

**HOMELESS SERVICES & HOUSING RESOURCES**  
**RFP # 14026-2025**

**AGENCY APPLICATION**

**Instructions:**

Each applicant agency (or group of collaborative partners) must submit one completed Agency Application. Program-specific information must be submitted separately in the appropriate Program Application(s).

Please limit the total length of your completed Agency Application – including the questions, tables and narrative responses – to no more than **7 pages**. Applications that exceed this limit may not be fully reviewed. This page limit does not include requirement attachments (e.g., financial audits or financial statements).

**AGENCY INFORMATION**

Applicant Organization:	Community Action Coalition for South Central Wisconsin (CAC)
Contact Person Name and Title:	Meghan Mietchen, Executive Director
Address:	4101 E Towne Blvd, Madison, WI 53704
E-Mail:	<a href="mailto:cac@cacscw.org">cac@cacscw.org</a>
Phone:	608-237-1255
Website:	<a href="https://www.cacscw.org/">https://www.cacscw.org/</a>
Federal Tax ID or EIN:	39-1053827
Unique Entity ID (UEI) Number:	J9PFRNKYEHZ1
Legal Status:	<input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Limited Liability Company <input type="checkbox"/> General Partnership <input type="checkbox"/> Sole Proprietor <input type="checkbox"/> Unincorporated Association <input type="checkbox"/> Other: _____
Tax Exempt Status:	<input checked="" type="checkbox"/> Non-profit: 501 (c)(3) since 1967 <input type="checkbox"/> For-profit with a primary mission focused on housing and homelessness

**AGENCY REQUEST SUMMARY**

Program Type	Request Amount
<b>Homeless Services</b>	
A. Homelessness Prevention	\$56,980
B. Diversion	\$0
C. Emergency Shelter	\$0
D. Street Outreach	\$0
E. Extreme Weather Hotel for the Unsheltered	\$0
F. Rapid Rehousing (RRH)	\$0
G. Permanent Supportive Housing (PSH)	\$62,700

H. Other Permanent Housing (OPH)	\$0
I. Other Programs that Promote Pathways to Stable Housing	\$0
<b>Housing Resources</b>	
J. Tenant Support	\$0
<b>TOTAL REQUEST</b>	<b>\$119,680</b>

## AUTHORIZATION TO SUBMIT PROPORSAL

This application is submitted with the knowledge and approval of the organization's governing body. To the best of the undersigned's knowledge, the information provided is accurate and complete. The undersigned also certifies that they have reviewed and accept the terms and conditions outlined in the Request for Proposals (RFP).



**Signature**

**6/27/25**

**Date**

## AGENCY QUALIFICATION

### 1. AGENCY MISSION AND RELEVANT EXPERIENCE (10 POINTS)

#### 1) Mission Statement:

Community Action Coalition for South Central Wisconsin seeks to transform our communities by fostering conditions where everyone can achieve social and economic security.

#### 2) Relevant Experience: Describe your agency's experience delivering the types of services proposed in this application.

Community Action Coalition for South Central Wisconsin has been addressing homelessness and poverty since 1966. At the core of our work is individual case management and the provision of financial assistance to avoid eviction. For nearly 60 years, CAC has managed multiple housing programs across Dane, Jefferson and Waukesha Counties. CAC housing programs include rapid rehousing of literal homeless individuals and prevention programs that stabilize households in their current homes. CAC housing programs employ multiple strategies including both case management and financial assistance and target a wide range of audiences including families with school age youth and veterans.

In 2024, CAC was able to expand its housing programs to meet the growing challenges with affordable housing. Across the three counties that CAC serves, the cost of living including housing is increasing more rapidly than average incomes, which puts more strain and pressure on households to maintain their current home or find new housing that they can afford. Across all of CAC's housing programs, CAC supported a total 460 households, of which CAC helped 250 households stabilize their housing and avoid eviction in CAC's four Prevention Programs and one Permanent Supportive Housing across our 3-county service area.

### 2. ORGANIZATIONAL AND FISCAL MANAGEMENT (10 POINTS)

#### 1) Quality Improvement: Describe your agency's internal quality improvement processes, including how you review program outcomes and incorporate feedback from program participants.

CAC is driven by direct community input, constantly engaging with the community members we serve, not only soliciting their feedback but also giving them the opportunity to provide guidance into what services and programs we implement. Every three years, CAC conducts a Community Needs Assessment that provides valuable insight into the work we have done and informs future efforts. The most recent Community Needs Assessment was completed in 2024. The Community Needs Assessment was distributed via email, social media, paper mailings, and in person interviews by volunteers, board officers, and staff members who traveled throughout Dane, Jefferson and Waukesha counties to meet directly with target populations and community members. The Community Needs Assessment, which is used to inform our five-year strategic plan, identified housing as a top priority area for CAC to focus its work.

CAC also provides an exit survey to gather participant feedback from all CAC housing programs to determine where improvements can be made. We also offer a client feedback form for all programs at CAC. This form asks participants to give feedback regarding the extent that CAC treated them respectfully; whether our services were helpful and if not, how they can be improved; if CAC delivered services in a timely manner; and other feedback questions. CAC evaluates feedback from all these assessment tools to continually audit and monitor program success, inform strategies to improve programs, and better meet the needs of community members utilizing CAC services.

**2) Financial Management:** Describe how agency ensures sound financial accountability and sustainability.

CAC follows Uniform Guidance to ensure its policies and procedures are up to date and all staff are required to follow these policies and procedures in their daily work activities. CAC is also required to have a Single Audit performed annually by an external CPA. The most recent audit was completed in June 2025 for the 2024 fiscal year and there were no findings, deficiencies or material weaknesses noted.

**3) Financial Audit:**

Does your agency complete annual certified financial audits? ☒ Yes ☐ No

If yes, were there any significant deficiencies or material weaknesses identified in the most recent audit?

☐ Yes ☒ No

If **yes**, summarize the findings and describe how they are being addressed.

**4) 2025 Agency Operating Budget**

Below is the 2025 operating budget approved by the board of directors in November 2024.

AGENCY REVENUE		AGENCY EXPENSES	
Source	2025 Budget	Category	2025 Projected Expenditure
City of Madison	0	Personnel	3,047,240
Dane County	446,107	Operating	1,745,652
State of Wisconsin	1,014,874	Space	360,086
HUD	841,250	Special Cost	2,230,528
Other Government	3,687,914	TOTAL EXPENDITURE	7,383,506
United Way of Dane County	429,893		
Other Foundations	842,000		
Fundraising	349,003		
User Fee	0		
Other			
Program Income	22,000		2025 Projected
Interest	47,000		
TOTAL REVENUE	7,680,041	Surplus or (Deficit)	296,535

**3. SYSTEM COORDINATION (10 POINTS)**

**1) Collaboration with Other Providers:** Describe how your agency collaborates with other providers in the homeless services and housing systems. Include examples such as referrals, case conferencing, shared service planning and delivery.

CAC collaborates with other providers in the homeless services and housing systems by referring participants to community partners to maximize support. CAC caseworkers and CAC housing managers meet with partner

agencies and organizations to strategize ways to provide all households with the necessary services and support to self-resolve. By practicing in case conferencing and shared service planning, CAC and partners discuss difficult cases, specifically addressing individuals that have been on the prioritization list for a long time and work together to share ideas and generate new strategies on how to help all individuals and households break free from homelessness and achieve stable housing. By connecting clients with wrap-around services through strategic partnerships, CAC can more effectively utilize program funding through collaboration and leveraging complimentary housing programming and support services.

- 2) Integration into the System of Care:** Describe strategies your agency uses to ensure alignment with the broader local system of care such as Homeless Services Consortium (HSC). Include strategies such as supporting staff or participants in system-level planning, participating in HSC committees or workgroups, providing staff training aligned with system priorities or best practices.

At CAC, we prioritize a housing first philosophy, empowering the individuals and families we serve through motivational interviewing and providing households with choices in the support they receive. CAC believes that all people should have access to safe, stable and affordable housing as a human right. Every client that we support is assigned a dedicated caseworker. Currently, three CAC staff are members of the HSC and one CAC board member is a lead for one of the HSC committees. CAC SSVF Program staff are members of the HSC along with Veteran services committees such as the Stand Down Committee, Veteran Advisory Board and the Veteran Leadership Team committees.

CAC is well connected and involved as a leader and partner in many local, state, regional and even federal groups, boards, and initiatives, including Continuums of Care. These connections and partnerships keep CAC well informed of new resources and programs. CAC housing staff are constantly finding new resources and connecting clients to these resources and developing new relationships with agencies and partner organizations that provide complimentary services or benefits. We implement a no-wrong-door approach, where we actively invite anyone to come to CAC regardless of their issue or problem, and even if we cannot help them, we will connect them with the correct entity that can provide them with the best possible support.

CAC sends housing staff to receive training through the Institute of Community Alliances (ICA) to ensure that all housing staff know how to enter data into the HMIS system and adding/removing people from the Coordinated Entry System.

# HOMELESS SERVICES & HOUSING RESOURCES

## RFP #14026-2025

### PROGRAM APPLICATION

### G. PERMANENT SUPPORTIVE HOUSING

#### Instructions:

This Program Application form must be completed for each proposed **Permanent Supportive Housing** program. Applicants may submit multiple program applications if applying for more than one program area under the RFP.

Please limit the total length of your completed Program Application – including the questions, tables and narrative responses, to no more than **12 pages**. Applications that exceed this limit may not be fully reviewed. This page limit does not include requirement attachments (e.g., HMIS reports, agency outcome reports).

<b>Agency Name:</b>	Community Action Coalition for South Central Wisconsin (CAC)
<b>Program Name:</b>	Amphora...
<b>CDD Funding Request:</b>	\$62,700

#### 1. PROGRAM DESCRIPTION (30 POINTS)

##### 1) Program Location

- ☒ Project-based building. Building Address: Amphora Apartments 7933 Tree Lane Madison, WI 53717
- ☐ Scattered-site model. Participant or agency will sign an apartment lease in Madison/Dane County.

##### 2) Target population

Describe the population you expect to serve, including:

- Projected annual number of unduplicated households without children (singles): 0
- Projected annual number of unduplicated households with children (families): 11
- Key characteristics of the target population

Amphora is for mixed-income residents all of which meet a variety of low-income levels and have a variety of needs. Amphora consists of forty-five two- and three-bedroom apartments, of which 11 apartments are for residents that are referred via Coordinated Entry. This program will target families with children. Although CAC provides support and case management to all of Amphora, the PSH program at Amphora will provide case management for the households in the 11 Coordinated Entry units.

##### 3) Coordinated Entry and Intake Process

City-funded Rapid Rehousing programs providing rent or financial assistance must utilize the Dane CoC's Coordinated Entry system. This means informing the Coordinated Entry Manager (currently the Institute for Community Alliances) when there are program openings and accepting referrals from the Coordinated Entry list. Describe how your agency will receive and respond to Coordinated Entry referrals, and what the intake process will look like from the participant's perspective.

If we have an opening, staff will reach out to Institute for Community Alliances (ICA) for a referral. ICA will send the CAC housing manager the household at the top of the Coordinated Entry prioritization list. The CAC housing manager then reaches out to Cinnaire (Amphora Apartment property management) to determine if the referred household would be approved for the available unit. If the referred household is approved to live at Amphora, CAC then contacts them to confirm eligibility, and if they are eligible, staff will start the enrollment process to get new resident families moved in as soon as possible.

#### **4) Rent or Financial Assistance Provided**

If rental or financial assistance will be provided, describe the types of assistance (e.g., rent arrears, rental payment, utility arrears, utility payment, security deposit).

No rent or financial assistance will be provided with these program's funds.

#### **5) Services Provided**

Describe how the program will support participants in identifying and addressing specific barriers to obtaining and maintaining permanent housing, including housing navigation, connections to healthcare, behavioral health services, long-term case management, and other benefits. Include frequency and duration of services and how services will incorporate best or evidence-based practices.

The CAC PSH Program at Amphora uses a Housing First approach and other evidence-based practices to support residents in obtaining and maintaining permanent housing by addressing barriers through both individualized and community-based strategies. The Amphora CAC case manager will play a proactive, preventative role by fostering relationships with residents, conducting regular check-ins, and encouraging participation in life-skills programming, wellness activities, and community events. Residents will be supported in adjusting to permanent housing, especially those with histories of chronic homelessness, behavioral health challenges, or substance use.

The CAC Amphora case manager will maintain ongoing contact with residents and host regular community meetings and events to promote engagement, reduce isolation, and prevent crises before they escalate. The Amphora CAC case manager will continue to provide long-term, individualized support to ensure residents are connected to healthcare, behavioral health services, public benefits, and housing navigation assistance. They will collaborate with Cinnaire (property management) to organize the resident advisory board. The Amphora CAC case manager will coordinate with other CAC housing staff to ensure wraparound support, including after-school youth activities and financial independence programming. The program also includes a resident advisory board, facilitated in partnership with Cinnaire's Director of Services, to ensure residents have a voice in shaping their community and services reflect resident needs. Group activities, intergenerational events, and partnerships with outside organizations to deliver targeted workshops (e.g., financial literacy, wellness education) help reinforce housing stability and community well-being.

## 6) Staff Training

Describe your agency's plan for staff training. Include both new staff and ongoing training plans.

CAC housing managers meet with case managers on a weekly basis to ensure that all housing staff have the necessary resources, support and training to provide the best support to clients. CAC housing staff and case managers receive extensive training to do their work effectively. Annual trainings completed by staff cover topics including the use Salesforce for client data tracking, confidentiality, HMIS reporting, trauma-informed care, motivational interviewing, cultural sensitivity, boundary setting, harm reduction, mental health first aid (MHFA), psychological first aid (PFA) and QPR suicide prevention.

## 7) Staffing Structure

Describe the proposed staffing plan. Fill out the table below.

Staff Position Title	Hiring Plan (Current/ New/ Expanded)	Total Program FTE	City-Funded FTE	Proposed Hourly Wage	Responsibilities
Amphora Case Manager	Hire	1.00	1.00	\$23	Provide on-site case management at Amphora Apartments
Amphora Housing Manager	Current	1.00	0.00	\$26	Provide on-site support services at Amphora and provide direct leadership to the Amphora case manager.
				\$	
				\$	
				\$	
				\$	
				\$	

## 8) Implementation Plan *(for new or expanded programs only)*

Milestone	Target Date
Program staff hired	n/a
Program staff onboarding/training completed	n/a
First client served	n/a
Full-service operation capacity reached	9/1/25

## 2. OUTCOME AND PERFORMANCE (20 POINTS)

Select one and complete the appropriate section below:

- ☐ A. Existing Program with HMIS Data
- ☐ B. Existing Program without HMIS Data
- ☒ C. New Program With No Past Outcome Data



**A. Existing Program with HMIS Data**

Use HMIS-reported data for past outcome fields. Refer to RFP **Appendix C** for instructions on generating the required reports. The HMIS report must be submitted with your application.

**B. Existing Program without HMIS Data**

Use non-HMIS agency data for past outcome fields. The agency reports must be submitted with your application.

**C. New Program With No Past Outcome Data**

Complete this section if the proposed program is new and does not have historical performance data.

**1) Proposed Outcome**

Proposed outcomes should be ambitious but realistic based on population, service model, and timeline.

Performance Measure	CDD Target	Proposed Outcome
% of Participants Who Retained or Exited to PH	90%	90%
% of Leavers Who Exited to PH Returning to Homelessness in Less than 6 Month	≤ 5%	5%
Unit Utilization Rate	95%	95%

**2) Anticipated Challenges and Mitigation Strategies**

Describe any anticipated challenges in implementing the program or achieving the proposed outcomes. Include how your agency plans to address or mitigate these challenges.

Before being renamed as Amphora Apartments, this apartment was challenged with gun and physical violence. In an effort to rebrand this apartment building, it was renamed to Amphora, but many families in the community may know the history of this apartment and fear that it is unsafe or find Amphora an undesirable place to live. To address this challenge, CAC will prioritize community engagement activities in the services that we will provide to all of Amphora residents. By creating events for both youth and the parents or other adult caretakers, we can make Amphora a safer, more positive place to live, which will help our PSH program at Amphora retain residents and have a higher unit utilization rate.

To help ensure that families who decide to leave Amphora do not return to homelessness, CAC employs intensive case management and actively connects residents to all the wrap-around services so that when or if a family decides to leave Amphora, CAC has set them up for success so that they can avoid homelessness in the future.

### 3) Additional Outcome Measures

List any additional outcomes your agency tracks or proposes to measure.

CAC tracks additional outcomes with every client in CAC housing programs. In addition to the other data that CAC tracks, CAC housing staff also meet with clients when they enter a program and learn about their current employment status, income, current highest level of education and their current access to health insurance, transportation, and food. This data is recorded and tracked in Salesforce. Data is updated annually and final data is gathered when a client exits a program to track program impact, client success and outcomes for federal CSBG funding.

## 3. PROGRAM BUDGET (20 POINTS)

### 1) Leveraging Medicaid Resources

Describe how your agency will utilize Medicaid 1915(i) and/or Comprehensive Community Services (CCS) to support the proposed program. Include:

- Specific services or costs for which you expect to seek Medicaid 1915(i) or CCS funding
- A realistic estimate of revenue you expect these sources to generate
- Steps, if any, your agency has already taken to access these funding sources and/or a timeline for securing necessary certifications and training
- Any preparation or infrastructure you think your agency will need to support billing and compliance

For CAC's permanent supportive housing program at Amphora Apartments, CAC plans to seek Medicaid 1915(i) or CCS funding for the following two broad categories housing services and costs: housing consultation to find housing and ongoing housing support to maintain housing stability. CAC housing staff will leverage Medicaid 1915(i) or CCS funding to work with clients on identifying their unique barriers to housing, match needed services and supports to their needs and develop an individualized housing support plan tailored to their needs.

CAC is building partnerships in Madison and across our three-county service to access Medicaid 1915(i) or CCS funding and provide the services in the community that these funds will cover. CAC Executive Director and CAC Housing Director have attended meetings and listening sessions for the new use of these funds and have been active in each coalition so that we can access these funds for the clients we serve. CAC will partner with Tellurian, a current CCS array provider, to help CAC become an array provider. CAC will attend CCS meetings with Tellurian, and Tellurian has invited CAC to send the CAC Amphora case manager to shadow case managers at Enso (a similar apartment building to Amphora but instead of being focused on housing families, Enso houses single individuals).

CAC housing staff will provide ongoing support while enrolled in the program. This support includes education to tenants and landlords on each of their roles, rights and responsibilities, providing conflict resolution skills to both tenants and landlords to help if future conflicts arise, offering financial counseling to tenants and connecting clients to additional wrap-around services that support housing stability.

CAC has been in existence since 1966 with consistent clean annual audits. We manage a large number of grants and other funding sources where we have to track spending and comply with funding requirements. We have dedicated administrative staff with established financial policies in place to ensure timely and appropriate uses of the multiple different funding sources. All program managers have systems and procedures in place to regularly check spending, program activities and program outcomes to ensure that deliverables are being met and expenditures are in full compliance.

**2) Program Budget Form**

Complete the **Program Budget Form (Excel)** for a full program year. Only expenses listed as eligible in Appendix B of the RFP may be included in the funding request to the City of Madison.

**3) Budget Narrative and Clarifications**

Use this section to explain any assumptions, nuances or clarifications needed to fully understand your budget proposal as presented in the Program Budget Form (Excel).

**4) (New Programs Only) Minimum Viable Funding**

It may not be possible for the City to provide the requested amount of funding. What is the smallest amount of City support that would allow your program to proceed? How would a reduced level of City funding affect operations (e.g., reduced capacity, scope of services, staffing). Be as specific as possible, that is, to what extent would program capacity or staffing levels be affected by lower funding.

AGENCY, PROGRAM AND CITY SHARE EXPENSES

Agency & Program:

Community Action Coalition for South Central  
Wisconsin, Permanent Supportive Housing

ACCOUNT CATEGORY	City of Madison	Non-City	Total Program	Budget Details (e.g., Case manager and supervisor wages; \$1,000 for application fee; \$3,000 for bus passes)
	Request Amount	Sources	Budget	
<b>A. PERSONNEL</b>				
Salary	42,857	48,872	91,729	Case manager requesting City of Madison funding. Housing manager fully funded by United Way of Dane County.
Taxes/Benefits (30%)	14,143	16,138	30,271	
Subtotal A.	57,000	65,000	122,000	
<b>B. OTHER OPERATING</b>				
Insurance			0	
Professional Fees			0	
Audit			0	
Postage/Office and Program Supplies			0	
Equipment/Furnishings/Depreciation			0	
Telephone			0	
Training/Conferences			0	
Food			0	
Household Supplies			0	
Auto Allowance/Travel			0	
Vehicle Costs/Depreciation			0	
Other (Specify): Administrative Operations Costs	5,700		5,700	
Subtotal B.	5,700	0	5,700	
<b>C. SPACE</b>				
Office or Facility Rent			0	
Utilities			0	
Maintenance			0	
Mortgage Principal/Interest/Depreciation			0	
Property Taxes			0	
Subtotal C.	0	0	0	
<b>D. SPECIAL COSTS</b>				
Assistance to Individuals - Rent (monthly rent and rent arrears)			0	
Assistance to Individuals - Other Financial Assistance (security deposit, application fee, bus passes, etc.)			0	
Program Subcontracts (Specify):			0	
Other (Specify):			0	
Subtotal D.	0	0	0	
<b>TOTAL (A.-D.)</b>	<b>62,700</b>	<b>65,000</b>	<b>127,700</b>	

NOTES:

STAFFING: Include ALL staff working for the program			
Staff Position Title	City-Funded FTE	Total FTE, including Non-City Sources	Roles and Responsibilities
Case Manager	1.00	1.00	Provide on-site case management and community engagement at Amphora Apartments
Housing Manager	0.00	1.00	Provide on-site support services at Amphora and provide direct leadership to the to-be-hired Amphora case manager.