



SEDGWICK COUNTY SCHOOLS COMMUNITY ASSESSMENT:

A Foundation for Action to End Student Homelessness

December 2018



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Executive Summary

Student homelessness is a critical policy problem across America. By the 2013-2014 school year, more than 1.3 million students were identified as homeless (Ingram, et al. 2016; National Center for Homeless Education 2017). This assessment was prepared to support public school districts in Sedgwick County, Kansas, and their community stakeholders as they work to end student homelessness.

More than 2,500 students in Sedgwick County public school districts were identified as homeless during the 2016-2017 school year.¹ Nearly 84% of these students are in the Wichita Public Schools (WPS).

The Kansas Department for Children and Families asked Vital Impact Consulting, LLC, to bring the collective impact model for community change to Sedgwick County to support the launch of a program based on the nationally recognized success of Impact KCK. Impact KCK serves the Kansas City Kansas Public Schools (Wyandotte County) and produced a 50% reduction in student homelessness in just 2.5 years. These results were accomplished despite Wyandotte County's status as the poorest of the 105 counties in Kansas.

This community assessment represents the first phase of the work Vital Impact Consulting is providing in support of community action in Sedgwick County. The second phase includes a Community Impact Forum, formal classroom training, and expert assistance in support of Sedgwick County's efforts to launch a successful collective impact program for the purpose of ending student homelessness. This phase will take place over a period of 12 months.

Assessment Focus

Some of the information presented in this assessment covers Sedgwick County as a whole, while other information focuses on the City of Wichita. This arises from the fact that homeless students in WPS make up nearly 84% of all homeless students in Sedgwick County. While much of the activity required to end student homelessness in the county will occur in Wichita, this assessment incorporates key elements of analysis for the county as a whole. There are two reasons to extend the analysis beyond the Wichita city limits.

The first reason is equity. If a program for homeless students and their families is launched in Wichita, it is fair that the needs of students throughout the county are included in program efforts. The second reason is effectiveness. Experience with

¹ Kansas State Department of Education

the Impact KCK program in Wyandotte County shows that homeless students and families in neighboring school districts are likely to relocate to the district served by the collective impact program addressing their needs. By making the Sedgwick County collective impact program inclusive of homeless students and families throughout the county, they can be served in their existing school district without relocation.

Demographics

Sedgwick County's total population was more than 513,000 in 2017. White, non-Hispanic residents make up 68.1% of the total, while 9.3% are African-American. Residents who identify as Other Race or Two or More Races are 3.7% of the population, and Hispanic or Latino residents are 14.6%².

With a population of more than 390,000, the City of Wichita is Sedgwick County's largest city. White, non-Hispanic individuals are approximately 64% of the population, while African-Americans make up a further 11%. Residents who identify as Other Race or Two or More Races are 12% of the population. Hispanic or Latino individuals are 16% of Wichita residents.

The county's median income for 2016 was \$51,157. Persons in poverty made up 14.9% of the population in that year. Sedgwick County as a whole experienced a higher median income and a lower poverty rate than the City of Wichita for the same period. Wichita's median income was \$46,775 in 2016, and its poverty rate was 17.1%. The Kansas statewide average poverty rate was 13.3%. Sedgwick County ranks 74th in poverty among the 105 counties in Kansas.

Housing Affordability

Housing affordability is a factor in student homelessness throughout the country. As a Midwestern metropolitan area of moderate size, Wichita's housing market does not suffer extreme affordability challenges similar to cities on either coast or Chicago. However, rents rose sharply from 2010 to 2018; this trend is likely a factor in the level of student homelessness present in Wichita and Sedgwick County.

Community Assets

Wichita is blessed with an impressive array of community asset organizations representing the public, private, and nonprofit sectors. Many of these assets will likely be available to address needs within Sedgwick County for those who live outside the city limits.

² Hispanic or Latino descent is an ethnic category rather than a race. Thus, members of this group may be of any race. In the United States, Hispanic or Latino persons are most often White.

This assessment contains an analysis of Wichita's assets based on the 16 functional domains adapted by the Impact KCK program from the Arizona Self-Sufficiency Matrix. Wichita has particular strengths in these domains:

- Housing
- Food
- Health care
- Life skills
- Community involvement and social support
- Mental health

While there are no domains without service provider organizations, three may have a gap that should be addressed prior to the launch of a community initiative to end student homelessness:

- Income
- Child care
- Mobility

It is important to understand that the strength of Wichita's community assets with regard to each specific domain must be measured against organizations' willingness to work as part of a collective impact initiative. Thus, the number of organizations alone does not represent the actual strength of the assets specific to engaging with a new effort to end student homelessness in Wichita and Sedgwick County.

Collective Impact

This assessment has been prepared as a foundation for effective community action to end student homelessness in Sedgwick County's public school districts through the replication of the Impact KCK program that serves students in the Kansas City Kansas Public Schools.

Impact KCK is based on the collective impact model for community change introduced by John Kania and Mark Kramer in 2011. In less than a decade, collective impact has proven successful as a tool for improving educational outcomes, cleaning up rivers, helping public housing residents get jobs, reducing crime, and ending homelessness (Walzer and Weaver 2019; Hanleybrown, Kania, and Kramer 2012).

Collective impact is more than collaboration. It is a strategic, disciplined approach to complex social problems facing communities. Collective impact success is based on five conditions:

1. Common agenda
2. Shared measurement system

3. Mutually reinforcing activities
4. Continuous communication
5. Backbone organization (Kania and Kramer 2011)

The backbone organization is essential to collective impact success. The backbone facilitates success by coordinating the common agenda, creating a shared measurement system, coordinating mutually reinforcing activities, and facilitating continuous communication among partner organizations.

Collective Impact Program Launch

Careful selection of the backbone is necessary for program success. Moreover, the most suitable candidate may not be the most visible organization. For instance, the backbone organization must be willing to highlight the accomplishments of the initiative as a whole and that of individual partner organizations, rather than focusing attention on its own achievements. In addition, a successful backbone organization will have the capacity to:

1. Guide vision and strategy
2. Support aligned activities
3. Establish shared measurement practices
4. Build public will
5. Advance policy
6. Mobilize funding (Turner, et al. 2012)

Partner organizations must be willing to put competition aside and work towards community goals. Working relationships should be structured and include a commitment from the backbone and partner organizations for a period of time sufficient to meet program goals. A Memorandum of Understanding (MOU) should be entered into between the backbone organization and each partner.

Summary

The Kansas Department for Children and Families is offering the City of Wichita and Sedgwick County an exciting opportunity to replicate the success of the Impact KCK program. An analysis of community assets demonstrates that there is strong potential to end student homelessness by harnessing the power of collective impact for community change. The launch of this program will mean transformed lives for children, youth, and families. Students served by this program will experience greater stability, improved learning outcomes, and greater rates of high school graduation. The cycle of poverty will be broken.

Introduction

Homelessness among America's public school students rose dramatically between 2007 and 2013. By the 2013-2014 school year, it reached 1.3 million children and youth, double the figure for 2007-2008 (Ingram, et al. 2016; National Center for Homeless Education 2017). Public schools in Sedgwick County are among thousands of school districts across the U.S. serving homeless students.

Within Sedgwick County, Wichita Public Schools identified 2,136 homeless students during the 2016-2017 school year. This is the largest number identified among Kansas's 309 districts (Kansas State Department of Education 2017). While the total number of homeless students in the Wichita Public Schools was somewhat lower in 2016-2017 than the 2,392 reported for the 2013-2014 school year, the figure increased by 196 between the 2015-2016 and 2016-2017 school years.³ This represents a recent increase of 10% in the two most recent years for which the Kansas State Department of Education has published homeless data.

School districts report student homeless data to the Kansas State Department of Education (KSDE) each year. The most recent data available are for the 2016-2017 school year. Table 1 provides data for all school districts within Sedgwick County. KSDE does not report homeless data for school districts with fewer than 10 homeless students as a means of preserving student privacy in settings where small numbers might lead to the identification of individual homeless students. Thus, school districts with an asterisk in Table 1 in place of an actual number of homeless students do not necessarily have zero homeless students; instead, they may have up to nine.

Table 1: Homeless Students in Sedgwick County, 2016-2017

District	USD#	Homeless
Wichita	259	2,136
Derby	260	47
Haysville	261	192
Valley Center	262	20
Mulvane	263	25
Clearwater	264	*
Goddard	265	89
Maize	266	17
Renwick	267	*
Cheney	268	*
Haven	312	*
Andover	385	21
Halstead	440	*
Total		2,547

³ The Kansas Department of Education reported 1,940 homeless students in the Wichita Public Schools for the 2015-2016 school year.

Assessment Purpose

Student homelessness is a challenge in Wichita and Sedgwick County. The purpose of this community assessment is to provide a foundation for effective action with a strategically multi-sector, collaborative approach. This assessment is intended to provide a foundation for success in addressing student homelessness based on the collective impact model for community change.

This assessment is the result of the first of two phases in a project funded by the Kansas Department for Children and Families. Phase I included intensive planning, networking, and research to provide the foundation for community action.

Phase II will include a Collective Impact Forum, multiple training sessions and the launch of the implementation phase in a new program to end student homelessness. The program will be based on the collective impact model developed by Impact KCK. Impact KCK's lead organization, Avenue of Life, and more than 30 partner organizations **reduced student homelessness in KCKPS by 50% in just 2.5 years** using the collective impact model for community change (L.P. Cookingham Institute of Urban Affairs 2018).

Assessment Team

Vital Impact Consulting, LLC, of Kansas City, Kansas, provided assessment services to the public schools in Sedgwick County and the community. The project team is led by Desiree Monize, Vital Impact's Principal.

Kansas Department for Children and Families

The Kansas Department for Children and Families (DCF) contracted for both phases of this project in July 2018. Through this process, DCF is bringing Impact KCK, the program developed and implemented in Kansas City, Kansas, to public schools in Sedgwick County. Vital Impact Consulting, LLC, was selected by DCF based on the group's ability to bring Sedgwick County methods that have proven successful in dramatically reducing student homelessness in the Kansas City Kansas Public Schools. DCF is investing in the future of Sedgwick County's children, youth, and families by providing a foundation for replicating the success of the Impact KCK program.

Assessment Overview

This assessment includes the following sections:

- Executive Summary
- Introduction
- Demographics

- Wichita's Housing Market and Student Homelessness
- Sedgwick County Public Schools
- Community Assets
- Collective Impact for Community Change
- Selecting the Backbone Organization
- Launching the Collective Impact Initiative
- Conclusion

This assessment provides a foundation for the design, launch, and implementation of a successful community program to end student homelessness in Sedgwick County. Any assessment or plan is only as successful as the commitment and hard work of those who launch and implement the program. Thus, this assessment is a starting point in taking well-informed action. It is up to the community to make its program a success.

Demographics

This section provides context necessary for understanding the community. Designing an effective and culturally aware intervention for student homelessness must be based on knowledge of a community's population. Further, the extent of poverty within the community is another factor that must be considered in program design.

Population by Race and Ethnicity

Sedgwick County. Sedgwick County's estimated 2017 population was nearly 514,000. Further, population grew at slightly more than 3% from 2010 to 2017. White, non-Hispanic individuals make up nearly 69% of the county's population, while African Americans are just over 9%. Native American or Alaska Native persons are just under 1% of the population; individuals identifying as Other Race or Two or More Races are slightly more than 10% of the county's total population. Hispanic or Latino individuals are just under 14% of Sedgwick County's population.

Table 2: Sedgwick County Population by Race and Ethnicity

Sedgwick County			
Total Population 2010	498,365		
Total Population Estimate July 1, 2017	513,687	% Change from 2010	3.07%
2010 Census Population by Demographic Group			
White	380,482		
African-American or Black	46,167		
Native American or Alaska Native	5,739		
All Other Races	46,099		
Two or More Races	19,878		
Non-Hispanic	433,729		
White, Non-Hispanic	348,434		
Hispanic or Latino	64,636		
2016 Estimates of Census Population by Demographic Group			
White	405,562	% Change from 2010	6.59%
African-American or Black	46,205	% Change from 2010	0.08%
Native American or Alaska Native	4,940	% Change from 2010	-13.92%
All Other Races	32,749	% Change from 2010	-28.96%
Two or More Races	18,765	% Change from 2010	-5.60%

Non-Hispanic	437,624	% Change from 2010	0.90%
White, Non-Hispanic	350,524	% Change from 2010	0.60%
Hispanic or Latino	70,597	% Change from 2010	9.22%
2016 Estimates of Census Population by Demographic Groups as a Percentage of Total Population			
White	79.80%		
African-American or Black	9.09%		
Native American or Alaska Native	0.97%		
All Other Races	6.44%		
Two or More Races	3.69%		
Non-Hispanic	86.11%		
White, Non-Hispanic	68.97%		
Hispanic or Latino	13.89%		

City of Wichita. Wichita is a city of more than 390,000 residents. Its population grew by slightly more than 2% from 2010 to 2017. White, non-Hispanic individuals make up approximately 64% of the city, while African-Americans are just over 11% of the population. Persons identifying as Native American or Alaska Native are approximately 1% of Wichita's population, while those identifying as "Other Race" or "Two or More Races" are about 12% of the population (U.S. Census Bureau 2018).

Hispanic or Latino residents are more than 16% of Wichita's population.⁴ Further, this group grew by 9% from 2010 to 2016 (U.S. Census Bureau 2018). Table 3 presents information on Wichita's population by race and ethnicity.

Table 3: Wichita Population by Race and Ethnicity

City of Wichita			
Total Population 2010	382,368		
Total Population Estimate July 1, 2017	390,591	% Change from 2010	2.15%
2010 Census Population by Demographic Group			
White	275,080		
African-American or Black	43,807		
Native American or Alaska Native	4,560		
All Other Races	42,320		
Two or More Races	16,601		
Non-Hispanic	324,020		
White, Non-Hispanic	246,744		
Hispanic or Latino	58,348		

⁴ Hispanic or Latino identification is an ethnic designation rather than a race. Thus, a person of Hispanic or Latino descent may be of any race. Most Hispanic or Latino individuals in the U.S. are White.

2016 Estimates of Census Population by Demographic Group			
White	295,824	% Change from 2010	7.54%
African-American or Black	43,636	% Change from 2010	-0.39%
Native American or Alaska Native	3,982	% Change from 2010	-12.68%
All Other Races	29,200	% Change from 2010	-31.00%
Two or More Races	15,391	% Change from 2010	-7.29%
Non-Hispanic	324,374	% Change from 2010	0.11%
White, Non-Hispanic	246,343	% Change from 2010	-0.16%
Hispanic or Latino	63,659	% Change from 2010	9.10%
2016 Estimates of Census Population by Demographic Groups as a Percentage of Total Population			
White	76.2%		
African-American or Black	11.2%		
Native American or Alaska Native	1.0%		
All Other Races	7.5%		
Two or More Races	4.0%		
Non-Hispanic	83.6%		
White, Non-Hispanic	63.5%		
Hispanic or Latino	16.4%		
Total Population 2010	382,368		
Total Population Estimate July 1, 2017	390,591	% Change from 2010	2.15%
2010 Census Population by Demographic Group			
White	275,080		
African-American or Black	43,807		
Native American or Alaska Native	4,560		
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Non-Hispanic	324,374	% Change from 2010	0.11%
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Hispanic or Latino	63,659	% Change from 2010	9.10%
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African-American or Black	11.2%		
Native American or Alaska Native	1.0%		
All Other Races	7.5%		
Two or More Races	4.0%		
Non-Hispanic	83.6%		
White, Non-Hispanic	63.5%		
Hispanic or Latino	16.4%		

Population Diversity and Community Action

Population diversity in Wichita and Sedgwick County indicates a need for community programs that are sensitive to differences in both language and culture. For instance, language can be a significant barrier in addressing the needs of homeless students and families. Cultural differences may also contribute to student and family reluctance to identify as homeless.

Poverty

Poverty often leads to homelessness. Sedgwick County's poverty rate was 15% in 2016, while poverty in the City of Wichita was just over 17%. The rate for Sedgwick County was about equal to that for the U.S. as a whole, but somewhat higher than the rate for the Kansas statewide average. (American Community Survey 2016). Table 4 provides poverty data as a percentage of the population at the local, state, and national level.

Table 4: Poverty as a Percentage of Population, 2016

Sedgwick County	15.0%
Wichita	17.1%
Kansas	13.3%
United States	15.1%

Wichita's Housing Market and Student Homelessness

This section provides an analysis of Wichita's housing market with a focus on how it affects student homelessness throughout Sedgwick County. As the central city of the Wichita Metropolitan Statistical Area, housing market conditions in Wichita affect the entire county.

Analysis is based on U.S. Department of Housing and Urban Development (HUD) Fair Market Rents (FMRs) and the presence of housing cost burden among Wichita's low-income households. A discussion of housing challenges facing low-income families is also presented.

Fair Market Rents

HUD publishes FMR data each year. HUD determines FMRs by surveying rent levels for units ranging in size from studios through four bedrooms. The results are analyzed to determine the 40th percentile rent level for each unit size. The 40th percentile represents rents that are below average, but typically sufficient for reasonable housing quality. Table 5 provides Wichita FMRs for two-, three-, and four-bedroom units in 2010 and 2018.

Table 5: Wichita Fair Market Rents, 2010 and 2018

2 Bedrooms		3 Bedrooms		4 Bedrooms	
2010	2018	2010	2018	2010	2018
\$640	\$807	\$819	\$1,103	\$920	\$1,302

Source: U.S. Department of Housing and Urban Development

Wichita's FMR for two-bedroom units rose by 26% from 2010 to 2018, while the three-bedroom FMR rose by nearly 35% for the same period. Rents increased fastest for four-bedroom units; the FMR for these units increased nearly 42% from 2010 to 2018.

Increases in Fair Market Rents are unlikely to be met with similar increases in household income among low-income families. Thus, any increase in market rents increases the likelihood that low-income families will be unable to maintain housing stability.

Housing Cost Burden

Housing cost burden is defined as paying more than 30% of gross household income for housing, including rent and utilities.⁵⁶ **Severe housing cost burden** occurs when a household spends 50% or more of its gross monthly income for housing (Williamson 2011). Table 6 provides information about the number of Wichita households experiencing cost burden or severe cost burden. Data provided were drawn from the city's *Consolidated Plan 2014-2018*; therefore, although they are the most recent data available, they must be interpreted with care, given that numbers may have changed since the plan was written in 2014.

Table 6: Housing Cost Burden in Wichita

Number of Cost Burdened Households	Number of Severely Cost Burdened Households
23,265	18,225
Total Number of Households with Cost Burden or Severe Cost Burden = 41,490	

Source: City of Wichita, *Consolidated Plan 2014-2018*, p. 61

Severely cost burdened households have the greatest risk of experiencing homelessness. Even those experiencing simple cost burden are at risk of not having sufficient financial resources for life essentials such as food, transportation, health care, and clothing. Further, they are also at risk of homelessness, as their resources are stretched so far each month that they are often only a car repair or medical bill away from being unable to maintain their housing.

Housing Challenges for Low-Income Households

While Midwestern housing markets are typically more affordable than the markets on either coast, a number of factors combine to present housing challenges to low-income families in cities across the country. The minimum wage level is a significant contributor to the lack of housing affordability, as is the job market's increased reliance on part-time employees since the Great Recession.

Minimum Wage Jobs. The Kansas minimum wage is set at the same level as the federal minimum; this has been \$7.25 since July 2009. Thus, although Fair Market Rents rose 26% between 2010 and 2018, earnings have been flat for many low-income households. Further, a household with a single minimum-wage earner working full time

⁵ Utilities for this calculation include electric, gas, water, and sewer. The calculation does not include telephone service.

⁶ Housing cost burden for homeowners is calculated similarly to renter cost burden. Instead of using the rent figure, however, it is the mortgage payment (including principal, interest, property taxes, and insurance) plus any homeowners' association fees that is added to utilities to get total cost of housing.

earns a maximum of \$15,600 per year.⁷ This translates into a gross monthly income of \$1,300. Thus, the maximum this household could afford to pay for housing each month, including utilities, is \$390.

A Kansas family with two adults working full-time at minimum wage would have a maximum annual income of \$31,200. Their gross monthly income of \$2,600 means that \$780 is the most they can afford for rent and utilities. This family is far better off than the family with only one minimum-wage worker, but they are still likely to find it challenging to find an available unit for \$780, including utilities.

Many Service Sector Jobs are Part-Time Jobs. Many service sector jobs such as food service and retail work pay minimum wage or higher. However, even when wages are higher than the minimum, many businesses in the post-recession economy prefer to use part-time rather than full-time employees. This reduces the personnel costs of businesses by eliminating expectations of health insurance, a pension plan, or other benefits. Many service-sector employees are left patching together enough working hours based on two or three part-time jobs in an effort to make ends meet.

Unpredictable Earnings. Further, many jobs in the new, post-recession economy vary in the number of work hours available to employees in any particular month. This unpredictability from month-to-month is responsible for a great deal of financial distress among American families (Morduch and Schneider 2017). Any month with fewer hours than necessary to maintain housing stability is a month that puts a family at risk of homelessness.

Competing Budget Priorities. Low-income families face competing priorities in their household budgets. When incomes are low, any expense beyond food and shelter can introduce the risk of homelessness. Expenses such as car repairs, medical bills, and children's school clothes and supplies are examples of what can go wrong quickly in a low-income family's budget. Further, months with high utility bills also create risk of homelessness. Sometimes the choice becomes one of food or shelter.

The Link Between Housing Affordability and Student Homelessness. The number of homeless students in WPS and other Sedgwick County school districts is substantially dependent on housing affordability. Housing affordability is a function of both the housing market and the job market. Housing markets with increasing rent levels are especially challenging for low-income households, and a job market with a high number of low-wage and part-time jobs is likely to translate into higher numbers of homeless students.

Families with students in Sedgwick County public schools are likely to require a housing unit with two to four bedrooms. Using the HUD Fair Market Rents for 2018, a family with one wage earner requiring a two-bedroom unit would need a gross hourly

⁷ This figure will be lower if there are any days lost to sickness or other reasons.

wage of \$15.52 per hour in full-time, year-round work to afford \$807 for rent and utilities.⁸ A family with one wage earner requiring a three-bedroom unit would need a gross hourly wage of \$21.21 to afford \$1,103 for rent and utilities.⁹ Finally, a family with one wage earner requiring a four-bedroom unit would need a gross hourly wage of \$25.04 to afford \$1,302 for rent and utilities.¹⁰

A well-designed intervention is necessary to make stable housing a reality for homeless students and their families. Further, the intervention must include a permanent housing solution each family is able to sustain on a long-term basis.

⁸ Annual income of \$32,280.

⁹ Annual income of \$44,120.

¹⁰ Annual income of \$52,080.

Sedgwick County's Public Schools

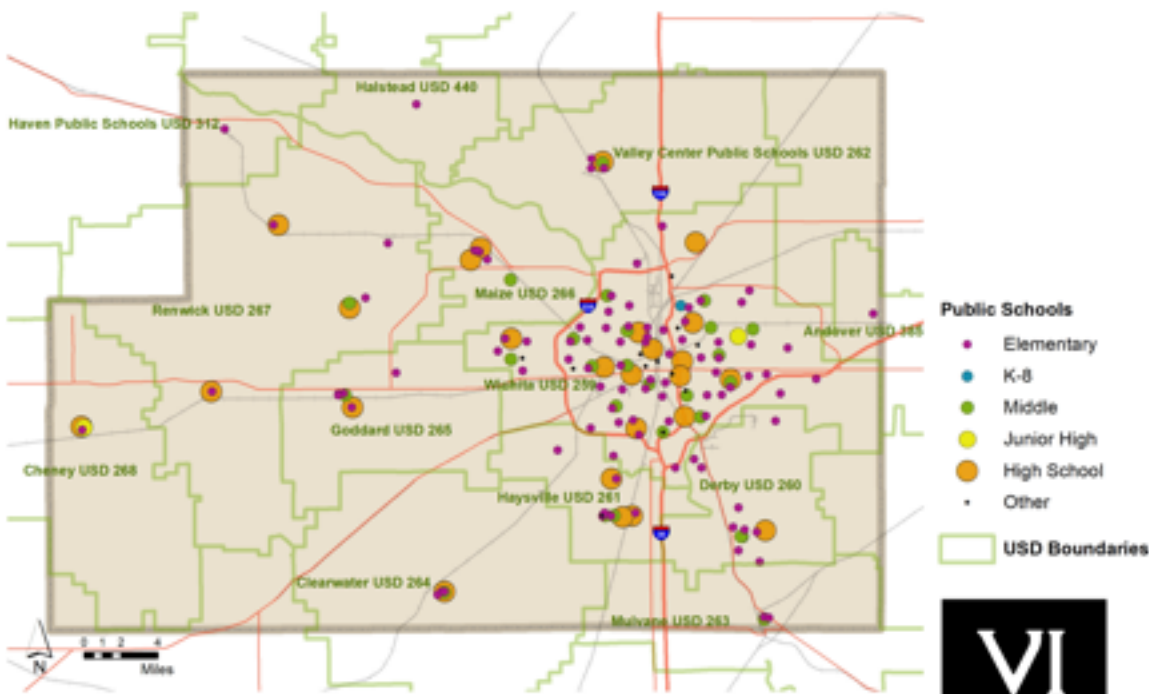
This community assessment has been prepared to support Sedgwick County in a collective impact initiative to end student homelessness. This section provides an overview of the Wichita Public Schools and homeless student data for school districts throughout the county. Figure 1 provides a map of Sedgwick County's public schools.

Wichita Public Schools

WPS is the largest school district in Kansas. It educates 11% of all Kansas public school students and more than one-half of all school-aged children in Sedgwick County. The district has 94 schools and special program locations; it employs nearly 10,000 professionals. Further, WPS is very diverse, with 119 languages spoken in students' homes. The five most frequently spoken languages are English, Spanish, Vietnamese, Lao, and Arabic (Wichita Public Schools 2018).

The WPS graduation rate has risen 15.7% since 2010 to reach 73.9% in 2017. Moreover, WPS graduates earned more than \$34.5 million in scholarships in 2017 (Wichita Public Schools 2018).

Figure 1: Sedgwick County Public Schools Map



Sedgwick County Public Schools
Data Source: Kansas Adjutant General, 2013



Enrollment in 2017-2018 was 50,641. Students of Hispanic descent are the largest group in WPS, representing 35% of the student body. White, non-Hispanic students are 33% of WPS students, and African-American students are 19%. Multiracial students are 7% of those served by WPS, while Asian students are 5% and Native American students are 1%. Slightly more than 73% of WPS students are from homes of poverty (Wichita Public Schools 2018).

Homeless Students in Wichita Public Schools

WPS serves the largest number of homeless students in Kansas. The lowest number of homeless students for the five-year period 2012-2013 through 2016-2017 occurred in 2012-2013; the largest number was in 2013-2014. Although student homelessness declined in both 2014-2015 and 2015-2016, it rose in 2016-2017. Table 7 presents WPS student homeless figures.

Table 7: Wichita Public Schools Homeless Students

2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
1,637	2,392	2,097	1,940	2,136

Source: Kansas State Department of Education

Student homelessness in 2016-2017 was nearly 31% higher than the figure for 2012-2013. Many factors may explain this increase, including rising rents. Reasons for student homelessness in WPS should be explored by community partners early in the collective impact process so that effective interventions will be offered.

Homelessness in Other Sedgwick County School Districts

Outside WPS, school districts in Sedgwick County reported 411 homeless students for the 2016-2017 school year. Given that KSDE does not report data for districts with fewer than 10 homeless students, this figure could be as high as 456.¹¹

One of the challenges in serving homeless students and families outside WPS is transportation. Public transportation for families to seek and receive services are unlikely to be available outside the City of Wichita. This will necessitate specialized outreach services to homeless students and families in these districts.

¹¹ KSDE's 2016-2017 report shows five Sedgwick County school districts without student homeless data. This may indicate anywhere from zero to nine homeless students in each of those districts. Thus, there may be up to 45 additional homeless students across Sedgwick County that have not been counted (5 x 9 = 45).

Community Assets

Identifying community assets is a crucial step in bringing about transformation. Community asset analysis determines what resources are already available to address policy problems and also makes it possible to identify gaps in necessary services (Kretzmann and McKnight 1993).

Information about Wichita's community asset organizations was collected from multiple sources, including interviews with Kansas Department for Children and Families staff and others knowledgeable about the Wichita community. Assets were also identified through a resource list produced by the Wichita Police Department's Homeless Outreach Team (HOT) and online research.

Community asset information has been categorized by service domain based on the 16 domains adapted by the Impact KCK program from the Arizona Self-Sufficiency Matrix. Tables 8-23 display organizations arranged by service domain. The list of service domains is also provided in Appendix B. An alphabetical list of community asset organizations appears in Table 24 in Appendix C.

Table 8: Housing

Affordable Housing, Inc.
American Red Cross
Bridges
Carpenter Place
CASA of Sedgwick County
Catholic Charities
Center of Hope
Circle of Love
City of Wichita Housing Department
COMCARE of Sedgwick County
DCCCA Women's Recovery Center
Emergency Winter Shelter—Men
Emergency Winter Shelter—Women
Family Promise of Greater Wichita
Gerard House
Heartspring
Inter-Faith Inn

Inter-Faith Ministries
Inter-Faith TI'Wleoni Safe Haven
Job Corps Outreach Center
Kansas Children's Service League
Ketch
Kansas Housing Search (kshousingsearch.org)
Mennonite Housing Rehabilitation Services, Inc.
Mental Health Association of South Central Kansas (MHA)
Miracles, Inc.
Newman University
Passageways
Salvation Army Downtown
Sanctuary House and Magnolia Place
Sisters of St. Joseph Dear Neighbor Center
St. Francis Community Services
Starskey
StepStone
Union Rescue Mission
United Methodist Open Door
Urban League of Kansas
Wichita Children's Home
Wichita Family Crisis Center (formerly YWCA)
Wichita Habitat for Humanity
Wichita-Sedgwick County Continuum of Care

Table 9: Employment

Apprentice Personnel, Inc.
Arnold Group
Breakthrough Club
Dunhill Temporary Services
Episcopal Social Services
Family Promise of Greater Wichita
Goodwill Industries
Job Corps Outreach Center
Jobs for America's Graduates (JAG)
Kansas Department for Children and Families (DCF)
Kelly Services

Ketch
Labor Ready
LaborMax Staffing
LSI Temporary
Manpower Temporary Services
Mental Health Association of South Central Kansas (MHA)
Passageways
Salvation Army Downtown
Senior Services
St. Francis Community Services
Starskey
StepStone
Union Rescue Mission
Urban League of Kansas
Wichita Workforce Center
Wichita Children's Home
Wichita Sedgwick County Community Action
Wichita Women's Initiative Network (WIN)
Workforce Alliance of South Central Kansas

Table 10: Income

Episcopal Social Services
Job Corps Outreach Center
Kansas Department for Aging and Disability Services
Kansas Department for Children and Families
Salvation Army Downtown
Sisters of St. Joseph Dear Neighbor Center
Social Security Administration

Table 11: Food

American Red Cross
Bread of Life
Breakthrough Club
Catholic Charities (Our Daily Bread)
College Crest Church of Christ
Department for Children and Families (DCF)

Episcopal Social Services
Family Promise of Greater Wichita
First Baptist Church
First Metro Community Church
God's Pantry
Holy Savior Catholic Church (God's Food Pantry)
Inter-Faith Inn
Inter-Faith Ministries
Inter-Faith TI'Wleoni Safe Haven
Job Corps Outreach Center
Kansas Children's Service League
Lord's Diner
Mental Health Association of South Central Kansas (MHA)
New Beginnings
New Covenant United Methodist Church (The Cupboard)
Opportunity Zone (OZ)
Salvation Army Downtown
Senior Services
Sisters of St. Joseph Dear Neighbor Center
St. Anne's Catholic Church (Vincent de Paul Society)
St. Jude's Church
St. Paul's AME Church
Union Rescue Mission
United Methodist Open Door (Community Food Ministry)
Westside Good Neighbor Center
Wichita Family Service Institute

Table 12: Child Care

Boys & Girls Clubs of South Central Kansas
Child Start
Job Corps Outreach Center
Kansas Department for Children and Families (DCF)
Rainbows United
Wichita Family Crisis Center (formerly YWCA)

Table 13: Children's Education

Arc of Sedgwick County
Boys & Girls Clubs of South Central Kansas
Child Start
Gerard House
Heartspring
Job Corps Outreach Center
Jobs for America's Graduates (JAG)
Kansas Children's Service League
Kansas Kids & Gear Up
Mental Health Association of South Central Kansas (MHA)
Pando Initiative (formerly Communities in Schools of Wichita/Sedgwick County)
Rise Up for Youth
Urban League of Kansas
Urban Preparatory Academy
Wichita Children's Home
Wichita Public Schools (USD 259)
Wichita Sedgwick County Community Action

Table 14: Adult Education

Consumer Credit Counseling Services, Inc.
Episcopal Social Services
Job Corps Outreach Center
Kansas School for Effective Learning (KANSEL)
Mennonite Housing Rehabilitation Services, Inc.
Mental Health Association of South Central Kansas (MHA)
StepStone
The Arc of Sedgwick County
Union Rescue Mission
Urban League of Kansas
Wichita Area Technical College (WSU Tech)
Wichita State University
Wichita Women's Initiative Network (WIN)

Table 15: Healthcare Coverage

Central Dental
Child Advocacy Center of Sedgwick County
Episcopal Social Services
Gerard House
Good Samaritan Clinic
Grace Medical Clinic
Guadalupe Clinic
Healthcore Clinic
Heartspring
Hunter Health Clinic
Inter-Faith Ministries
Kansas Children's Service League
Kansas Department for Aging and Disability Services (PACE Program)
Mayflower Clinic
Medical Service Bureau
Mental Health Association of South Central Kansas (MHA) Substance Abuse Center
Miracles, Inc.
New Covenant United Methodist Church
Options (Adult & Youth Services)
Prairie View
Professional Pharmacy
Project Access
Public Health Department
Robert J. Dole Veterans Administration Medical Center
Substance Abuse Center of Kansas
University of Kansas (KU) Medical
Wichita Children's Home

Table 16: Life Skills

Boys & Girls Clubs of South Central Kansas
Breakthrough Club
Circles
Consumer Credit Counseling Services, Inc.
Episcopal Social Services
Family Promise of Greater Wichita

Gerard House
Goodwill Industries
Heartspring
Inter-Faith Ministries
Job Corps Outreach Center
Jobs for America's Graduates (JAG)
Kansas Big Brothers Big Sisters (Sedgwick County)
Kansas Children's Service League
Ketch
Mental Health Association of South Central Kansas
Pando Initiative (formerly Communities in Schools of Wichita/Sedgwick County)
Rise Up for Youth
Salvation Army Downtown
Starskey
StepStone
Urban League of Kansas
Wichita Children's Home
Wichita Sedgwick County Community Action
Youthrive

Table 17: Family Relations

Carpenter Place
Eckerd
Ember Hope/Youthville
Heartspring
Kansas Children's Service League
Kansas Department for Children and Families (DCF)
Kansas Family Advisory Network
Mental Health Association of South Central Kansas (MHA)
Rainbows United
St. Francis Community Services
Wichita Children's Home

Table 18: Mobility

Healthcore Clinic
Inter-Faith TI'Wleoni Safe Haven
Mental Health Association of South Central Kansas

Salvation Army Downtown
Senior Services
Starskey
Youthrive

Table 19: Community Involvement and Social Support

American Red Cross
Arc of Sedgwick County
Baptist Homeless Ministry
Breakthrough Club
Central Christian Church (His Helping Hands)
Circles
Episcopal Social Services
Family Promise of Greater Wichita
First United Methodist Church
Heartspring
Jobs for America's Graduates (JAG)
Kansas Big Brothers & Big Sisters (Sedgwick County)
Kansas Children's Service League
Kansas Family Advisory Network
Kansas Kids & Gear Up
Mental Health Association of South Central Kansas
Miracles, Inc.
Newman University
Options (Adult & Youth Services)
Opportunity Zone (OZ)
Rainbows United
Rise Up for Youth
Salvation Army Downtown
Senior Services
Sisters of St. Joseph Dear Neighbor Center
Wichita Public Schools (USD 259)
Wichita Area Sexual Assault Center
Youthrive

Table 20: Parenting Skills

Circles
Eckerd
Gerard House
Kansas Children's Service League
Kansas Family Advisory Network
Mental Health Association of South Central Kansas (MHA)
St. Francis Community Services
Wichita Children's Home

Table 21: Legal

Carpenter Place
CASA of Sedgwick County
Child Advocacy Center of Sedgwick County
Domestic Violence Advocate
Exploited and Missing Child Unit
Kansas Family Advisory Network
Kansas Legal Services
Wichita Area Sexual Assault Center
Wichita Family Crisis Center (formerly YWCA)

Table 22: Mental Health

Breakthrough Club
Carpenter Place
Catholic Charities
Child Advocacy Center of Sedgwick County
COMCARE of Sedgwick County
DCCCA Women's Recovery Center
Eckerd
Ember Hope/Youthville
Episcopal Social Services
Healthcore Clinic
Heartspring
Hunter Health Clinic
Inter-Faith TI'Wleoni Safe Haven
Kansas Children's Service League

Mental Health Association of South Central Kansas (MHA)
Miracles, Inc.
Options (Adult & Youth Services)
Prairie View
Rainbows United
Robert J. Dole Veterans Administration Medical Center
Substance Abuse Center of Kansas
St. Francis Community Services
Starskey
Wichita Area Sexual Assault Center
Wichita Family Crisis Center (formerly YWCA)
Wichita Public Schools

Table 23: Safety

Carpenter Place
Catholic Charities
Episcopal Social Services
ICT SOS
Kansas Children's Service League
Opportunity Zone (OZ)
St. Francis Community Services
Wichita Area Sexual Assault Center
Wichita Children's Home
Wichita Family Crisis Center (formerly YWCA)
Wichita Police Department Homeless Outreach Team (HOT)

Analyzing Assets

Sedgwick County is home to a substantial array of community assets, most of them located in Wichita. There are no self-sufficiency domains with fewer than six identified community asset organizations. Further, there is particular strength in the following domains:

- Housing
- Food
- Health care
- Life skills
- Community involvement and social support
- Mental Health

Some service domains may represent a gap in Sedgwick County's capacity to address the needs of homeless students and families in their journey to housing stability and self-sufficiency. The following domains are the smallest in terms of the number of organizations providing services and/or resources:

- Income
- Child care
- Mobility

Planning for Success

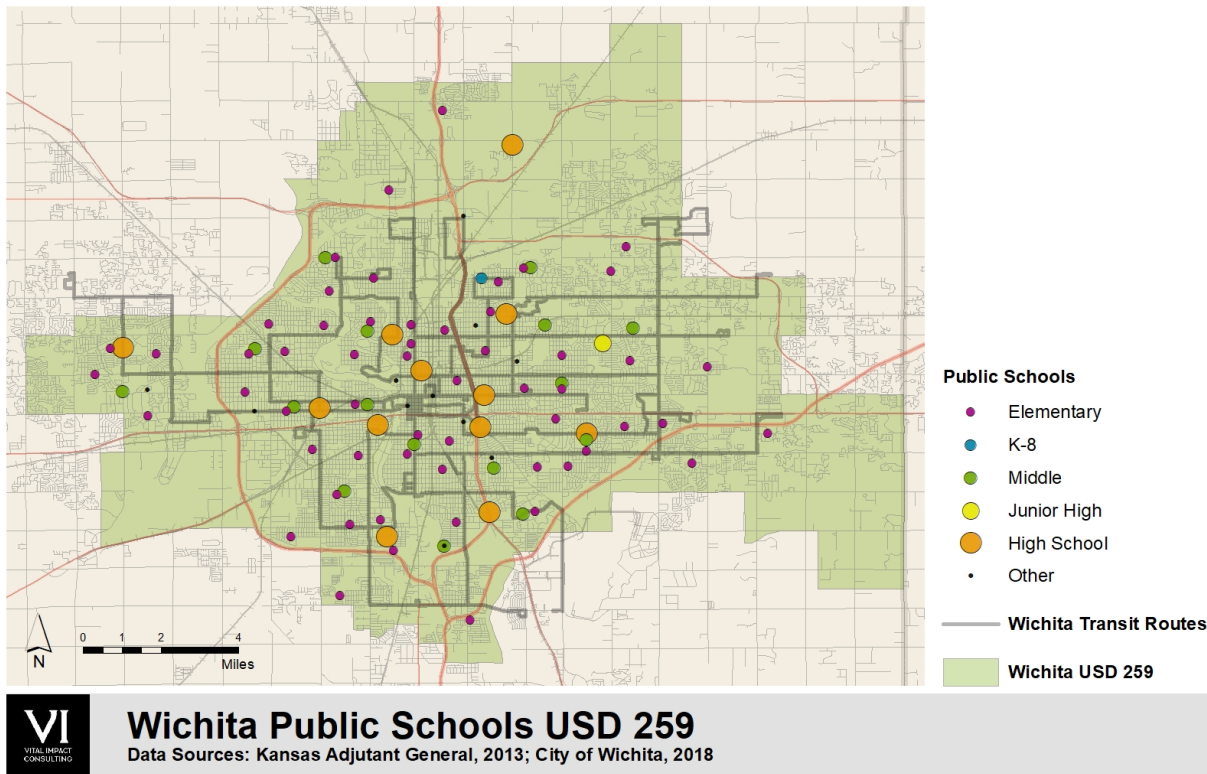
While the number of organizations within a domain is an initial indicator of potential strengths or gaps in the community's capacity to provide support for that specific function, additional information must be considered. It is important to carefully analyze the extent to which the array of services offered in each domain will be sufficient to produce the desired results. Further, the organizational and financial capacity within each domain must be examined to determine whether there is sufficient capacity to meet goals for ending student homelessness in Sedgwick County. If gaps are identified, plans to fill them should be made prior to program launch.

In planning the collective impact initiative to end student and family homelessness in Sedgwick County's public schools, it is also important to be aware that some of the identified assets will become collective impact partners; however, some will not become partners. Further, some organizations may be willing to serve those referred to them by the collective impact initiative without being a formal part of the initiative. Although that may be helpful, the power of collective impact primarily comes from the group of organizations making a commitment to work as partners in a strategic and disciplined way.

Public Transportation Access

Access to public transportation is also a factor that must be considered in launching a collective impact effort to end student homelessness. Those planning the initiative will want to use this information to ensure that a service hub or hubs are located with access to public transportation. Figure 2 provides a map of schools and public transportation routes in Wichita.

Figure 2: Wichita Public Schools and Public Transportation Routes



Summary

Wichita and Sedgwick County possess an impressive array of community assets. Community stakeholders must determine which organizations will become collective impact partners, what services they will provide, and if there are any gaps in services that should be filled prior to program launch. Success in ending student homelessness in Sedgwick County's public schools will depend on the capacity of partner organizations and each organization's willingness to work together towards a common goal.

The backbone organization selected to coordinate Sedgwick County's collective impact will be critical to program success. The backbone must have capacity, commitment, and trust capital within the community. More information about the collective impact backbone organization and its selection is provided in the sections on Collective Impact and Community Change and Selecting the Backbone Organization that follow.

Collective Impact for Community Change

Collective impact is a strategic, disciplined method for addressing complex social problems facing communities (Kania and Kramer 2011). Despite its relatively brief history, collective impact has been used throughout the U.S. and around the globe to clean up rivers, improve educational outcomes, help public housing residents get jobs, reduce crime, end homelessness, and address other social problems (Walzer and Weaver 2019; Hanleybrown, Kania and Kramer 2012).

Collective impact forms the basis for the Impact KCK program responsible for **reducing student homelessness** in the Kansas City Kansas Public Schools by nearly **50%** from the close of the 2014-2015 school year to the end of the first semester (January 2018) of the 2017-2018 school year (L.P. Cookingham Institute of Urban Affairs 2018). Avenue of Life, a faith-based nonprofit organization in Kansas City, Kansas, is the backbone organization for Impact KCK.¹² Impact KCK has received national recognition from the U.S. Interagency Council on Homelessness (USICH) and the National Association for the Education of Homeless Children and Youth (NAEHYC). Additionally, Impact KCK has been featured in an episode of the Public Broadcasting System's (PBS's) *Frontline* program.¹³

To learn more about how Impact KCK, Avenue of Life, and partner organizations dramatically reduced student homelessness, see the results of the program's assessment by the L.P. Cookingham Institute of Urban Affairs in the Henry W. Bloch School of Management at the University of Missouri-Kansas City. The Cookingham Institute also produced a community toolkit for replicating Impact KCK based on the assessment. Download these documents at <https://bloch.umkc.edu/cookingham/research-resources/impact-kck.aspx>.

More than Collaboration

Collective impact is more than collaboration. It harnesses the power of community through reliance on a strong lead organization that facilitates cooperation across multiple partner organizations. Known as the backbone organization, this agency provides not only strategic leadership and continuous coordination of an initiative's network of service providers, it provides accountability and transparency to the community and funding sources.

¹² Impact KCK was previously known under the names Impact Wednesday and 1400 Diplomas.

¹³ Recognition has been provided under the program names Impact KCK, Impact Wednesday, and 1400 Diplomas. All program activities have been conducted under the name Impact KCK since May 2018.

Conditions for Collective Impact Success

There are five conditions necessary for collective impact success:

1. Common agenda
2. Shared measurement system
3. Mutually reinforcing activities
4. Continuous communication
5. Backbone organization (Kania and Kramer 2011)

Collective impact is distinguished from isolated impact by its emphasis on these five conditions. Isolated impact describes situations where organizations are working in “silos,” often unaware that another organization is also working to address the same community problem. Even the most well-intentioned isolated impact efforts are unlikely to create long-term success, because social problems are complex and require well-coordinated multi-sector action.

While all partners are an important part of collective impact success, the critical role of the backbone organization must be emphasized. The backbone organization facilitates program success by coordinating communications among partners, undertaking the performance measurement function, facilitating the work of partners in conducting mutually reinforcing activities, and filling in gaps in performance when they arise.

Selecting the Backbone Organization

The backbone organization is essential for producing effective community change. Thus, the selection process is a critical step in designing and implementing a successful initiative to end student homelessness through collective impact.

The backbone must have sufficient managerial expertise and financial resources. It should also be respected and trusted within the community and have a reputation for getting important things done.

Identifying Candidates

Experience shows that the best choice for backbone organization is not always the most visible organization. Highly visible organizations may already be committed to a particular way of working and have less flexibility than less visible organizations.

It is important to have conversations with community stakeholders that tactfully probe for information on what people and/or organizations are known for getting things done. These conversations should also include discussion of which organizations are most trusted by others in the community.

Backbone Essentials

The backbone organization must be capable of supporting the efforts of partner organizations and facilitating overall program success. Although the characteristics of backbone organizations will vary somewhat across communities and according to the types of challenges being addressed, there are six activity areas common to all successful backbone organizations. The successful backbone organization has the capacity to:

1. Guide vision and strategy
2. Support aligned activities
3. Establish shared measurement practices
4. Build public will
5. Advance policy
6. Mobilize funding (Turner, et al. 2012)

Experience demonstrates that the backbone organization must also be willing to share credit for program accomplishments and work to highlight the contributions of partner organizations. This is an intangible, yet essential, characteristic of an effective backbone organization.

Launching the Collective Impact Initiative

This section is based on lessons learned from the Impact KCK program's successful efforts to reduce student homelessness in Kansas City/Wyandotte County, Kansas. These lessons provide a foundation for launching a collective impact initiative to end student homelessness in Sedgwick County .

Call to Action

A Call to Action brings together community stakeholders to discuss student homelessness. City of Wichita Mayor Jeff Longwell and WPS Superintendent Dr. Alicia Thompson have already convened community stakeholders for this purpose. The Wichita-Sedgwick County Continuum of Care (CoC) has also brought stakeholders together to discuss the potential for launching a collective impact initiative to end student homelessness.

The CoC conducted a follow-up survey to gauge community interest and readiness in early December 2018. Results are forthcoming as of the date of this publication.

Collective Impact Forum

If Sedgwick County determines it will move forward with a collective impact program to end student homelessness, the next step will be a Collective Impact Forum. This forum will be presented by Vital Impact Consulting, LLC. The format will include a morning workshop where participants will learn more about collective impact and how it can be used to address student and family homelessness, as well as an afternoon session focused on strategic planning for the Sedgwick County initiative.

Structuring Working Relationships

Collective impact requires strong working relationships. Further, it requires working relationships focused on doing whatever it takes to reach community goals for ending student homelessness. This means all must be willing to put competition aside and share program recognition rather than seeking recognition for individual organizations.

Working relationships should be structured with Memoranda of Understanding (MOUs) between the backbone and partner organizations. MOUs should cover a time period sufficient to meet the goal for reducing student homelessness in Sedgwick County public schools, as well as provide sufficient time to transition to "prevention mode" once the goal has been met. For example, Impact KCK backbone and partner organizations signed MOUs for a five-year period when the program was launched

in 2015. Sedgwick County's backbone and partner organizations will make their own determination about community goals and the time period for meeting those goals.

Implementation

There will be a transition period where the collective impact partners will move from meeting every week to every two weeks and then monthly. Regularly scheduled meetings allow backbone and partner organizations to promptly identify and overcome barriers to reducing student homelessness. There must also be a communication system established between the backbone and all partners that will make it possible to take immediate action as and when situations arise between monthly meetings.

Data Collection and Analysis

Establishing a data collection and analysis system is critical to program success. Collective impact partners must agree on measures; it is best if this is done prior to the outset of program implementation. The backbone organization will coordinate data collection and analysis. The backbone will also regularly disseminate results to partner organizations, funding sources, and other stakeholders on a schedule to be determined in consultation with partners.

Conclusion

Impact KCK, a multi-sector community initiative serving homeless students and families in the Kansas City Kansas Public Schools, demonstrates that the collective impact model for community change can be effective in reducing student homelessness. This Community Assessment has been prepared with sponsorship from the Kansas Department for Children and Families to provide a foundation for action that has the potential to end student homelessness in Sedgwick County.

A successful collective impact initiative will require a backbone organization with sufficient capacity and commitment to facilitate success in reaching community goals for ending student homelessness. Success will also require participation by partner organizations representing the public, private, and nonprofit sectors coming together and working toward common goals.

If Sedgwick County community stakeholders determine they will move forward with a collective impact program to end student homelessness, the next steps will include:

- Determining the backbone organization
- Determining the organizations that will participate and the resources and services each will provide
- Executing MOUs between the backbone and partner organizations
- Participation in a Collective Impact Forum presented by Vital Impact Consulting, LLC
- Regularly scheduled meetings to design and launch the program

The launch of Sedgwick County's collective impact program is a critical period that will lay the foundation for meeting community goals for ending homelessness among students and families. Vital Impact Consulting, LLC, has been engaged by the Kansas Department for Children and Families to provide training and technical assistance for the launch of Sedgwick County's collective impact initiative. If Sedgwick County community stakeholders determine they will move forward with a collective impact initiative to address student homelessness, a Collective Impact Forum and other training workshops will be held in early 2019, and technical assistance will be available throughout the 2019 calendar year. This will allow the Sedgwick County program to be built on lessons learned in Kansas City/Wyandotte County since Impact KCK's launch in August 2015.

The work ahead is exciting and has the potential to transform the lives of many Sedgwick County children, youth, and families. A successful collective impact effort will lead to improved learning outcomes, high school graduation, and opportunities beyond high school for homeless students in Sedgwick County's public school districts. These

outcomes will be produced through interventions producing housing stability and family self-sufficiency. This transformation will benefit the City of Wichita, Sedgwick County, and the State of Kansas by making it possible for many families to break the cycle of poverty and for many children and youth to go on to adulthoods where they reach their full potential.

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Appendix A: About Impact KCK

Why Replicate Impact KCK?

Impact KCK is a successful community effort to reduce student homelessness in the Kansas City Kansas Public Schools (KCKPS). Launched in August 2015, Impact KCK reduced student homelessness **by nearly 50%** in its **first 2.5 years** of operation.

Impact KCK has been recognized by regional and national organizations as an effective program for addressing America's growing challenge with student homelessness. The L.P. Cookingham Institute of Urban Affairs in the Henry W. Bloch School of Management at the University of Missouri-Kansas City recognized Impact KCK's success in May 2018 with a Community Service Symposium that provided the results of a recently completed program assessment and disseminated information about what has made Impact KCK successful.

National recognition has been provided by organizations such as the National Association for the Education of Homeless Children and Youth (NAEHCY) and the U.S. Interagency Council on Homelessness (USICH). Further, Impact KCK has been featured on a Public Broadcasting System (PBS) segment of *Frontline*.¹⁴ Impact KCK leaders are frequently contacted by school district and community representatives across the country with requests for information and assistance in replicating the program.

Effective Collaboration Through Collective Impact

Impact KCK is based on the collective impact model for community change. Collective impact is a very specific form of collaboration relying on a backbone organization to ensure effective, accountable collaboration across diverse partner organizations. Avenue of Life, a faith-based nonprofit organization centrally located in Kansas City, Kansas, is Impact KCK's backbone.

Collective impact is a disciplined, strategic approach to addressing complex social problems such as student homelessness. It engages organizations and people across sectors in partnerships through a shared vision and a shared performance measurement system. These features make collective impact a powerful tool for harnessing a community's expertise, resources, and commitment in producing transformation.

¹⁴ Impact KCK recognition prior to May 2018 refers to Impact Wednesday and/or 1400 Diplomas. The program name Impact KCK was adopted to better describe the seamless relationship between Impact Wednesday and 1400 Diplomas.

Two-Generation Approach

This community program addresses student homelessness and the need for housing stability to ensure successful educational outcomes with a two-generation approach. Once students and their families are referred to Impact KCK by the KCKPS homeless liaison, they receive both emergency assistance and a program that addresses parents' ability to provide a safe, stable living environment based on self-sufficiency. Parents participate in classes ranging from personal budgeting to housing, nutrition, and health care. An employment class and assistance in getting and maintaining a job are also provided. Case management services include the entire family.

Impact KCK Lead Agency

Impact KCK's lead organization is Avenue of Life, a faith-based nonprofit committed to helping people and families overcome poverty and become self-sufficient. Leadership for the Impact KCK program is provided by Avenue of Life's Executive Director and Impact KCK Director.

Desiree Monize is the founder and Executive Director of Avenue of Life and has more than 18 years' experience in cross-sector management consulting, with 15 years' experience in nonprofit management. She is a visionary leader with a talent for rebuilding inefficient businesses with effective leadership and strategies needed for healthy growth and expansion. She is passionately committed to urban ministry and community development. As CEO of a nonprofit with the aim of breaking the cycle of poverty through community development in Kansas City, Kansas, and Kansas City, Missouri, Desiree leads the Impact KCK collaborative. Desiree is also Principal for Vital Impact Consulting, a consulting firm serving school districts, nonprofit organizations, and other community stakeholders.

Impact KCK Assessment and Toolkit

The L.P. Cookingham Institute of Urban Affairs in the Henry W. Bloch School of Management at the University of Missouri-Kansas City conducted an Impact KCK assessment for the purpose of identifying the key factors contributing to the program's success. *Impact KCK: Reducing Student Homelessness through Collective Impact* provides details about the program's history, operations, and achievements. It also presents an analysis of the most important factors in making Impact KCK a success.

In addition, the Cookingham Institute prepared the *Impact KCK Toolkit: A Guide to Replication* to assist communities wishing to replicate the Impact KCK program. The *Impact KCK Assessment* and *Impact KCK Toolkit* were funded by the William T. Kemper Foundation.

Both publications are available for download from the Cookingham Institute's Impact

KCK webpage. Those intending to replicate Impact KCK will find them a source of information and inspiration. Access these publications at: <https://bloch.umkc.edu/cookingham/research-resources/impact-kck.aspx>.

Impact KCK Assessment Author

Dr. Anne R. Williamson, Victor and Caroline Schutte/Missouri Professor of Urban Affairs, is also the Director of the L.P. Cookingham Institute of Urban Affairs. The L.P. Cookingham Institute of Urban Affairs in the Henry W. Bloch School of Management at the University of Missouri-Kansas City (UMKC) serves the Kansas City region in both Kansas and Missouri. Dr. Williamson brings more than 35 years' experience in public, private, and university leadership to her work with community stakeholders and students. She has led more than 30 community-engaged projects and has been recognized as a housing policy expert in U.S. District Court. Dr. Williamson is the lead faculty member for the urban emphasis within the Master of Public Administration (MPA) degree program at UMKC and is widely published in her field.

Appendix B: Impact KCK Service Domains

The 16 service domains used in the Impact KCK program appear below. They have been adapted from the Arizona Self-Sufficiency Matrix, which contains 18 domains.

- Housing
- Employment
- Income
- Food
- Childcare
- Children's education
- Adult education
- Healthcare coverage
- Life skills
- Family relations
- Mobility
- Community involvement and social support
- Parenting skills
- Legal
- Mental health
- Safety

Appendix C: Community Asset Organizations and Services

This Appendix provides an alphabetical list of community asset organizations identified for this community assessment.

Table 24: Community Asset Organizations (Alphabetical Order)

Affordable Housing, Inc.
American Red Cross
Apprentice Personnel, Inc.
Arc of Sedgwick County
Arnold Group
Baptist Homeless Ministry
Boys & Girls Clubs of South Central Kansas
Bread of Life
Breakthrough Club
Bridges
Carpenter Place
CASA of Sedgwick County
Catholic Charities
Center of Hope
Central Christian Church (His Helping Hands)
Central Dental
Child Advocacy Center of Sedgwick County
Child Start
Circle of Love
Circles Wichita
City of Wichita Housing Department
College Crest Church of Christ
COMCARE of Sedgwick County
Consumer Credit Counseling Services, Inc.
Danhill Temporary Services
Douglas County Citizens Committee on Alcoholism (DCCCA)
Domestic Violence Advocate
Eckerd Connects

Ember Hope/Youthville
Episcopal Social Services
Exploited and Missing Child Unit
Family Promise of Greater Wichita
First Baptist Church
First Metro Community Church
First United Methodist Church
Good Samaritan Clinic
Goodwill Industries
Grace Medical Clinic
Guadalupe Clinic
Healthcore Clinic
Heartspring
Holy Savior Catholic Church
Hunter Health Clinic
ICT SOS: End Human Trafficking
Inter-Faith Ministries
Job Corps Outreach Center
Jobs for America's Graduates (JAG)
Kansas Big Brothers Big Sisters (Sedgwick County)
Kansas Children's Service League
Kansas Department for Aging and Disability Services
Kansas Department for Children and Families (DCF)
Kansas Family Advisory Network
Kansas Housing Search (kshousingsearch.org)
Kansas Kids & Gear Up
Kansas Legal Services
Kansas School for Effective Learning (KANSEL)
Kelly Services
Kansas Elks Training Center for the Handicapped, Inc. (KETCH)
LaborMax Staffing
Lord's Diner
LSI Temporary
Manpower Temporary Services
Mayflower Clinic
Medical Service Bureau

Mennonite Housing Rehabilitation Services, Inc.
Mental Health Association of South Central Kansas (MHA)
Miracles, Inc.
New Covenant United Methodist Church (The Cupboard)
Newman University
Pando Initiative (formerly Communities in Schools of Wichita/Sedgwick County)
Passageways, Ltd
PeopleReady
Prairie View Mental Health Center
Professional Pharmacy
Project Access
Public Health Department
Rainbows United
Rise Up for Youth
Robert J. Dole Veterans Administration Medical Center
Salvation Army Wichita City Command
Senior Services
Sisters of St. Joseph Dear Neighbor Ministries
St. Anne's Catholic Church (Vincent de Paul Society)
St. Francis Community Services
St. Jude's Church
St. Paul's AME Church
Starskey, Inc.
StepStone Ministries
Substance Abuse Center of Kansas
Union Rescue Mission
United Methodist Open Door
University of Kansas (KU) Medical
Urban League of Kansas
Urban Preparatory Academy
Westside Good Neighbor Center
Wichita Workforce Center
Wichita Area Sexual Assault Center
Wichita Area Technical College (WSU Tech)
Wichita Children's Home
Wichita Family Crisis Center (formerly YWCA)

Wichita Police Department Homeless Outreach Team (HOT)
Wichita Public Schools (USD 259)
Wichita Sedgwick County Community Action
Wichita-Sedgwick County Continuum of Care
Wichita State University
Wichita Women's Initiative Network (WIN)

Appendix D: Vital Impact Consulting, LLC

Services

Vital Impact Consulting excels in equipping clients to utilize their assets and strengths to solve the complex problems they face. Services include:

- **Collective Impact:** We provide extensive on-site training for organizations, school districts, cities, and states on how to implement the proven Collective Impact Model for Community Change as piloted by Impact KCK in Kansas City, Kansas.
- **Fundraising:** We work with your team to develop sustainable fundraising strategies, identify and acquire new donors, and provide grant-writing services.
- **Strategic Planning:** We work alongside your board to facilitate and formulate a 3-5 year Strategic Plan that leads to lasting impact in your community.
- **Housing:** We provide training, planning, and expert consultation services for issues associated with affordable housing.

Leadership Team

Desiree Monize is the founder and Principal of Vital Impact Consulting. She is also founder and Executive Director of the faith-based nonprofit Avenue of Life in Kansas City, Kansas, and has more than 18 years' experience in cross-sector management consulting and 15 years' experience in nonprofit management. She is a visionary leader with a talent for rebuilding inefficient businesses with the effective leadership and strategies needed for healthy growth and expansion. She is passionately committed to urban ministry and community development. As CEO of a nonprofit with the aim of breaking the cycle of poverty through community development in Kansas City, Kansas, and Kansas City, Missouri, Desiree leads the nationally recognized Impact KCK program which reduced student homelessness in the Kansas City Kansas Public Schools by 50% in less than three years.

Derek Monize is a Principal with Vital Impact Consulting and has more than nine years' experience in Nonprofit Management. Derek's expertise is in helping organizations tell their stories to clients, funders, and their peers through Grant Writing, Case Development, Donor Messaging, Fundraising Communications Strategies, and Branding. Derek has worked with clients on fundraising campaigns of all sizes.

Derek co-founded Avenue of Life and provides ongoing communications support for the Impact KCK collaborative and replicating programs. Outside of his professional activities, he is an active musician/songwriter and creative writer.

Our Team of Experts

The Vital Impact team includes experts in housing policy and urban planning, community development, strategic planning, program assessment and evaluation, needs assessments, trauma-informed care, intensive case management techniques, school district administration related to student homelessness and other challenges associated with poverty, fund raising, and community engagement.



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