

Case Id: 31302

Name: The Salvation Army of La Crosse - 2026

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

Project Revision Request

The Salvation Army of La Crosse County respectfully requests approval to revise the scope of its 2026 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.