	255,518	11.6%	29,640	1.5%
Cass	109,638	12.0%	13,157	0.6%
Johnson	613,219	8.4%	51,510	2.6%
Wyandotte	167,046	22.2%	37,084	1.8%
Region Totals	1,970,852	14.2%	280,884	14.2%

Programs Operating in Each Core County



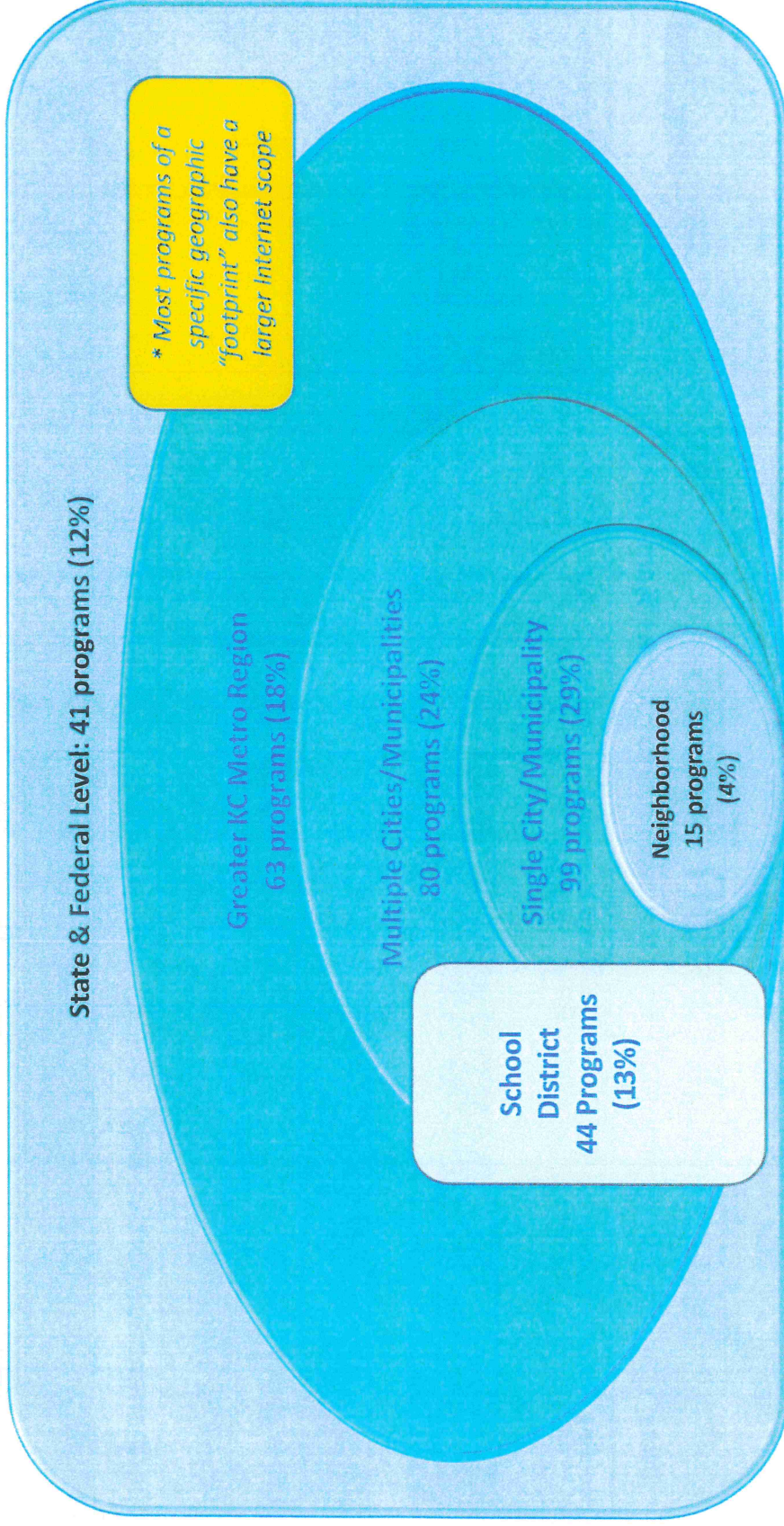
MIDWEST CENTER
FOR NONPROFIT LEADERSHIP

BLOCH



County	County Total Number	% of Metro Programs in County	Govt	Nonprofit	Collaborative	For- Profit
Jackson	256	75%	54	193	5	4
Platte	146	43%	40	103	0	3
Clay	156	46%	47	106	0	3
Cass	136	40%	43	90	0	3
Johnson	146	43%	43	100	1	2
Wyandotte	149	44%	37	108	2	2
Total number of programs in region	340	100%	103 (30%)	225 (66%)	8 (2%)	4 (1%)

Program Geographic Scope*



Housing Program Mission Focus: Most Common Types

(Note: 112 of the 340 programs (33%) report they serve in all six counties) (% are rounded)



Housing Type and Setting	Metro Number & Percent		Jackson	Platte	Clay	Cass	Johnson	Wyandotte
Prevention	124	37%	108	65	67	59	62	62
Transitional Housing	60	18%	53	33	33	30	30	29
Permanent Hsg Placement	43	13%	35	24	27	23	25	24
Emergency Shelter	35	10%	31	14	15	13	14	13
Rapid Re-Housing	28	8%	18	8	12	7	10	10
Permanent Supportive Hsg	14	4%	9	10	10	9	8	10
Public & Indian Housing	12	4%	4	1	4	1	4	3
Youth Demo Program	10	3%	7	2	1	0	2	4

Housing Program Mission Focus: Less Common Types

(Note: 112 of the 340 programs (33%) report they serve in all six counties) (% are rounded)



Housing Type and Setting	Metro Number & Percent		Jackson	Platte	Clay	Cass	Johnson	Wyandotte
Short-Term Facility	6	1%	3	1	2	1	1	1
Safe Haven	6	2%	6	2	2	2	2	2
Maternity Group Home	6	2%	5	2	3	2	1	1
Rural Housing Stability program	2	<1%	2	2	2	2	1	1
Motel Vouchers/ Single Room Occupancy	1	<1%	1	1	1	1	1	1
Joint Component TH/RRH	1	<1%	1	1	1	1	1	1
Bridge Housing	2	<1%	2	1	1	1	1	1

Support Services Provision: Most Common Services Provided (N=340)



Type of Support Service	Total Programs/ % Metro	Jackson	Platte	Clay	Cass	Johnson	Wyandotte
Various "Other" (Shower, Laundry, etc.)	155 46%	106	47	52	45	50	50
Outreach: Housing Information	143 42%	118	74	79	62	70	74
Outreach: Street-Level Outreach	75 22%	61	21	21	17	23	24
Transportation	69 20%	37	19	23	20	17	15
Food Assistance	61 18%	50	22	23	18	23	28
Budget Education	47 14%	43	26	26	24	22	24
Clinical Treatment	46 14%	40	22	22	20	24	22
Medical Needs	40 12%	36	19	20	16	18	15
Case Management	46 14%	36	25	26	21	25	26

Support Services Provision: Less Common Services Provided

(N=340)

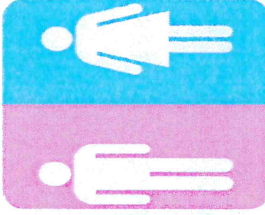
Type of Support Service	Total Programs/ % Metro		Jackson	Platte	Clay	Cass	Johnson	Wyandotte
Utility Assistance *	34	10%	27	11	13	7	7	9
Emergency Shelter	35	10%	31	14	15	13	14	13
Short-term Rent or Mortgage Assistance*	32	10%	25	11	13	8	10	12
Parenting Education*	23	7%	21	14	15	13	13	13
Mail Address	21	6%	19	12	13	10	11	12
Bill Paying & Budgeting	17	5%	16	9	9	8	8	9
Electronic Communication Access (e.g., email)	20	6%	19	11	12	9	9	9
Childcare*	7	2%	7	3	3	3	2	2

* Note: Limited to and designed specifically for those who are homeless or imminently so

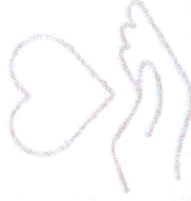
Programs to Serve Special Population Needs



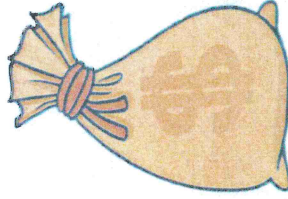
7% serve young adult focus
18% serve runaway/rejected youth
18% have a focus on unaccompanied minors



87% serve all irrespective of gender
8% serve only women
4% focus on serving men only
4% focus on single adult males



6% specialize in serving those with addiction challenges
4% specialize in serving those with mental illness
Only five specialize in serving those with physical disability



8% explicitly limit service to those with low incomes
Only five actively seek to serve LGBTQ clients
Only two programs focus on serving the transient homeless



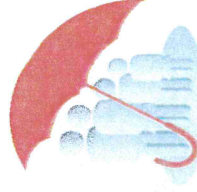
7% specialize in addressing the needs of families with children
4% specialize in addressing the needs of pregnant & parenting youth
3% specialize in serving those fleeing domestic violence



Only two programs focus on serving only people of specific (non-white) racial or ethnic heritage
Only one program focuses on serving immigrants who become homeless



6% specialize in addressing the needs of veterans
Only five specialize in addressing the needs of those with developmental disabilities



Only two programs focus on serving refugees who become homeless
3% serve individuals re-entering communities after prison

Blend of Funding (Revenue) Sources



UMKC

MIDWEST CENTER
FOR NONPROFIT LEADERSHIP

BLOCH

Type of Funding Source	Number of Programs Drawing (at least Partially) on This Source	Percentage of all 340 Programs
Foundation, Combined Gift Campaign (e.g., United Way) Grants	166	49%
Fundraising: Individual Donations & Philanthropic Gifts	146	43%
Federal: FEMA	74	22%
Federal: HUD	69	20%
Earned Income (fees for services, thrift stores, fees, etc.)	63	19%
Other Revenue Sources (e.g., Investment income/ARPA/other Fed Funds)	59	17%
State of Missouri	52	15%
City-level Funds & Grants	42	12%
County-level Funds & Grants	33	10%
Federal: VA	20	6%
Federal: Medicare & Medicaid	14	4%
State of Kansas	9	3%
Federal: HHS	7	2%

MAPPING THE KC METRO HOMELESSNESS INTERVENTION ECOSYSTEM: 2024 PRESENTATION TO
JACKSON COUNTY. DAVID RENZ. MIDWEST CENTER FOR NONPROFIT LEADERSHIP AT UMKC

This is a System Mapping Project: We Map All Key Functions in the Ecosystem

- System Leadership, Coordination and Development functions, including
 - System Organization and Service Integration, System Monitoring and Accountability, Funding, Financing, & Resource Allocation, Research, Knowledge Management, and System Innovation, Law and Policy (specific to homelessness), and Advocacy and Mobilization
- Direct Services to those who are homeless or for whom homeless is imminent:
 - Consumer Counseling & Education, Communication & Information Dissemination, Service Referral & Coordination, Emergency Intervention, Transitional Housing, and Housing Provision and Support for those with Special Needs.



MIDWEST CENTER
FOR NONPROFIT LEADERSHIP



Mapping the System Functions: Leadership, Coordination & Development (N=340)

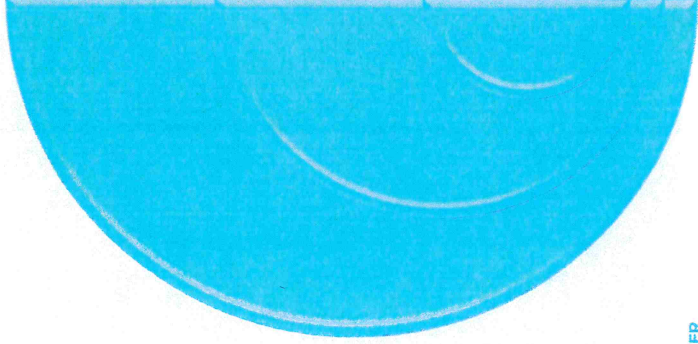
System Function	Total		Jackson	Platte	Clay	Cass	Johnson	Wyandotte
	Programs/function							
System Organization & Integration	17	5%	13	10	10	7	7	7
System Monitoring & Accountability	16	5%	13	11	11	8	9	8
Research, Knowledge Mgmt., & System Innovation	23	7%	17	9	10	9	12	12
Funding, Finance, & Resource Allocation	41	12%	37	36	37	36	33	35
Law & Policy	21	6%	11	7	10	4	7	6
Advocacy & Mobilization	12	4%	10	6	6	6	8	6
Professional Education & Development	9	3%	9	8	8	8	7	7

Mapping the System Functions: Direct Services Delivery

(N=340)

System Function	Total Programs/function		Jackson	Platte	Clay	Cass	Johnson	Wyandotte
Communication & Information Dissemination	207	61%	153	82	88	76	80	84
Consumer Counseling & Education	185	54%	131	72	78	68	69	72
Prevention Services (specific to Homelessness)	124	37%	108	65	67	59	62	62
Emergency Intervention	45	13%	37	18	20	16	19	21
Transitional Housing Assistance	68	20%	63	37	37	34	34	33
Special Needs Services	101	30%	94	59	59	57	54	58
Service Referral & Coordination	236	70%	173	89	97	83	88	90
Housing Providers (Special Purpose Permanent)	58	17%	43	27	31	24	26	28

Socio-Ecological Elements of the “System” Addressing Homelessness



Formal Systems & Structures	• Programs that provide formal structure in the system, including enforcing law & policy
Social and Physical Environment	• Programs that address system ecology & shape the social and physical environment & infrastructure
Transmission of Behaviors & Practices	• Programs that play a role in disseminating or encouraging (or discouraging) behaviors & practices that affect the challenge

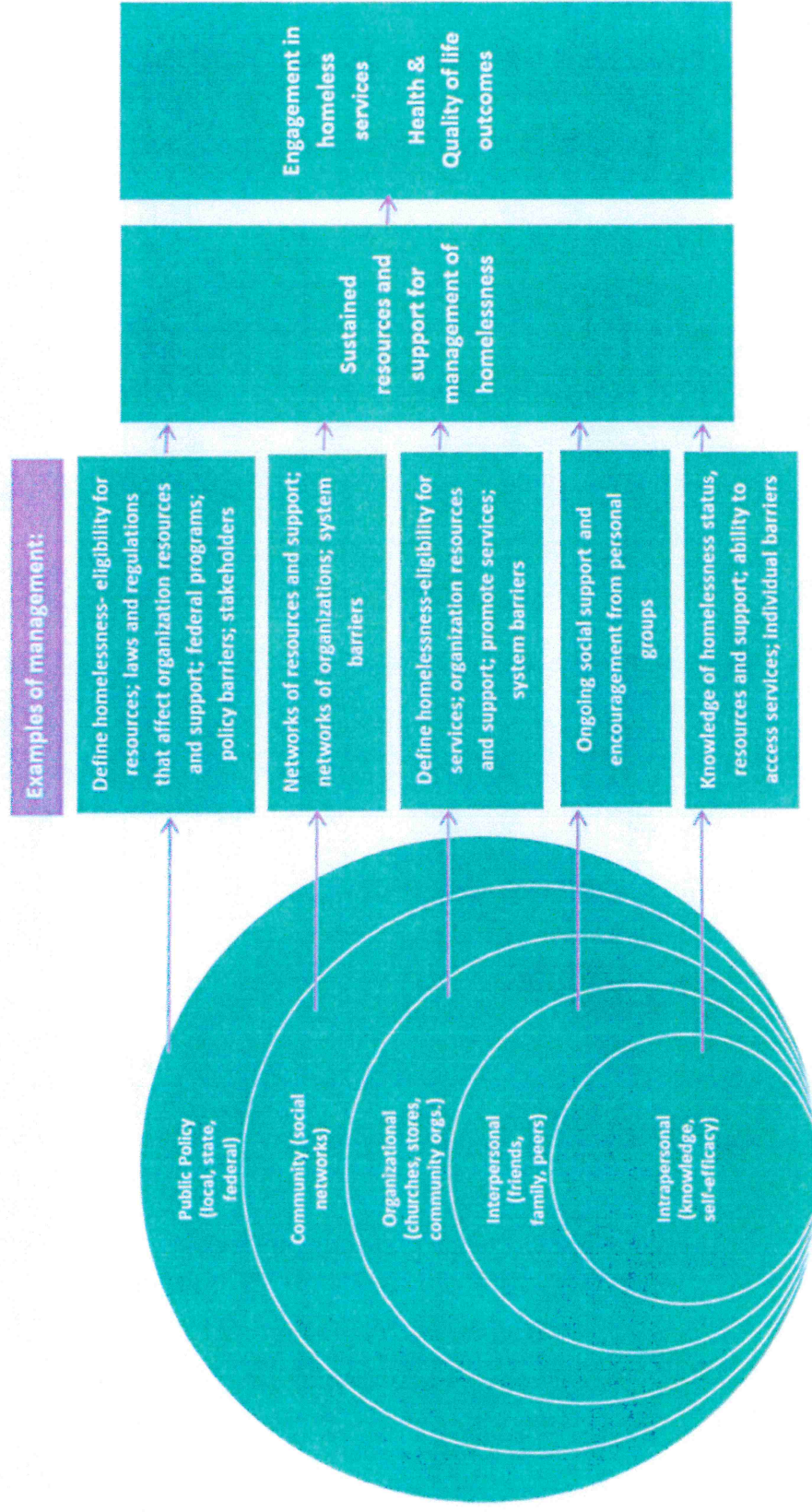


Figure 2. Illustrative model of relationships among the different SEM levels for managing experiences of homelessness. (Adapted and modified from Fischer et al, 2007 and McLeroy et al., 1988)

From: National Health Care for the Homeless Council (April 2016) "Using the Social Ecological model to examine how homelessness is defined and managed in rural Tennessee." Davidson, Murray, Meinbrasse, Jenkins, and Mindrup. p. 19.

Mapping the Socio-Ecological Levels of System Functions

(N=340; percentages rounded)

System Function	Total Programs per function		Formal Structure		Social & Physical Environment		Transmission of Behaviors	
System Organization & Integration	17	5%	10	3%	15	5%	6	2%
System Monitoring & Accountability	16	5%	14	4%	12	4%	3	1%
Research, Knowledge Management, & System Innovation	23	7%	13	4%	20	6%	11	3%
Funding, Finance, & Resource Allocation	41	12%	36	11%	38	11%	14	4%
Law & Policy	21	6%	15	4%	17	5%	7	2%
Advocacy & Mobilization	12	4%	2	< 1%	11	3%	9	3%
Professional Education & Development	9	3%	0	0%	7	2%	9	3%
Communication & Information Dissemination	207	61%	3	1%	104	31%	199	59%
Consumer Counseling & Education	185	54%	1	< 1%	128	38%	183	54%
Prevention Services (specific to Homelessness)	124	37%	4	1%	59	17%	118	35%
Emergency Intervention	45	13%	2	< 1%	42	12%	42	12%
Transitional Housing Assistance	68	20%	11	3%	58	17%	61	18%
Special Needs Services	101	30%	1	< 1%	81	24%	101	30%
Service Referral & Coordination	236	70%	5	2%	196	58%	227	67%
Housing Providers (Special Purpose Permanent)	58	17%	27	8%	55	16%	57	17%

To Recap: The Project



MIDWEST CENTER
FOR NONPROFIT LEADERSHIP

Our work has been to collect data and create a complete research-based regional ecosystem database (“map”) that helps us understand the “system” or network of programs (and their host organizations) in the six-county core of the Greater Kansas City Metro Region that exist to address one or more aspects of the complex problem of homelessness and houselessness.

Contact Dave Renz at the Midwest Center for Nonprofit Leadership for more information or to get a copy of the complete data base: renz@umkc.edu. The report is posted on the Center’s website: www.mcnl.org.

Questions, Comments, and Discussion?



MIDWEST CENTER
FOR NONPROFIT LEADERSHIP

Contact Information:

Dave Renz

With Cindy Laufer & the research team at the
Midwest Center for Nonprofit Leadership
Henry W. Bloch School of Management
University of Missouri – Kansas City

renzd@umkc.edu

816-797-0878

Is Our Homelessness Intervention System Organized to Achieve Regional Impact?

Homelessness is a regional concern, even though it exists to varying levels in different parts of the region. And homelessness is a “wicked problem.”

To successfully address a wicked problem such as homelessness requires that our system is organized and developed to achieve “collective impact.”

Our research provides some clues and insights on the degree to which Greater Kansas City has organized its homeless intervention system to achieve the “collective impact” of effectively eliminating homelessness.



What Does It Take to Achieve Collective Impact?

Conditions Essential to Achieving Collective Impact	
Common Agenda	All share a vision for change that includes a common understanding of the problem and a joint approach to solving the problem.
Shared Measurement	All agree on how success will be measured and reported, including a shared list of common indicators or measures by which to measure collective impact.
Mutually Reinforcing Activities	A diverse set of stakeholders, typically from all sectors, each do their own part to help accomplish the community's shared plan of action.
Continuous Communication	There is frequent, organized, open communication among all actors that builds trust, motivation, and community-wide collective energy for results.
Backbone Support	An independent, appropriately-funded dedicated staff is in place to facilitate and support everyone's engagement – developing the initiative's vision and strategy, encouraging alignment of everyone's activities, coordinating the system of shared measurement, building and sustaining public will, and advancing policy and mobilizing resources.

To What Degree Are We Organized to Achieve Collective Impact on Homelessness?

Scale of Programs in Region Serving Collective Impact Functions									
Functions	Number and % of Programs	Neighborhood (n=15)	Individual City (n=99)	School District (n=44)	Multiple Cities (n=80)	Metro Region (n=61)	State/Federal (n=61)		
System Organization & Integration	17 5%	7	0	6	0	4	17		
System Monitoring & Accountability	16 5%	5	0	7	1	3	16		
Research, Knowledge Mgmt, System Innovation	23 7%	2	0	13	2	5	23		
Funding, Finance, & Resource Allocation	41 12%	2	0	8	18	13	41		
Law & Policy	21 6%	12	0	7	0	2	21		
Advocacy & Mobilization	12 4%	3	0	3	4	2	12		
Communication & Info Dissemination	207 61%	54	44	51	32	18	207		

Support Services Provision: Counties (N=340)

Type of Support Service	Total Programs/ % Metro	Jackson	Platte	Clay	Cass	Johnson	Wyandotte
Various "Other" (Shower, Laundry, etc.)	155	106	47	52	45	50	50
Outreach: Housing Information	143	118	74	79	62	70	74
Outreach: Street-Level Outreach	75	61	21	21	17	23	24
Transportation	69	37	19	23	20	17	15
Food Assistance	61	50	22	23	18	23	28
Budget Education	47	43	26	26	24	22	24
Clinical Treatment	46	40	22	22	20	24	22
Medical Needs	40	36	19	20	16	18	15
Case Management	46	36	25	26	21	25	26
Utility Assistance	34	27	11	13	7	7	9
Emergency Shelter	35	31	14	15	13	14	13
Short-term Rent or Mortgage Assistance	32	25	11	13	8	10	12
Parenting Education	23	21	14	15	13	13	13
Mail Address	21	19	12	13	10	11	12
Bill Paying & Budgeting	17	16	9	9	8	8	9
Electronic Communication Access (e.g., email)	20	19	11	12	9	9	9
Childcare	7	7	3	3	3	2	2

Mapping the System Functions: Counties

(N=340)

System Function	Total Programs/function		Jackson	Platte	Clay	Cass	Johnson	Wyandotte
System Organization & Integration	17	5%	13	10	10	7	7	7
System Monitoring & Accountability	16	5%	13	11	11	8	9	8
Research, Knowledge Management, & System Innovation	23	7%	17	9	10	9	12	12
Funding, Finance, & Resource Allocation	41	12%	37	36	37	36	33	35
Law & Policy	21	6%	11	7	10	4	7	6
Advocacy & Mobilization	12	4%	10	6	6	6	8	6
Professional Education & Development	9	3%	9	8	8	8	7	7
Communication & Info Dissemination	207	61%	153	82	88	76	80	84
Consumer Counseling & Education	185	54%	131	72	78	68	69	72
Prevention Services (specific to Homelessness)	124	37%	108	65	67	59	62	62
Emergency Intervention	45	13%	37	18	20	16	19	21
Transitional Housing Assistance	68	20%	63	37	37	34	34	33
Special Needs Services	101	30%	94	59	59	57	54	58
Service Referral & Coordination	236	70%	173	89	97	83	88	90
Housing Providers (Special Purpose Permanent)	58	17%	43	27	31	24	26	28