

Program Overview & Eligibility

Completed by daina.dobbs@usc.salvationarmy.org on 1/8/2026
3:41 PM

Case Id: 31302

Name: The Salvation Army of La Crosse - 2026

Address: 223 North 8th Street, Lacrosse, WI 54601

Program Overview & Eligibility

Please read the following information.



City of La Crosse

CDBG Public Services Program

2023 APPLICATION FOR FUNDING PUBLIC SERVICES / PUBLIC FACILITIES & IMPROVEMENTS Housing & Urban
Development Community Development Block Grant Program

City of La Crosse

400 La Crosse Street

La Crosse, WI 54601

[\(608\) 789-7512](tel:6087897512)

The City of La Crosse is an entitlement City in the US Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG) and HOME Investment Partnerships Program. Its purpose is to develop viable urban communities by providing decent housing, a suitable living environment, and expand economic opportunities for low- and moderate-income persons.

The City of La Crosse is accepting Public Service applications for projects that prioritized needs listed in the 2025-2029 Consolidated Plan. The 2025-2029 Consolidated Plan is available [here](#).

- Public Service activities shall assist eligible populations with services such as poverty alleviation and increase self-reliance. The total given to all public services is subject to a cap of 15% of the City's CDBG award.

- All Public Service Activities and projects must meet one of the national objectives (24 CFR (570.208)(a)), listed below:

Low-Moderate Income Area (LMA) - (570.208(a)(1)): An activity that benefits the area, is available to all of the residents in a particular area, where at least 51% of the residents are low- and moderate-income persons (as identified by census data) People with low and moderate incomes are defined as those individuals or families whose annual income does not exceed 80% of the area median income as determined by HUD.

Low-Moderate Income Clientele (LMC) - (570.208(a)(2)): An activity which benefits a limited clientele or clientele who are generally presumed to be low- and moderate-income persons (abused children, a battered spouse, elderly persons, severely disabled adults as defined by the Bureau of Census, persons experiencing homelessness, illiterate adults, persons living with AIDS and migrant farm workers)

Low-Moderate Income Jobs (LMJ) - 570.208(a)(4): An activity designed to create, retain permanent jobs where at least 51 percent of the jobs are made available to low- and moderate-income persons.

Project Revision Request

The Salvation Army of La Crosse County respectfully requests approval to revise the scope of its 2025 Community Development Block Grant (CDBG) award of \$30,183.05. The original project proposed expanding emergency shelter capacity by 18 beds, hiring additional staff to support the expansion, and increasing collaboration with the Pathways Home Social Work Team through enhanced case management services.

Following the grant award, the City of La Crosse conducted an assessment of the proposed expansion space and determined that occupancy of the additional shelter area would require replacement of the building's fire alarm system to meet applicable life-safety and occupancy codes. The estimated cost of these required improvements exceeds \$50,000, substantially beyond the scope of the awarded CDBG funds. Given the age of the facility and the organization's ongoing capital campaign to address larger building needs, The Salvation Army's leadership determined that undertaking this capital improvement is not financially feasible at this time. Consequently, the organization is unable to implement the original shelter expansion as proposed.

Rather than relinquish these valuable federal resources, The Salvation Army has intentionally adapted its programming to ensure the funds continue advancing the goals of the City of La Crosse's Consolidated Plan, the Pathways Home strategic framework, and the broader homeless response system. This revised approach represents a thoughtful realignment of services that will strengthen housing stability, improve system coordination, and maximize the impact of existing shelter resources.

Proposed Project Revisions

1. Expansion of Housing Retention Services

The Community Health and Housing Navigator position will devote increased capacity to structured housing retention services for households exiting The Salvation Army shelter into permanent housing. While housing follow-up has historically been a component of this position, staffing limitations have prevented the program from operating at its intended capacity.

Under the revised model, the Housing Navigator will provide post-housing case management for twelve months following placement, including: Two home visits during the first two months following housing placement; Monthly follow-up visits during months three through eight; and Bi-monthly follow-up visits during months nine through twelve.

This enhanced approach is designed to improve housing stability, identify barriers before they result in housing loss, strengthen community connections, and produce measurable outcomes that demonstrate long-term housing retention.

2. Caring for Our Most Vulnerable Neighbors

Each weekday morning, The Salvation Army communicates real-time shelter bed availability to the Pathways Home Outreach Team; approximately fifty percent of available shelter beds are reserved for referrals identified through Pathways Home Monday-Friday.

These referrals frequently include individuals and families experiencing chronic homelessness, significant behavioral health needs, medical vulnerabilities, or other complex barriers that require additional support to successfully access and remain in shelter. Serving this population safely and effectively requires enhanced staffing capacity.

To meet this growing need, The Salvation Army has implemented a dual-staffing model in which two Intake Advocates are scheduled during shelter operations. This staffing structure improves guest engagement, increases staff safety, enhances crisis response and de-escalation, and ensures vulnerable individuals entering shelter receive the individualized attention necessary to begin stabilizing and engaging with housing services.

Request for Approval

The Salvation Army respectfully requests the Commission's approval to revise the approved CDBG project budget to support the salary and fringe benefits associated with Intake Advocate and Community Health and Housing Navigator case management functions.

Although the original capital expansion cannot be completed due to unforeseen code compliance requirements, this revised project will continue to fulfill the fundamental objectives of the CDBG program by expanding access to services for individuals experiencing homelessness, strengthening housing stability, improving coordination within the local homeless response system, and advancing the City of La Crosse's strategic priorities for preventing and ending homelessness.

The Salvation Army remains committed to being responsible stewards of public resources and appreciates the Commission's consideration of this request to redirect funding toward activities that will produce immediate, measurable, and lasting community impact.

A. Contact Information

Completed by daina.dobbs@usc.salvationarmy.org on 1/8/2026
3:53 PM

Case Id: 31302

Name: The Salvation Army of La Crosse - 2026

Address: 223 North 8th Street, Lacrosse, WI 54601

A. Contact Information

Please provide the following information.

AGENCY INFORMATION

A1. Official Agency Name

The Salvation Army of La Crosse

A2. Mailing Address

223 North 8th Street Lacrosse, WI 54601

A3. [Federal ID Number](#)

36-2167910

A4. Unique Entity Identifier (UEI) Number

A5. Type of Organization (check all that apply):

- ☒ Non- Profit Organization
- ☐ Department of City of La Crosse
- ☒ Faith Based Organization
- ☐ New Organization
- ☐ Other

AGENCY POINT OF CONTACT

A6. Authorized Contact Person

Daina Dobbs

A7. Title

Social Service

A8. E-Mail

daina.dobbs@usc.salvationarmy.org

A9. Phone Number

6087826126251

A10. Secondary Contact Person

Major Jeff Russell

A11. Title

Corp Officer

A12. Phone Number

6087826126

A13. E-Mail

jeffrey.russell@usc.salvationarmy.org

B. Agency Information

Completed by daina.dobbs@usc.salvationarmy.org on 1/15/2026
11:43 AM

Case Id: 31302

Name: The Salvation Army of La Crosse - 2026

Address: 223 North 8th Street, Lacrosse, WI 54601

B. Agency Information

Please provide the following information.

B1. Agency Experience: Include the length of time the agency has been in operation, the date of incorporation, the purpose of the agency, and the type of corporation. Describe the type of services provided, the agency's capabilities, the number and characteristics of clients served, and license to operate (if license is necessary).

The Salvation Army (TSA) was founded on July 2, 1865, in London England. TSA of La Crosse is a Christian-based non-profit organization that has been indiscriminately serving La Crosse community members in need since the 1920's. Services have included shelter, food, vouchers for TSA Thrift Store, and case management. Shelter housing components have varied over the years to meet community needs. For several years until the Covid 19 epidemic, TSA of La Crosse was a 12/7 homeless shelter with mobile beds to allow for community meals during the day. Currently, TSA offers a 204/7, 64-bed, low barrier emergency shelter for unhoused community members. Several other services are provided for residents from collaborations with other agencies in the La Crosse area. TSA provides to-go lunches 7 days/week, a monthly food distribution, and vouchers for TSA Thrift Store for community members in need. Shelter advocates and case managers are experienced in working with shelter residents through a trauma lens to assist in daily living skills, employment, permanent housing, and referrals for needed services within the community.

B2. Personnel/Staff Capacity: Briefly describe the agency's existing staff positions and qualifications, its capacity to carry out this activity.

~~There has been a significant decrease in staff due to decreases in funding. Through this grant and other expected donations, there will be an extra layer of staff to assist in extending shelter services to 18 more residents.~~

Intake Advocates currently report to Quinn Devlin, Social Services Director (SSD), with plans to have them report to Mandy Dull, the new Shelter Supervisor starting August 1st. At that point, Intake Advocates will report to Shelter Supervisor, Shelter Supervisor reports to SSD.

Altogether there are 4 Case Managers, only one of which has housing retention functions in their job description, so that is the only position that would be (partially) supported by this grant. Case Managers Report report to the Social Services Director (SSD). The SSD submits grant reports and also reports to the on-site Majors, Jeffery and Dawn Russell. All grant accounts processing will go through the Business Administrator, Joe Duncan.

Documentation



Agency's affirmative action plan from the personnel policy manual and/or nondiscrimination employment/service policy and grievance procedure. ***Required**

Affirmative Action Forms.pdf

Affirmative Action Plan - Capital Area.2019.doc

C. Program Summary

Completed by daina.dobbs@usc.salvationarmy.org on 1/9/2026
10:26 AM

Case Id: 31302
Name: The Salvation Army of La Crosse - 2026
Address: 223 North 8th Street, Lacrosse, WI 54601

C. Program Summary

Please provide the following information.

C.1. Activity Title

Reducing Homelessness Recidivism & Sheltering High-Acuity Guests: A Pathways Home Collaboration
~~Surge Shelter – 18 bed expansion to current shelter.~~

C.2. Amount of CDBG Funds Requested

\$50,000.00

C.3. Number of unduplicated Clients Proposed to serve (According to [24 CFR 570.201\(e\)](#)):

100
(90 [88 housed in 2025 – use as baseline] plus many who have been housed but never followed up with in 2025) + ~~18~~
(106. An average of 4 people per week, and 2/4 of those being new cases. Over 12 months, 212 duplicated and 106 unduplicated.)

C.4. Of the total number of unduplicated clients served, estimate how many will be Low-Moderate Income Clients:

100 ~~18~~

C.5. Location of Proposed Activity and/or Location of the Service Area (be specific such as neighborhood boundaries, census tract, or crossroads)

The location will be within TSA's **Emergency Shelter** building at 223 N. 8th Street, La Crosse, WI, **as well as in the apartments/homes in which guests have moved. There will also be off-site locations of meetings such as coffee shops for check-ins for easy client engagement. All activities will occur in the City of La Crosse.** ~~the only physical location able to provide emergency shelter for unhoused individuals. TSA is currently serving 64 people in this capacity, so there are no new neighborhood boundaries or unwanted consequences with a simple addition of residents.~~

C.6. Which National Objective does your activity or project meet?

Low-Moderate Income Clientele (LMC)

C.7. Select the Priority that best describes your activity. (Please click [here](#) for details on Priorities)

Prevent and end homelessness

C.8. Select the Outcome that best describes your activity.

☒ **Availability / Accessibility** - This outcome category applies to activities that make services, infrastructure, housing, or shelter available or accessible to low- and moderate-income people, including persons with disabilities. In this category, accessibility does not refer only to physical barriers, but also to making the affordable basics of daily living available and accessible to low- and moderate-income people.

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☐ **Affordability** - This outcome category applies to activities that provide affordability in a variety of ways in the lives of low- and moderate-income people. It can include the creation of maintenances of affordable housing, basic infrastructure hook-ups, or services such as transportation or day care.

☐ **Sustainability: Promoting Livable or Viable Communities** - This outcome applies to projects where the activities are aimed at improving communities or neighborhoods, helping to make them livable or viable by providing benefits to persons of low and moderate income, or by removing or eliminating slums or blighted areas through multiple activities or services that sustain communities or neighborhoods.

D. Program Description

Completed by daina.dobbs@usc.salvationarmy.org on 1/9/2026
12:58 PM

Case Id: 31302

Name: The Salvation Army of La Crosse - 2026

Address: 223 North 8th Street, Lacrosse, WI 54601

D. Program Description

Please provide the following information.

D.1. Briefly describe the proposed project or activity. The narrative should include the need or problem to be addressed in relation to the City's Consolidated Plan, goals & objectives, work to be performed including the activities to be undertaken or the services to be provided.

The proposed activity is the expansion of the La Crosse County Salvation Army (TSA) emergency shelter by 18 additional beds to address the critical and ongoing shortage of shelter capacity in La Crosse County. This project directly supports the City's Consolidated Plan goals related to preventing and ending homelessness, increasing access to emergency shelter, and stabilizing households experiencing housing crises. TSA currently operates the only 24/7 homeless shelter in La Crosse County, with a capacity of 64 beds and an average nightly occupancy rate of 99.9%, indicating persistent full utilization. On a daily basis, TSA is forced to turn away more than 15 individuals and families due to lack of available beds — this does not include hospitals and community case workers who call on behalf of clients. This unmet need has contributed to increased unsheltered homelessness and strain on emergency services. The City/County Pathways Home partnership has identified emergency shelter expansion as an urgent system gap. While long-term housing solutions remain the ultimate goal, additional emergency shelter capacity is essential to stabilize unsheltered individuals, support coordinated entry, and reduce harm while housing placements are pursued. TSA currently houses nearly 50% of all individuals coming off the Pathways to Housing by-name list, demonstrating its central role in the local homelessness response system. CDBG funds are requested to support operational costs associated with opening and sustaining 18 additional beds, including utilities (heat, electricity, water), general building usage, and 24/7 staffing coverage (minimum one staff person per shift, three shifts daily). TSA can open the additional beds immediately upon securing the required funding, making this project a rapid, high-impact intervention aligned with Consolidated Plan priorities.

The proposed activity is salary and benefits for shelter and case management work at TSA La Crosse.

TSA has a new Case Management position that will also focus on follow-up after housing intended to improve long-term housing stability and prevent households from returning to homelessness after obtaining permanent housing. This project directly supports the City's Consolidated Plan goals related to preventing and ending homelessness, increasing housing stability, and reducing recidivism among households exiting emergency shelter. At one point in 2025, the La Crosse Housing Authority reported that approximately 90% of households referred from TSA were losing their housing within 30 days due to lease violations, allowing unauthorized occupants to reside in their units, property damage, failure to pay rent, and difficulty adjusting to independent tenancy. National research consistently demonstrates that structured post-housing case management significantly improves housing retention by providing ongoing coaching, landlord mediation, crisis intervention, budgeting assistance, and connections to community resources during the critical transition from shelter to permanent housing. Without continued support, many households cycle repeatedly through shelters, emergency services, healthcare systems, and law enforcement, increasing both public costs and human suffering.

In emergency shelter operations such as the one in La Crosse: 20/7, low-barrier, 64-beds, it is critical to operationalize double-coverage, mitigating safety risks for staff as well as highly vulnerable, unhoused community members. This activity directly addresses the City's Consolidated Plan priority to preserve and expand crisis safety nets, while directly expanding operational

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capacity for Pathways Home: The City-County 5-Year Plan to End Homelessness. By embedding trauma-informed care at the point of entry, the Intake Advocate provides immediate stabilization, basic needs navigation, and direct routing to case management to facilitate rapid exits to permanent housing.

D.2. Indicate the population to be served or the area to be benefited and outreach strategies to identify clients. Provide an estimate of the number of clients to be serviced and describe them in terms of age, gender, ethnicity, income level, and other defining characteristics.

~~The proposed activity will serve homeless single adult men experiencing homelessness or unsheltered conditions, with incomes at or below 30% of Area Median Income, qualifying as a Low- and Moderate-Income (LMI) population under HUD guidelines. By dedicating the 18 new beds to single men, TSA will simultaneously increase system flexibility and improve access for women and families, populations that often face heightened vulnerability when shelter options are limited. Over the 18-month funding period, the project is expected to serve approximately 110–120 individuals, based on average length of stay and bed turnover rates. Clients served will be on the Pathways to Housing by-name list as well as be enrolled in the County's CCS program, giving special access to clients for City-County social work/support staff. Target clients will also be 18 and older, with diverse racial and ethnic backgrounds—more than is reflected in the general population (25%) of the community. Many individuals present with co-occurring challenges, including chronic homelessness, physical or behavioral health conditions, and limited income or employment. Outreach and referrals will occur through: The Pathways Home Coordinated Entry system, CCS Social Workers, Street outreach teams, Law enforcement and emergency responders, Self-referral from unsheltered individuals. As the sole 24/7 homeless shelter provider in the county, TSA is widely known and accessible to individuals experiencing homelessness.~~

The Emergency Shelter Program serves over 400 unique individuals annually. Based on regional Wisconsin Department of Health Services (DHS) and local Point-in-Time data, the target population consists entirely of extremely low-income households (under 30% AMI). Demographics typically mirror regional unhoused trends: predominantly adults aged 18–64, with a disproportionate representation of racial minorities relative to county baselines, and a high prevalence of chronic physical disabilities, severe mental illness, and substance use disorders. Plenty of our guests have conversations with our walls.

Those moving from TSA into permanent housing would be the primary population for the housing retention Case Manager. By providing post-housing case management, TSA will increase housing stability, reduce returns to homelessness, and improve the overall efficiency of the local homeless response system.

Outreach strategies are integrated into the La Crosse Coordinated Entry system. TSA works in tandem with the La Crosse County Specialized Unit, neighborhood-based social workers, street outreach teams, and the REACH Center to proactively identify and engage isolated individuals, ensuring immediate shelter access for high-acuity clients on the community's by-name list.

D.3. Be very specific about who will carry out the activities, the location in which they will be carried out, the period over which the activities will be carried out, the frequency with which the activities will be carried out, and the frequency with which services will be delivered.

The proposed activities will be carried out by The Salvation Army of La Crosse County, an established nonprofit human services provider with extensive experience operating emergency shelter and **case management** services. Location: The Salvation Army, **various apartments of housed guests as well as coffee shops in the City of La Crosse to increase engagement.** ~~Emergency Shelter, La Crosse County~~ · Period of Performance: **18 months** · Frequency: **Follow up meetings will occur twice the first 2 months, once per month in months 3-8, and then every other month 9-12.** Services will include budget check-ins, maintenance, boundaries with homeless friends, continued monitoring of mental health and other needed resources, and referral to any additional services needed. ~~Shelter services will be delivered 24 hours per day, 7 days per week, including overnight accommodation, supervision, safety monitoring, and connection to services. Staffing will include at least one staff member on-site at all times, with three daily shifts to~~

ensure continuous coverage, safety, and program oversight. Services will be delivered daily and integrated into existing shelter operations. TSA staff will collaborate with outside case managers to ensure all 18 residents are receiving services.

D.4. Describe the site where the activity will be implemented. How will clients get to the facility? What efforts will your agency and partners make to promote your activity and reach isolated individuals? Describe how the facility complies with Americans with Disabilities Act (ADA) requirements regarding accessibility.

The activity will be implemented within the existing Salvation Army (TSA) shelter facility; the chapel will be converted to accommodate for the 18 beds. TSA is centrally located and accessible by public transportation, including city bus routes. Clients may also access the facility on foot or via referral transportation from partner agencies. TSA actively promotes shelter availability through City-County partners, coordinated entry, outreach partners, and direct engagement with unsheltered individuals. TSA staff work closely with outreach teams to identify and connect individuals who may be isolated or disconnected from services. Reasonable accommodations are provided as needed to ensure equitable access to shelter services. This extension of shelter space provides even more opportunities to provide accessibility in accordance with ADA requirements.

The activity will be implemented throughout the emergency shelter as well as throughout the community, allowing the Case Manager to meet households where they are most comfortable and where support is most effective. Services will primarily be delivered through home visits at clients' apartments, with additional meetings held at nearby coffee shops or other community locations to reduce barriers to participation and strengthen natural community connections. To further promote housing stability, TSA will host a weekly morning Coffee Clutch for individuals and families who have been housed by TSA or other community housing providers. The program is expected to serve 10–15 participants each week and will provide an opportunity for peer support, resource sharing, life skills education, and early identification of challenges before they result in housing loss. Research has shown that social isolation is a significant risk factor for housing instability; by fostering ongoing relationships and a sense of community, the Coffee Clutch will encourage engagement, reduce isolation, and create an environment where participants feel comfortable seeking assistance when problems arise. TSA will coordinate referrals through shelter case managers, Pathways Home Coordinated Entry, the La Crosse Housing Authority, CCS social workers, and other community partners to ensure seamless transitions from shelter into permanent housing. Reasonable accommodations will be provided to ensure services are accessible to individuals with disabilities, and meeting locations will be selected to maximize accessibility, transportation options, and participant convenience.

D.5. Besides the number of clients served, what are other ways that you evaluate activity success?

In addition to the number of clients served, TSA will evaluate program success through: • Reduction in nightly turn-aways • Increased shelter utilization without displacement of women or families • Successful referrals to housing, healthcare, and supportive services • Increased stabilization of unsheltered individuals • Improved flow through the coordinated entry system • Housing retention outcomes, supported by TSA's newly hired post-housing support staff Data will be tracked using existing shelter management and Pathways Home reporting systems.

1. Open beds, referrals made, intakes as a result of referral, length of stay for high-acuity guests.
2. Number of housing crises prevented through early intervention, number of participants engaging in follow-up CM or group, number of referrals made.

D.6. How do you propose to coordinate your services with other community agencies and leverage resources.

TSA will leverage its existing infrastructure, staffing, and administrative capacity to maximize the impact of CDBG funds. Partnerships are also crucial, as the County's Comprehensive Community Services (CCS) program social workers will be taking on the case management/housing navigation for the 18 additional beds, while TSA case managers will continue to provide housing and resource navigation for its 64 residents. While no other funds are currently committed to this specific expansion, La Crosse County and TSA are working collaboratively to obtain funding through

~~the La Crosse Area Foundation where there is an account already established. TSA is also contributing significant in-kind resources, including facility space and essential shelter items, administrative oversight, and integration with existing programs. CDBG funding will act as a catalyst, enabling immediate expansion while additional resources are pursued. The County is working with The La Crosse Community Foundation to raise the remaining \$250,000+.~~

TSA will collaborate with partners including Pathways Home, St. Clare Health Mission, Great Rivers United Way, Couleecap, Vivent Health, YWCA, YMCA, New Horizons, housing providers, landlords, and other community agencies to connect households with healthcare, benefits, employment, and stabilization resources. TSA will contribute significant in-kind resources, including administrative support, existing systems, staff coordination, and established relationships with individuals experiencing homelessness.

D.7. Describe how the proposed activity will engage with the Pathways Home 5 Year Plan to End Homelessness.

~~This project directly advances the Pathways Home 5-Year Plan to End Homelessness by addressing an identified system bottleneck: insufficient emergency shelter capacity. By expanding shelter access, TSA will: - Reduce unsheltered homelessness - Improve engagement with coordinated entry - Support faster transitions to housing - Stabilize individuals while permanent housing solutions are secured TSA's role as the primary shelter provider and a key housing referral partner makes this expansion a critical component of the Pathways Home strategy.~~

This project directly advances the Pathways Home 5-Year Plan to End Homelessness by addressing an identified system bottleneck: households losing housing shortly after placement and returning to homelessness. By providing dedicated post-housing case management, TSA will:

- Increase housing retention and stability
- Reduce returns to emergency shelter and homelessness
- Improve coordination with community case managers and coordinated entry
- Strengthen transitions from homelessness to long-term housing success

TSA's role as the primary shelter provider and a key housing referral partner makes this project a critical component of the Pathways Home strategy. Supporting households after housing placement will improve system flow, preserve housing resources, and create additional capacity for those currently experiencing homelessness.

D.8. If this activity has been done in the past, please explain any changes in programing or delivery. If this is a new activity, leave this blank.

~~This activity represents an expansion of existing emergency shelter services rather than a change in programming. The only difference will be that the County's Comprehensive Community Services (CCS) program will be providing case management for the 18 additional individuals.~~

While housing follow-up has historically been a component of the CM position, staffing limitations have prevented the program from operating at its intended capacity.

In recent years, there has been only one Intake Advocate working per shift. Not recommended by Safe from Harm or an industry best practice.

E. Budget

Completed by daina.dobbs@usc.salvationarmy.org on 1/9/2026
11:03 AM

Case Id: 31302

Name: The Salvation Army of La Crosse - 2026

Address: 223 North 8th Street, Lacrosse, WI 54601

E. Budget

Please provide the following information.

E1. Total Cost of Project

\$291,600.00

E2. Grant Amount Requested

\$50,000.00

E3. Total Other Funding

\$0.00

E4. Other Agencies Applied to for Funds:

Funding Sources/Revenues	Committed	Non-Committed
Private/Other/Donations	\$241,600.00	\$0.00
	\$241,600.00	\$0.00

E5. Proposed Budget:

Funding Uses/Expenses	If Other, Enter Funding Use/Expense below	CDBG	Local	State	Federal	Private/Other/Donations
Salaries and Benefits		\$30,183.05	\$0.00	\$0.00	\$0.00	\$412,495.00
Client Support Services		\$0.00	\$0.00	\$0.00	\$0.00	\$1,600.00
		\$30,183.05	\$0.00	\$0.00	\$0.00	\$414,095.00

E6. What will the funds be used for? If the funds are to be used for staff/salaries, please name the staff who will be paid by this grant, their title, and what percentage of their total salary is paid for by the grant:

Alex Townsend and Lauren Johnson's salaries will be paid by this grant. They are Shelter Advocate I and approximately 71% of each of their salaries will be funded through this grant.

This grant will pay for salaries and benefits.

E7. : How will CDBG funding help your organization attract or leverage additional financial resources:

TSA will leverage its existing infrastructure, staffing, and administrative capacity to maximize the impact of CDBG funds. Partnerships are also crucial, as the County's Comprehensive Community Services (CCS) program social workers

~~will be taking on the case management of surge shelter residents. case management/housing navigation for the 18 additional beds, while TSA case managers will continue to provide housing and resource navigation for its 64 residents. While no other funds are currently committed to this specific expansion, TSA is contributing significant in-kind resources, including facility space, administrative oversight, and integration with existing programs. CDBG funding will act as a catalyst, enabling immediate expansion while additional resources are pursued. The County is working with The La Crosse Community Foundation to raise the remaining \$250,000.---~~

- ~~Securing HUD Emergency Solutions Grants (ESG) and State Funds: Major funding bodies, including the Wisconsin Department of Administration (DOA) Division of Energy, Housing and Community Resources (DEHCR), strictly evaluate an agency's operational capacity and safety infrastructure. CDBG funding guarantees the matching funds and baseline staffing security necessary to remain competitive for state ESG allocations and Transitional Housing Program grants.~~
- ~~Attracting Private Philanthropy and Foundations: Local corporate foundations and private donors favor projects with proven public-private partnerships. CDBG's rigorous compliance framework acts as a stamp of institutional viability, providing local philanthropic partners (such as the La Crosse Community Foundation) with the confidence that their contributions will directly fund long-term housing solutions rather than being consumed by basic emergency overhead.~~

E8. Why is this activity a good use of CDBG Funds? How would it affect your organization's proposal if you received a 15 -20% budget cut:

~~We are beginning this project as soon as funding of \$50,000 is available. It is imperative to begin in the cold winter months when the safety of unsheltered La Crosse residents is jeopardy. TSA and those from the Pathways Home Initiative are making every effort to prioritize this effort. While the project would still be carried out with a reduction, a reduction in this grant may delay these efforts.~~

~~This activity is an ideal use of Community Development Block Grant (CDBG) funds because it directly fulfills the federal program's primary national objective: benefiting low- and moderate-income persons—specifically, unhoused individuals living at or below 30% of Area Median Income (AMI).~~

- ~~Preserving Essential Infrastructure: Rather than funding a speculative pilot, this grant stabilizes the core frontline infrastructure of La Crosse's primary crisis shelter.~~
- ~~Preventing Systemic Strain: According to implementation data from the U.S. Department of Housing and Urban Development (HUD), robustly staffed emergency shelters reduce the downstream burden on high-cost municipal resources, including emergency medical services (EMS), hospital emergency departments, and local law enforcement.~~
- ~~Operationalizing Local Mandates: It directly converts federal dollars into local action by building the precise front-end capacity needed to support Pathways Home, the City-County 5-Year Plan to End Homelessness.~~

E9. Upload Job Descriptions of Staff who are paid with CDBG Funds (Required if you are paying staff with CDBG Funds)

☒ **Job Descriptions**

Shelter Advocate I - Revisions 2024.pdf

F. Audit Requirements

Completed by daina.dobbs@usc.salvationarmy.org on 1/9/2026
11:04 AM

Case Id: 31302

Name: The Salvation Army of La Crosse - 2026

Address: 223 North 8th Street, Lacrosse, WI 54601

F. Audit Requirements

Please provide the following information.

F.1. In accordance with the Office of Management and Budget issuance of 2 CFR part 200, subpart F, the Federal Government requires that non-profit organizations receiving \$750,000 or more in federal financial assistance from all sources in a fiscal year must secure an audit. If your agency receives \$1,000,000 or more in federal financial assistance, please select one of the following methods for providing audit information to the City of La Crosse (Select all that apply)

- ☒ A. If your agency already conducts audits of all its funding sources including CDBG, the agency must submit a copy of its most recent audit, and may, at its discretion, include the CDBG portion of the audit cost in its CDBG project budget.
- ☐ B. If your agency already conducts audits of its other funding sources but has neither received nor included CDBG in the past, the scope of the audit would be modified to incorporate CDBG audit requirements. The associated cost of the augmentation could then be included in the CDBG project budget, accompanied by the auditor's written cost estimate.
- ☐ C. If your agency does not have a current audit process in place, your agency will be required to include a 10% set-aside in the CDBG project budget for the provision of an audit.
- ☐ D. If your agency is not required to do a single audit, please submit a letter from your auditor, Chief Executive Officer, fiscal officer or other responsible party stating the reasons why a single audit is not required.

G. Conflict of Interest

Completed by daina.dobbs@usc.salvationarmy.org on 1/9/2026
11:05 AM

Case Id: 31302
Name: The Salvation Army of La Crosse - 2026
Address: 223 North 8th Street, Lacrosse, WI 54601

G. Conflict of Interest

Please provide the following information.

The intent behind conflict-of-interest provisions is to ensure that all funding decisions are made on their own merits. It is a conflict of interest for any employee, agent, consultant, officer, or elected or appointed official to provide inside information or participate in approving a Loan or Grant action when the person has business ties with the applicant or is a member of his/her immediate family. "Immediate family" is generally defined as the employee, spouse and children any marriage of either), parents and siblings, by blood or marriage-mother/father, stepmother/father, mother/father-in-law, sister/brother, stepsister/brother, sister/brother-in-law.

H.1. Are any employees, agents, consultants, officers, or elected officials of the agency requesting funds in a position to participate in the decision-making process for approval of this application?

No

H.2. Are any employees, agents, consultants, officers, or elected officials of the agency requesting funds in a position to gain inside information with regard to approval of this application?

No

H.3. Will any employees, agents, consultants, officers, or elected officials of the agency requesting funds obtain a financial interest from this activity?

No

H.4. Will any employees, agents, consultants, officers, or elected officials of the agency requesting funds have an interest in any contract, subcontract, or agreement with respect to funding this application, either for themselves or those with whom they have family or business ties during the applied for activity year and one year thereafter.

No

H. Required Documents

Completed by daina.dobbs@usc.salvationarmy.org on 1/15/2026
11:36 AM

Case Id: 31302

Name: The Salvation Army of La Crosse - 2026

Address: 223 North 8th Street, Lacrosse, WI 54601

H. Required Documents

Please provide the following information.

Documentation

☒ **Articles of Incorporation/ By Laws *Required**

Articles of Incorporation 10-18-2011.pdf

☒ **Non-Profit Determination *Required**

IRS Determination.pdf

☐ **List of Board Directors or List of Oversight Committee - (for government agency)**

***No files uploaded*

☒ **Designation of Authorized Officials**

Authorized Official Documentation must be submitted of the governing body's action designating the agency's representative authorized to negotiate for and contractually bind the agency. Documentation consists of a signed letter from the Chairperson of the governing body providing the name, title, address and telephone number of each authorized individual. ***Required**

Manual of Advisory Org & Articles of Incorporation.pdf

☒ **Resumes of Program Administrator and Fiscal Officer *Required**

Lynn M Helgeland Resume for SA Fiscal Officer.docx

DainaDobbs-Resume (1).docx

☒ **Organizational Budget *Required**

FY 26 Budget Summary page.pdf



Organizational Chart (be concise and show your major administrative structure) *Required

org chart dhq.docx

org chart lax.pdf



Authorization to Request Funds

Documentation must be submitted of the governing body's authorization to submit the funding request.

Documentation of this requirement consists of a copy of the minutes of the meeting in which the governing body's resolution, motion or other official action is recorded. *Required

Approval at dhq.docx

SA Advisory Board Minutes 1-7-2026.docx



Most recent audit (Financial Statement if audit is not required) *Required

Hancock and Robinson Audit 12.15.22.pdf

Internal Audit 2021-2022.pdf



IRS 990

IRS Determination.pdf

Submit

Completed by daina.dobbs@usc.salvationarmy.org on 1/15/2026
12:21 PM

Case Id: 31302

Name: The Salvation Army of La Crosse - 2026

Address: 223 North 8th Street, Lacrosse, WI 54601

Submit

Once an application is submitted, it can only be "Re-opened" by an Administrator.

☒ I understand that for each type of activity undertaken, a sub recipient in consultation with the grantee should determine the comparable data that must be maintained in the individual case files and establish a system of ensuring that every file contains the necessary information. Although the list will vary from activity to activity, each project or case file should include documentation of the National Objective being met, the characteristics and location of beneficiaries, the eligibility of the activity, the compliance with special activity requirements, the allowable amount of the costs, and the status of the case/project.

☒ I understand that a Subrecipient must also devote attention to implementing an efficient method for compiling cumulative data on its activities for inclusion in periodic reports required by the grantee. The Subrecipient should develop logs for recording and totaling programmatic data (by type of activity, for units of service, numbers of beneficiaries, etc.) as cases are initiated and as they progress to avoid searching through all of its individual case files to obtain aggregate statistics every time a progress report is due

☒ I understand that records are to be retained for 3 years from the date of submission of the grantee's CAPER in which the specific activity is reported for the last time, unless there is litigation, claims, audit, negotiation, or other actions involving the records, which has started before expiration of the 3-year period. In such cases, the records must be retained until completion of the action and resolution of all issues which arise from it or the end of the regular 3-year period, whichever is longer.

☒ I understand that data and records are expected to be shared. I acknowledge and agree that I am required to provide and continuously update accurate and complete data for the Pathways to Housing List. This may mean I will be required to provide regular updates to the Pathways to Housing List. I understand that this data will be used, while acknowledging that my information will be handled with confidentiality and in accordance with applicable privacy laws. I agree to review and update my data as needed and to promptly report any significant changes up to date.

☒ I certify that no federal-appropriated funds have been paid or will be paid, by or on behalf of it, to any person for influencing or attempting to influence an officer or employee of any agency, a member of Congress, an officer or employee of Congress, or an employee of a member of Congress in connection with the awarding of any federal contract, the making of any federal grant, the making of any federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of a federal contract, grant, loan, or cooperative agreement.

☒ I certify that I have been authorized by the applicant's governing body to submit this application and that the information contained herein is true and correct to the best of my knowledge.

Authorized Person Name

Title

Signature

Rochelle McClintock

Electronically signed by daina.dobbs@usc.salvationarmy.org on 1/15/2026 12:21 PM

Telephone

(608) 782-6126

Updated Information

No data saved

Case Id: 31302

Name: The Salvation Army of La Crosse - 2026

Address: 223 North 8th Street, Lacrosse, WI 54601

Updated Information

Please provide the following information.

Updated Accomplishments

Number of unduplicated Clients Proposed to serve (According to [24 CFR 570.201\(e\)](#)):

Of the total number of unduplicated clients served, estimate how many will be Low-Moderate Income Clients:

Updated Budget

Funding Uses/Expenses	If Other, Enter Funding Use/Expense below	CDBG	Local	State	Federal	Private/Other/Donations
		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

Admin Docs

No data saved

Case Id: 31302

Name: The Salvation Army of La Crosse - 2026

Address: 223 North 8th Street, Lacrosse, WI 54601

Admin Docs

Please provide the following information.

Documentation



Articles of Incorporation

Articles of Incorporation 10-18-2011.pdf

