

UPDATE:

City / County

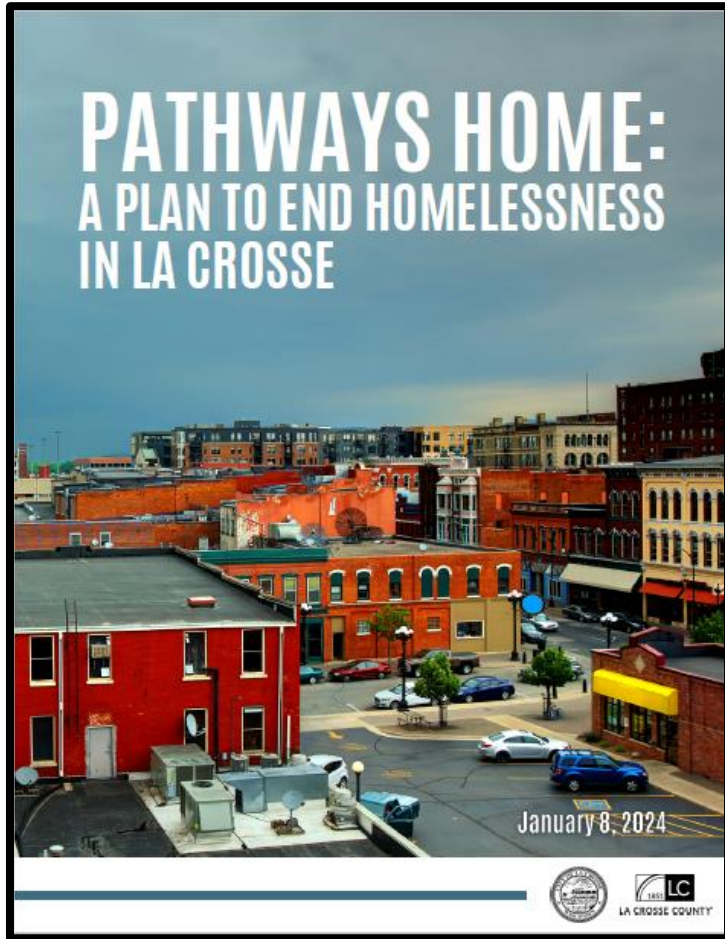
Ending La Crosse's Homelessness Crisis:



*La Crosse County Board of Supervisors &
Invited City of La Crosse Council Members*
January 8th, 2024



Written Plan:



<https://lacrossecounty.org/news/newsdetails/2024/01/08/city-county-launch-joint-homelessness-campaign>

PowerPoint:

UPDATE:
City / County

**Ending La Crosse's
Homelessness Crisis:**

*La Crosse County Board of Supervisors &
Invited City of La Crosse Council Members*

January 8th, 2024

The slide features two logos. In the top right corner is the La Crosse County logo (1851 LC). In the middle right is the City of La Crosse seal. In the bottom right corner is a smaller version of the La Crosse County logo.



STANDING UP BACKBONE SUPPORT

Transitioning from *stakeholder to leadership* roles

Does Mean

City / County Infrastructure used for:

- Planning
- Performance Monitoring
- Coordination of Activities
- Ensuring Transparency & Accountability

Does not Mean

City / County Taking Over:

- All Mainline Functions
- All Funding Responsibility



PROJECT PHASES



PHASE #1
(Jun-Dec 2023)

PLANNING



PHASE #2
(2024)

IMPLEMENTATION



PHASE #3
(2025)

MAINTENANCE

Planning Scope:

All Phases and Domains of Homelessness Response

1. Phases:



2. Domains:

MAINLINE RESPONSE

Outreach

WRAP AROUND SUPPORTS

Behavioral Health

POLICIES

HUD

Much more complex than just adding shelter or housing

Permanent Housing

Physical Health

Planning & Zoning

Education

Public Housing

Caring Connections

Surrounding Counties



LA CROSSE COUNTY



PROJECT PHASES



PHASE #1
(Jun-Dec 2023)

PHASE #2
(2024)

PHASE #3
(2025)

PLANNING



IMPLEMENTATION

MAINTENANCE

*Aligned Activities to Reach
Homelessness Functional Zero*

Coordinating Team

Brian Sampson	City of La Crosse	Homeless Services Coordinator
Andrea Trane	City of La Crosse	Planning, Development & Assessment Director
Alexia Krause	La Crosse County	CCS Service Facilitator
Isaac Hoffman	La Crosse County	Prevention & Programs Supervisor
Jason Witt	La Crosse County	Human Services Director



CORE SYSTEM WORK TEAMS - Participants

Catholic Charities
City of La Crosse Fire Dept
Couleecap
Coulee Tenants United
Family & Children's Center
First Free Church
Great Rivers 211
Independent Living Resources
Karuna
La Crosse County Health Dept

La Crosse County Veterans
Services
La Crosse County Zoning,
Planning & Information
Landlord
Legal Action
Lived Experience Individuals
Lutheran Social Services
Next Chapter
New Beginnings Christian
Fellowship

RHYMES
Salvation Army
School District of La Crosse
State of Wisconsin Balance of
State Continuum of Care
Viterbo University
Vivent Health
YMCA
YWCA

Thanks to: UW-Extension La Crosse County



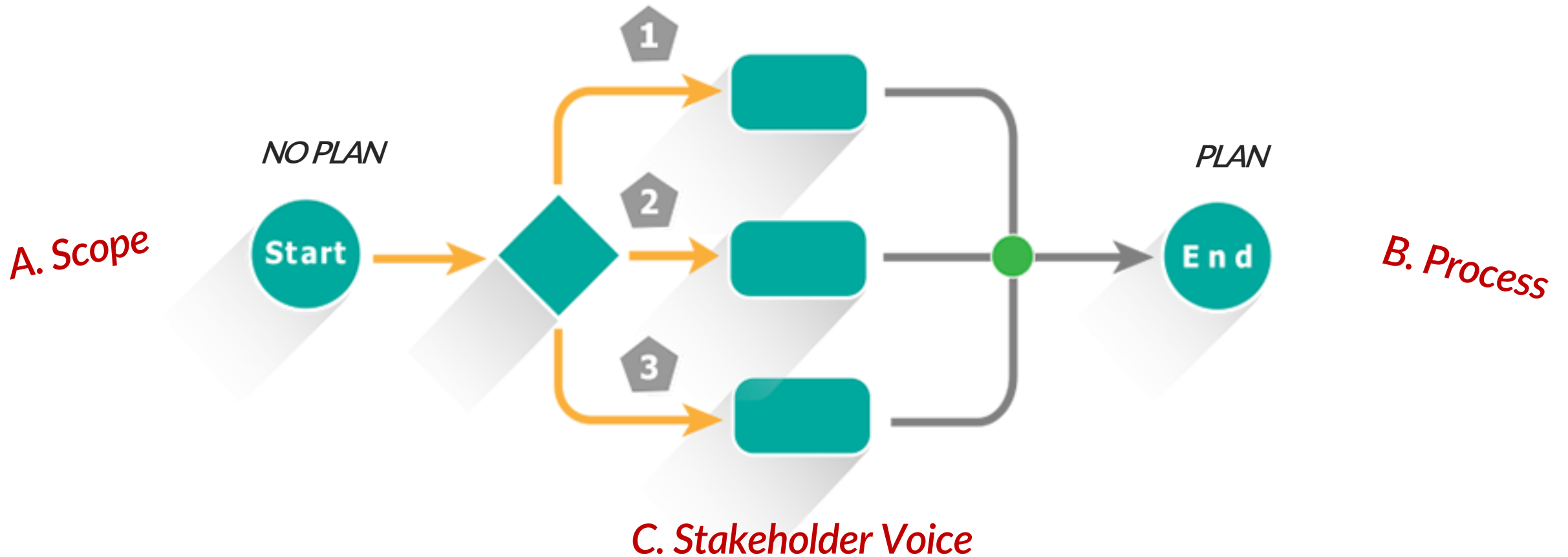
LA CROSSE COUNTY



Discussion Outline

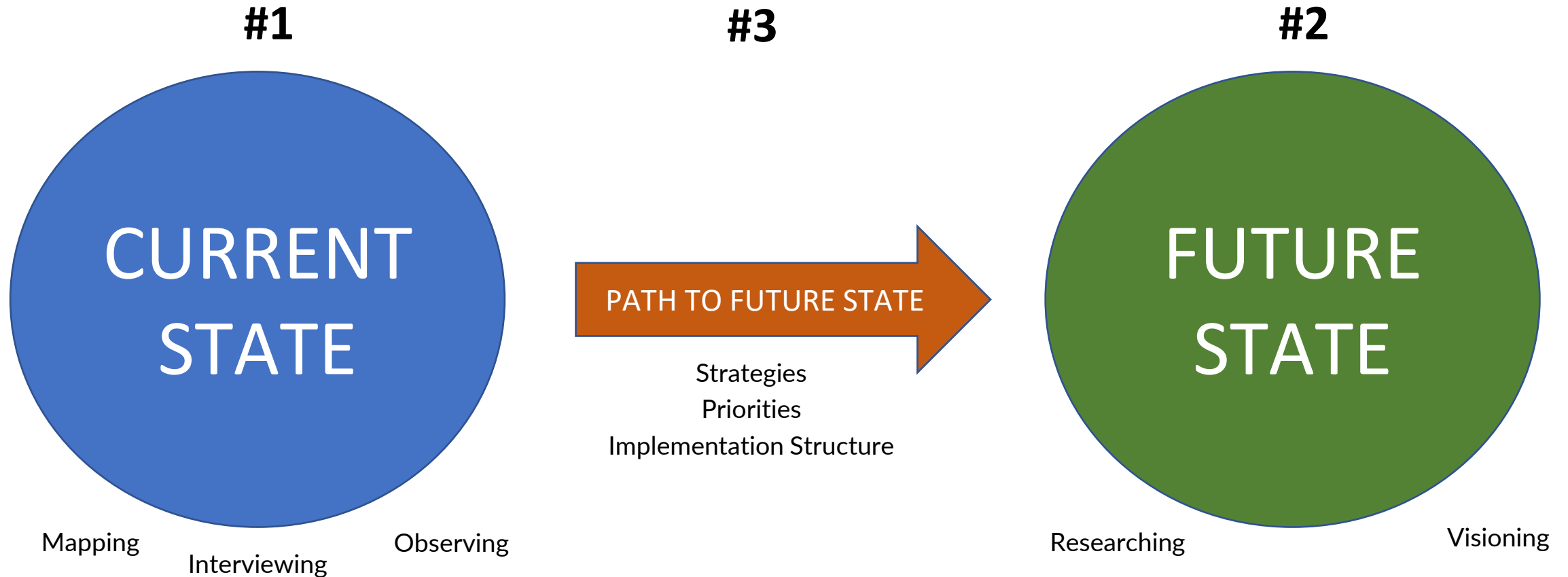
- I. Planning Process
- II Our Current State
- III. The Plan
- IV. Investments
- V. Next Steps

I. Planning Process



Thanks to: La Crosse County Department of Information Technology

B. Design Process:
Circle – Arrow - Circle
(JUL 1, 2023 – DEC 31, 2023)



Thanks to: *La Crosse County Human Resources Department - ODL*



LA CROSSE COUNTY

C. Stakeholder Voice

Stakeholder Engagement Plan

GOALS:

1. Opportunity for contribution
2. Valued contributions
3. Transparency
4. Efficiency
5. Concrete, actionable result

CORE SYSTEM WORK TEAMS

Prevention

Crisis Response

Outflow

Lived Experience Team

Coordinating Team

DRAFT PLAN
(Dec 31)

STAKEHOLDER GROUPS

Wrap Around Services

Housing

Homelessness Agency Leadership

County & City Services

Funders

Currently Homeless

Business Community

Coulee CoC

Faith Groups

Level-Set #1

- a. Limits of the Planning Process
- b. Attaining Consensus





VOICES

Homelessness in La Crosse

LIVED EXPERIENCE

Distrust system

Want to be part of solution

Emphasize community

Lack of mental health and substance use treatment services

Peer support is essential

COMMUNITY

“No one is at the rudder”

Fed up with public safety issues stemming from encampments

Impossible to solve locally

Housing should be earned

Housing is a right

Glad City & County are coming together

It's going to take the whole community

POLICYMAKERS

Stakeholder Voices

*Frustrated at the lack of **data***

*Want more **accountability***

*Desire a **long-term plan before taking action** or allocating more resources*

*Want to **act immediately***

CORE SYSTEM WORK TEAMS - Themes

1. Common Agreement:

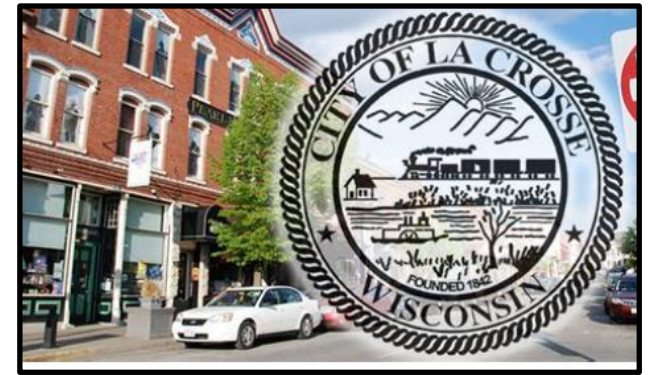
- Need for more:
 - > *Integration* and coordination
 - > *Housing capacity* and options
 - > Effective *crisis response*
 - > Assessment of needs / *data*

2. More Mixed Views:

- Whether certain supports can be detrimental by *enabling harmful behaviors*
- Whether and to what extent encampments create an *inflow of non-residents*

Level-Set #2

Being Both Respectful & Direct



II. Current State

Homelessness in the City of La Crosse



**A. Homeless
Population**

**C. System
Functioning**

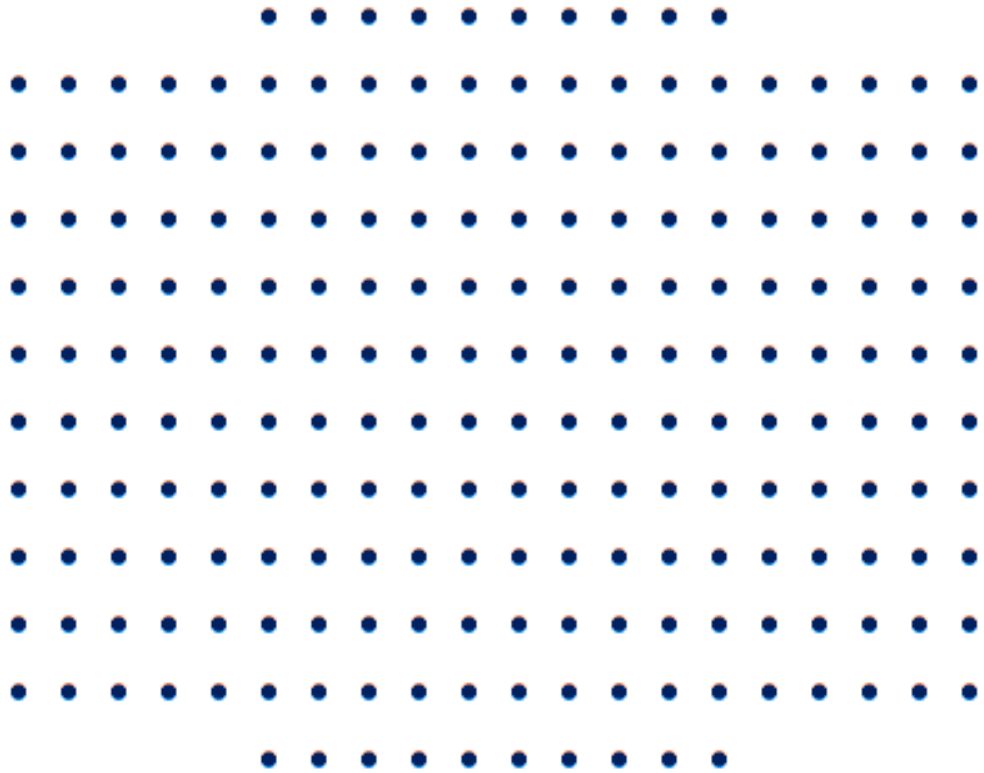
B. Approach



LA CROSSE COUNTY

A. Population

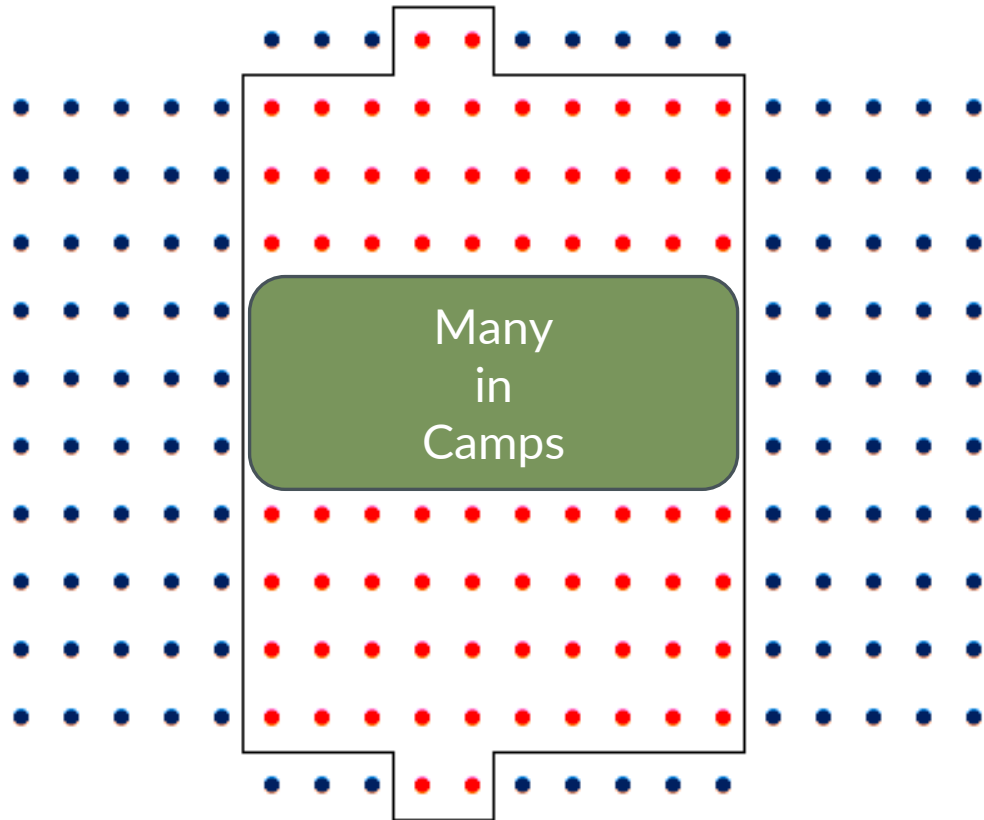
Homeless Individuals = 220



A. Population

Homeless Individuals = 220

Unsheltered = 114*



** Per July 2023 point in time count*

Encampments in the City of La Crosse

(As of October 2023)

<u>CAMP</u>	<u># OF RESIDENTS¹</u>
#1	80
#2	30
#3	10

¹Approximations

A. Population

Homeless Individuals = 220

Unsheltered = 114*

UNSHELTERED COMPARABLES

2016 La Crosse PIT Count (Jul) = 42

2023 Eau Claire County PIT (Jul) = 53

2023 Sheboygan County PIT (Jul) = 23

CHALLENGES

- Severe Mental Illness (20%-25%)¹
 - Abuse Drugs (24%)²
- Chronically Homelessness (22%)²

* Per July 2023 point in time (PIT) count

¹Psychology Today

²National Alliance to End Homelessness

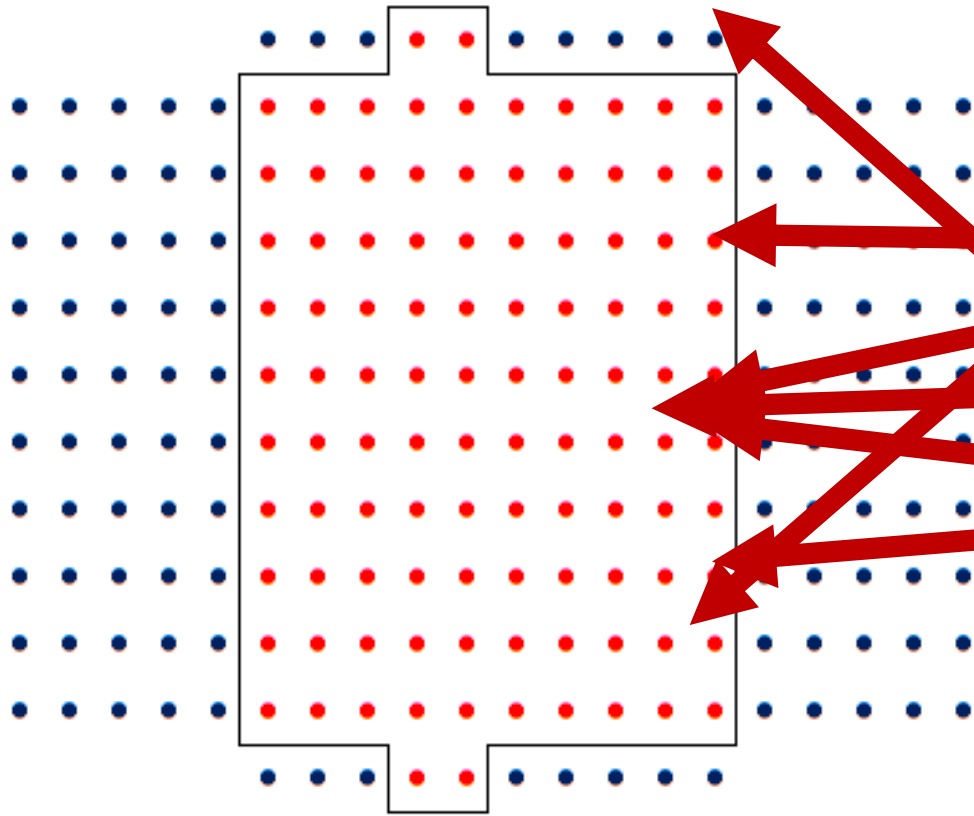


LA CROSSE COUNTY

A. Population

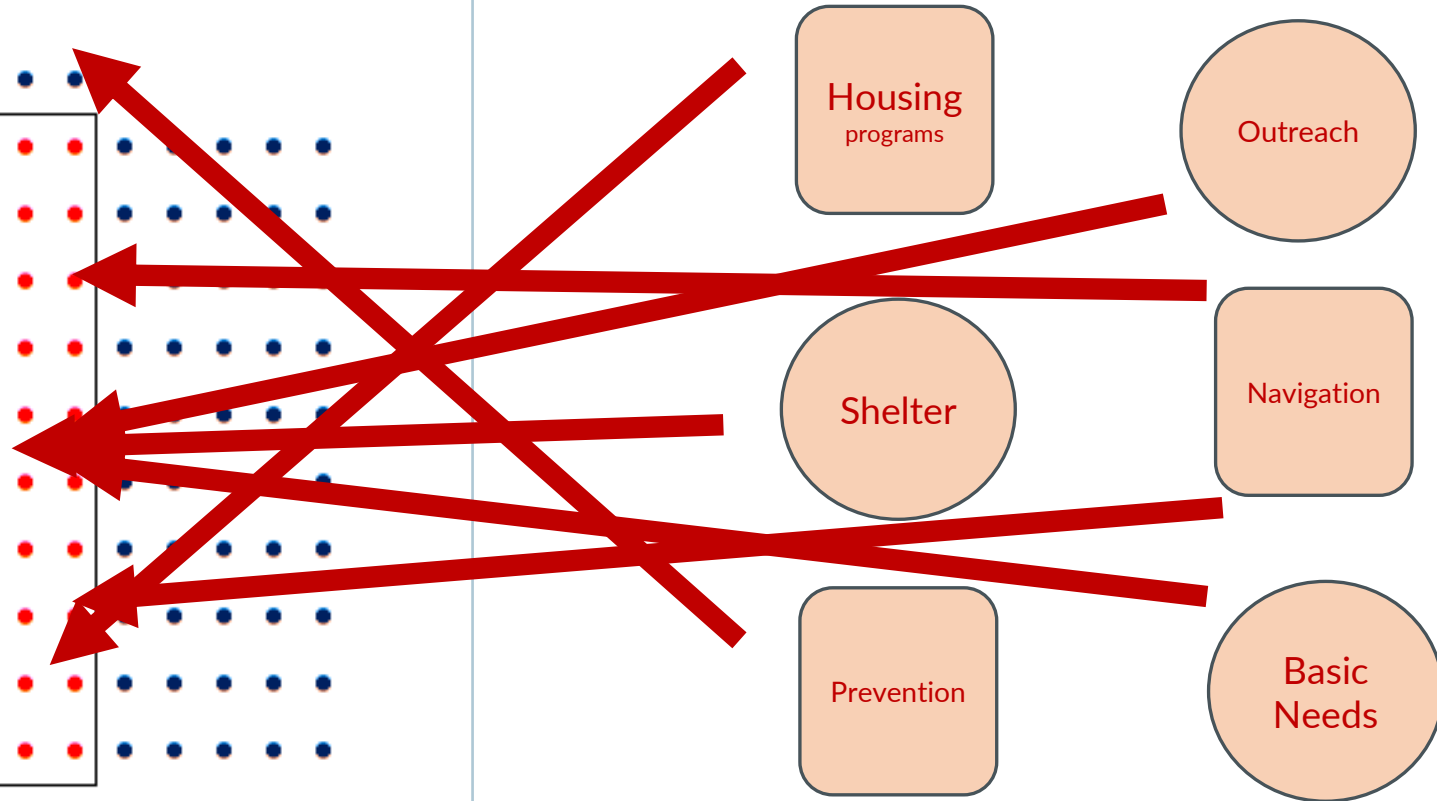
Homeless Individuals = 220

Unsheltered = 114*



B. Approach

(Non-Profit Services / Individual Mission Driven)



* Per July 2023 point in time count

C. System Functioning – *Areas of Concern*

1. Effectiveness of Crisis Response & Service Connection
2. Specialized Housing Capacity (i.e., rapid rehousing, permanent supportive housing, bridge housing)
3. Underutilization of Rental Supports & Housing Programs
4. Insufficient Case Management
5. Underutilization of County Behavioral Health Programs

6. Underuse of Data to Drive Case Coordination or System-Level Planning
7. Barriers to Matching Individuals with Appropriate Housing
8. “Street Service” System Focus
9. Continued Presence of Encampments

The Problem of Encampments

1. Unwise Use of **Resources** *(City, Health Providers, Response Services)*
2. Negative Impact on **Public Spaces & Safety**
3. **Expands Number** of Local Homeless
4. **Legality** Issues
5. **Ethics** Issues

Areas of Promise

1. Approaches

- Case conferencing efforts
- REACH Center concept
- Total Navigation Team (TNT)
- Community Data Team

**Agencies are doing
fantastic jobs!**

2. Collaboration

- Passionate and dedicated staff
- Key stakeholder relationships
- Emerging new relationships (i.e., City / County Planning Depts)
- Past planning efforts

The Future of Homelessness Response

Aligned

CRISIS RESPONSE

- La Crosse Services are housing focused
- There are safe and appropriate housing or shelter options to offer immediately
- Crises are rare and met with an effective response

Accountable

OUTFLOW

- There will be specialized housing capacity and supports to help everyone get into housing
- There will be housing options that meets everyone's needs
- La Crosse has a multitude of supportive services to help people thrive
- La Crosse has caring connections to offer everyone support in housing

Effective

PREVENTION

- People have supports to maintain housing
- Resources are easy to navigate and empower people
- Everyone has sustainable, safe, affordable, and accessible housing

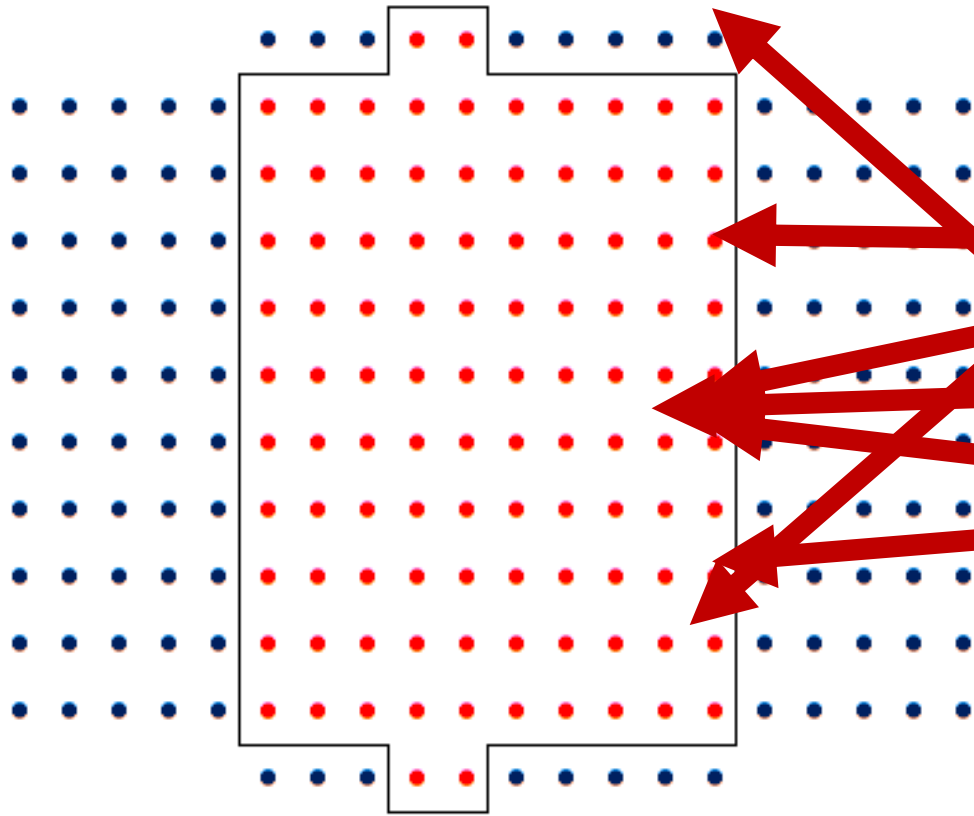


LA CROSSE COUNTY

A. Population

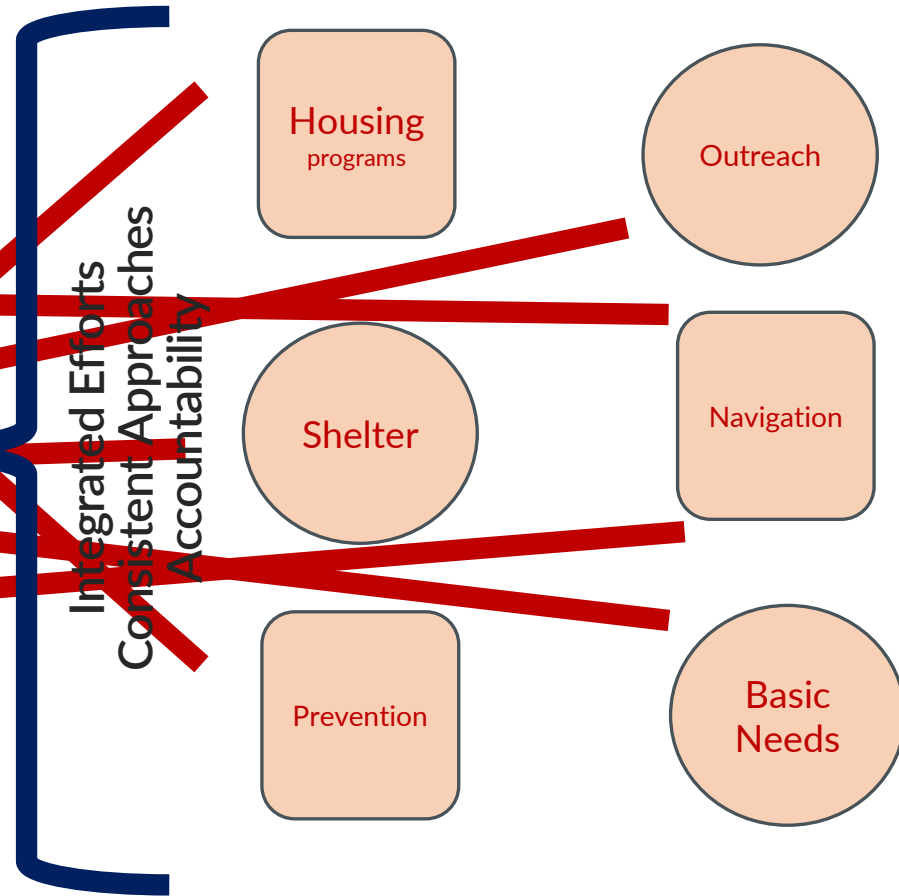
Homeless Individuals = 220

Unsheltered = 114*



B. Approach

(Non-Profit Services / Individual Mission Driven)



* Per July 2023 point in time count



Coulee Collaborative to End Homelessness

2022 - 2027 Vision

Date Adopted: xxxxxx, 2022

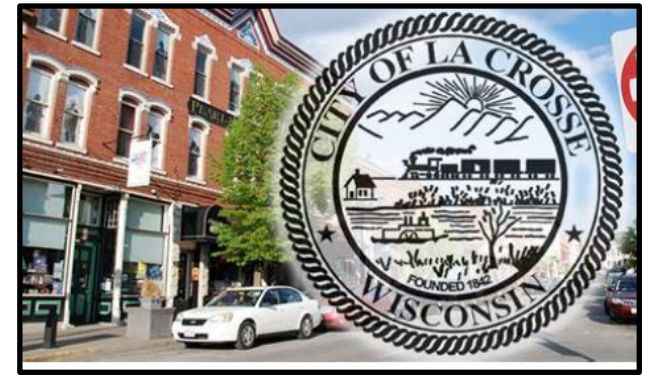
*“There is actually **no local responsibility or accountability** for any of these goals to be accomplished.”*



LA CROSSE COUNTY

Level-Set #3

a. What's Achievable and When



III. The Plan

Pathways Home.

An integrated and compassionate approach addressing homelessness in La Crosse

Action Areas, Strategies & Lines of Effort





Underlying Principles & Approaches

1. **Housing First** (and not housing only)
2. **Maximizing State & Federal Programs**
3. **Consistently Enforcing Laws and Regulations**
4. **Motivational Case Management**
5. **Integrating Caring Connections**



The “Great Eight” Action Pathways

1. Build the System

2. Close the Housing Gap

3. Provide Necessary Case Mgt

4. Re-imagine Outreach

5. Infuse Caring Connections

6. Shore-up Prevention

7. Calibrate Justice Response

8. End the Encampments



[See Printed Report]

Action
Pathways

Strategies /
Initiatives

Potential
Starting
Points



Pathways Home

PRIMARY INITIAL LINES OF EFFORT (LOE)s

Past Efforts

Coulee Collaborative to End Homelessness

- Planning
- Activities

Houska Park

Econolodge

Emergency Winter Sheltering

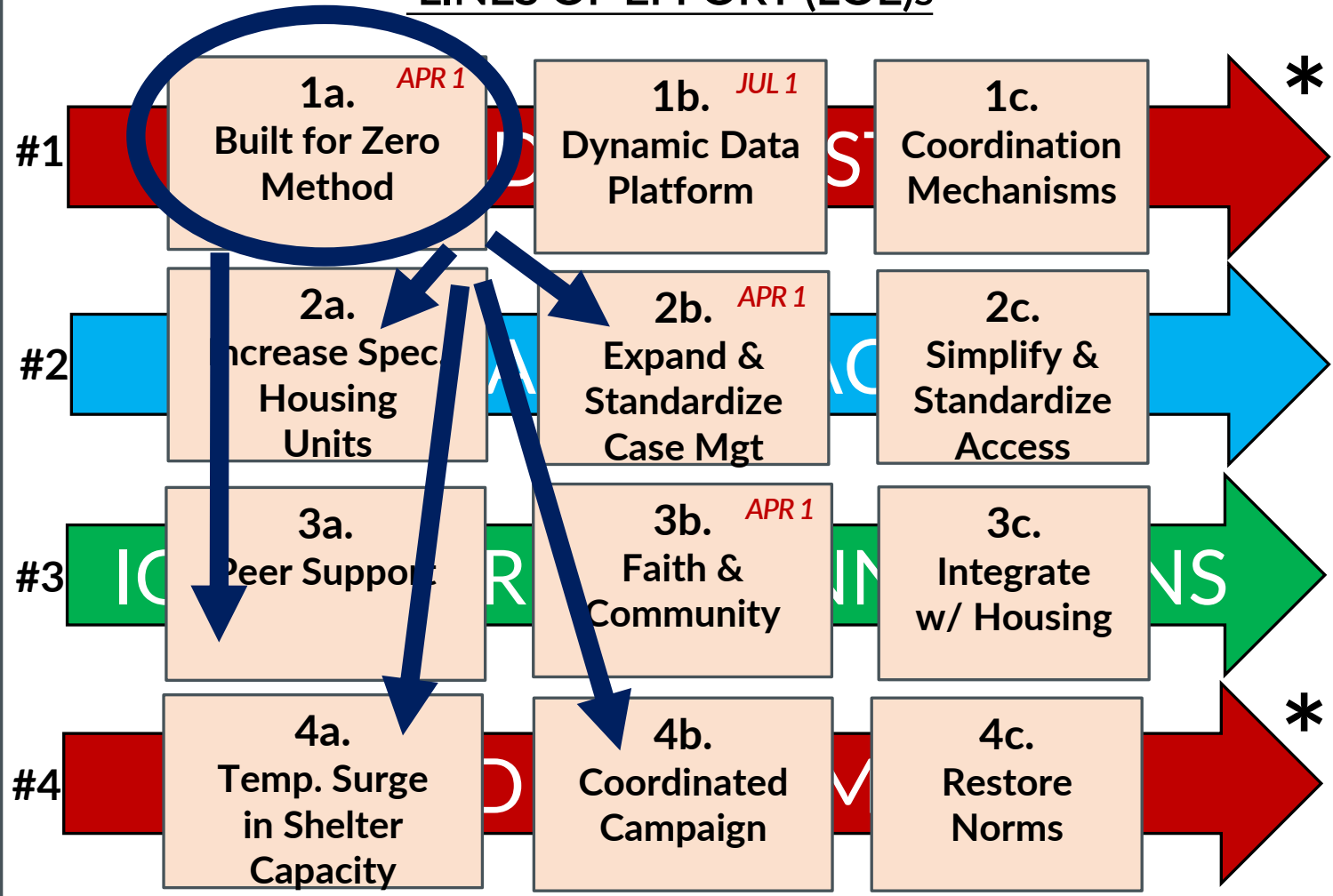
- Planning
- Activities

CURRENT STATE

- Siloed Efforts
- Underutilized Resources
- Incomplete Case Coordination
- Deficits in Housing Capacity & Case Mgt

UNSATISFACTORY RESULTS
(High # Unsheltered)

C
i
t
y
/
C
o
u
n
t
y



FUTURE STATE

- Integrated Approach
- Accountability
- Ample Housing & Case Mgt Capacity
- Ignited & Aligned Resources

SATISFIED RESULTS
(Low Unsheltered)
(Functional Zero)

* Lynchpins

City & County

IV. Investments

A. City / County Investments



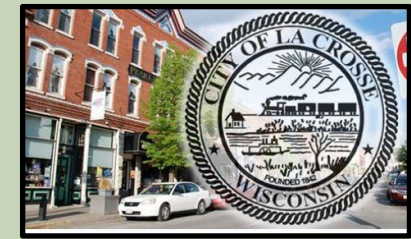
B. Seeking Community Investments



LA CROSSE COUNTY



A. City / County Investments*



Backbone Support

- System Manager (1.0 FTE)
- Infrastructure
 - Information Technology / Project Mgt
 - Finance
 - Implementation Leads

- Services Coordinator (1.0 FTE)
- Infrastructure
 - Implementation Leads

Housing*

- Thriving Families Prog (\$ 3 Mil)
 - Up to 20 Bridge Housing Units for Families
- Hillview Housing Units (\$ 3 Mil)
 - Up to 10- Bridge Housing Units for Individuals
- Family Keys Prog
 - Up to 3 Bridge Housing Units for CPS-involved Families families

- Jackson St. Proj (\$1.8 Million)
 - 13 (of 65) units reserved for transitions
- Home ARP Funds dedicated to affordable housing (\$658K)

ARPA Funds (\$ 1 Mil)

Services

- Behavioral Health Expansion & Specialization
- Case Management for Thriving Families Program, Tenant Based Rental Assistance and Family Keys Program
- Eviction Defense Program (\$60,000)
- La Crosse Area Family Collaborative Enhancements
- Housing Navigation (\$50,000)

- Outreach Services - 2 FTE (\$155,000)
- Supportive Housing Services (\$330K) of Home ARP Funds
- Community services (\$175K) CDBG funds

Note: Tax-levy caps will likely greatly limit future investments

**Does not include certain developments financed by State / Federal funding*



B. Seeking Community Investments

Shelter Surge

Specialized Housing

Flexible Funding

Peer Supports

Filling Gaps

V. Next Steps

A. Implementation Structure



B. Key Dates & Activities



LA CROSSE COUNTY



Implementation Structure

1. COORDINATION

La Crosse County Homelessness System Manager

Vacant (Jason Witt - Acting)

Action Team

Isaac Hoffman - County

Molly McCormick - City

Alexia Krause - County

Brian Sampson - City

Mara Keyes - City

Andrea Trane - City

Jason Witt - County

2. WORKSTREAMS

SPECIALIZED HOUSING	PREVENTION	BUILT FOR ZERO	CASE MANAGEMENT	JUSTICE SYSTEM CALIBRATION	FAITH COMMUNITY OUTREACH	SURGE SHELTERS
Mara Keys (City)	Brian Sampson (City)	Brian Sampson (City)	Sarah Morschauer (County)	Tonya Van Tol (County)	Isaac Hoffman (County)	Brian Sampson (City)
Sam Bachmeier (County)	Audra Martine (County)	Alexia Krause (County)	Carissa Pagel-Smith (County)			Isaac Hoffman (County)





B. Key Dates & Activities

1. Key Dates

April 1st

- Implementation of By-Name List, Command-Center Team & Case Conferencing
- Human Services Specialized Behavioral Health Unit
- Outreach Plan to Faith Community

July 1st

- Dynamic Data Platform

2. Key Activities - Immediate

***Project
Development***

- Adding Specialized Housing Capacity
- Temporary Shelter Surge
- Coordinated Campaign & Enforcement

Thank You!



LA CROSSE COUNTY