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:	cac@cacscw.org
Phone:	608-237-1255
Website:	https://www.cacscw.org/
Federal Tax ID or EIN:	39-1053827
Unique Entity ID (UEI) Number:	J9PFRNKYEHZ1
Legal Status**:**	☒ Corporation ☐ Limited Liability Company ☐ General Partnership ☐ Sole Proprietor☐ Unincorporated Association ☐ Other:_____
Tax Exempt Status:	☒ Non-profit: 501 (c)(3) since 1967 ☐ For-profit with a primary mission focused on housing and homelessness

AGENCY REQUEST SUMMARY

Program Type	Request Amount
Homeless Services	
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
Housing Resources	
J. Tenant Support	$0
TOTAL REQUEST	$119,680

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).

_____   6/27/25
Signature   **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

Source	2025 Budget
City of Madison	0
Dane County	446,107
State of Wisconsin	1,014,874
HUD	841,250
Other Government	3,687,914
United Way of Dane County	429,893
Other Foundations	842,000
Fundraising	349,003
User Fee	0
Other Program Income Interest	22,000 47,000
TOTAL REVENUE	7,680,041

AGENCY EXPENSES

Category	2025 Projected Expenditure
Personnel	3,047,240
Operating	1,745,652
Space	360,086
Special Cost	2,230,528
TOTAL EXPENDITURE	7,383,506

	2025 Projected
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
A. HOMELESSNESS PREVENTION

Instructions:

This Program Application form must be completed for each proposed **homelessness prevention** 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 **10 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).

Important Note: All homelessness prevention programs funded by the City must comply with HUD ESG requirements, including eligible participants and activities and use of CoC's Prevention Coordinated Entry, regardless of whether ESG funds are ultimately awarded.

Agency Name:	Community Action Coalition for South Central Wisconsin (CAC)
Program Name:	Prioritize Madison
CDD Funding Request:	$56,980

1. PROGRAM DESCRIPTION (30 POINTS)

1) **Target population**
   Describe the population you will serve, including:
   - Projected annual number of unduplicated households
   - Relevant HUD category or categories (homeless or at risk of homelessness categories)

CAC Prioritize Madison aims to serve 6-8 unduplicated households. The target population for the CAC Prioritize Madison Program is renters in the city of Madison that are housed and facing eviction. The target population for this program are participants classified under HUD's Category 2, 3, 4 and anyone at risk of becoming homeless. Participants must be under 30% CMI, have a pending eviction and without financial assistance for rent, utilities or security deposit would face imminent homelessness.

2) **Prevention Coordinated Entry and Intake Process**
   City-funded homelessness prevention programs providing rent or financial assistance must use the Dane CoC's Prevention Coordinated Entry system. This means informing the Coordinated Entry hub

(currently Tenant Resource Center) when there are openings and accepting referrals from the hub. Describe how your agency will receive and respond to referrals, and what the intake process will look like from the participant's perspective.

CAC reaches out to Tenant Resource Center and asks for referrals to be sent to CAC. We contact households and complete eligibility paperwork. The CAC caseworker conducts an initial assessment to ensure that households meet the eligibility criteria. Once a participant is determined to be eligible for the program, CAC will contact the participant's landlord to set up an inspection and complete paperwork. Both participant and landlord will be notified if they are approved for the program or not within three business days. If approved, CAC staff will send out the first rental assistance payment to the landlord immediately on the same day or at most within 24 business hours.

3) **Rent or Financial Assistance Provided**
   If rental or financial assistance is provided, describe the type of assistance (e.g., rent arrears, rental payment, utility arrears, utility payment, security deposit). Include average financial assistance amount per household and the expected frequency and duration of assistance.

CAC Prioritize Madison provides rent arrears, rental payment, utility arrears, utility payment, and security deposit – up to 6 months rent and utility assistance. Participants are capped at 24 months of financial assistance over a 3-year span.

4) **Services Provided**
   Describe how homelessness prevention services will be delivered, including locations and service hours, frequency and duration of services, and how best or evidence-based practices will be incorporated.

CAC Prioritize Madison will not provide case management services other than referrals to other resources.

5) **Staff Training**
   Describe your agency's plan for staff training. Include both new staff and ongoing training plans.

CAC housing managers meet with caseworkers 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 caseworkers 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.

6) **Staffing Structure**
   Describe the proposed staffing plan. Fill out the table below.

Staff Position Title	Hiring Plan (Current/	Total Program FTE	City-Funded FTE	Proposed Hourly Wage	Responsibilities

	New/ Expanded)				
Caseworker Specialist	Current	.34	.34	$23	Assessment and diversion, intake of applications, communication with applicants, processing applications
Housing Manager	Current	.15	.0	$29	Supervising caseworker, approving applications, providing reporting requirements

7) *(New or Expanded Programs Only)* **Implementation Plan**

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	n/a

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.

1) Data Standards

The Wisconsin HMIS data quality standards for homelessness prevention require: 98% for data completeness and 6 calendar days for data entry.

Please complete the following:
- 2024 data completeness score: 99.27%
- 2024 average days to data entry for new entries: 7.5 days
- 2024 average days to data entry for exits: 6.7 days

Describe your agency's current practices to meet these standards and any planned improvements.

2) Use of Data for Performance Improvement

Describe how your agency uses data to evaluate and improve outcomes. Include the key data points or reports that are reviewed, who reviews them, and how the data are used to inform program changes.

CAC utilizes data strategically to evaluate outcomes and drive continuous improvement across housing programs. The Housing Director and CAC Caseworker will review HUD Consolidated Annual Performance and Evaluation Report (CAPER) twice per year to assess service delivery and inform program adjustments.

CAC analyzes system performance metrics to identify trends and areas for improvement, including Number of people served, Participant demographics, Housing stability at exit and Program recidivism (whether individuals return for additional support).

3) Performance Outcomes

Performance Measure	CDD Target	2022 Outcome	2023 Outcome	2024 Outcome	Proposed Outcome
% of Leavers Exiting to Permanent Housing	95%	71%	100%	100%	100%

4) Outcome Analysis

Compare your agency's past performance to CDD targets. Discuss trends and what you think explains your successes or challenges. What changes/strategies do you think could help improve outcomes?

Once we established our program and created connections for program participants, CAC was able to increase program outcome from 71% up to 100%. CAC's relationship with the Tenant Resource Center helps because of the easy streamlined intake and referral process. Connections and relationships with landlords help ensure long-term participant success. Maintaining existing and establishing solid relationships with new landlords is critical to maintaining our high outcome levels.

5) 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 Prioritize Madison, CAC plans to seek Medicaid 1915(i) or CCS funding for the following three broad categories of housing services and costs: housing consultation to find housing, client assistance with transitioning into 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. Then CAC staff will assist clients with their housing search highlighting transportation options and contacting landlords or property managers on behalf of the client and help clients with any applications or paperwork to make moving into a new house quicker and easier for the client.

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 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 the Housing Director have attended all the 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 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) **Use of Emergency Solutions Grant (ESG) Funds**

   Can your agency accept federal ESG funding for this program, either in full or in part? ESG-funded programs must comply with all applicable federal regulations.

   ☒ Yes   ☐ No

   If yes, identify:

- Source(s) of required 100% matching funds (cash or in-kind): 100% of match can come from Roots and Wings funding.
- Maximum estimated annual match your agency can provide: $ 70,000

3) **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.

4) **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).

5) *(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, Prevention

ACCOUNT CATEGORY	City of Madison Request Amount	Non-City Sources	Total Program Budget	Budget Details (e.g., Case manager and supervisor wages; $1,000 for application fee; $3,000 for bus passes)
A. PERSONNEL				
Salary	15,000	8,250	23,250	
Taxes/Benefits (33%)	4,950	2,723	7,673	
Subtotal A.	19,950	10,973	30,923	
B. OTHER OPERATING				
Insurance			0	
Professional Fees			0	
Audit			0	
Postage/Office and Program Supplies			0	
Equipment/Furnishings/Depreciation			0	
Telephone			0	
Training/Conferences			0	
Food				
Household Supplies			0	
Auto Allowance/Travel			0	
Vehicle Costs/Depreciation			0	
Other (Specify): Administrative Operations Costs	5,180		5,180	
Subtotal B.	5,180	0	5,180	
C. SPACE				
Office or Facility Rent			0	
Utilities			0	
Maintenance			0	
Mortgage Principal/Interest/Depreciation			0	
Property Taxes			0	
Subtotal C.	0	0	0	
D. SPECIAL COSTS				
Assistance to Individuals - Rent (monthly rent and rent arrears)	31,850		31,850	
Assistance to Individuals - Other Financial Assistance (security deposit, application fee, bus passes, etc.)			0	
Program Subcontracts (Specify)			0	
Other (Specify):			0	
Other (Specify):			0	
Subtotal D.	31,850	0	31,850	
TOTAL (A.-D.)	56,980	10,973	67,953	

STAFFING: Include ALL staff working for the program			
Staff Position Title	City-Funded FTE	Total FTE, Including Non City Sources	Roles and Responsibilities
Caseworker specialist	0.34	0.34	Assessment and diversion, intake of applications, communication with applicants, processing applications
Housing Manager	0.15	0.00	Supervising caseworker, approving applications, providing reporting requirements

NOTES: