



## Older Adult Services PART 1 – ORGANIZATION NARRATIVE FORM

Submit Application to: [cddapplications@cityofmadison.com](mailto:cddapplications@cityofmadison.com)

**Deadline: 4pm July 1<sup>st</sup>, 2024**

*Official submission date and time will be based on the time stamp from the CDD Applications inbox. Late applications will not be accepted.*

The intent of this application and subsequent contract is for all organizations to present a set of opportunities within the umbrella of one contracted program for each service area, i.e. Case Management services, Culturally Relevant services, Information, Outreach and Referral services and Independent Living Support services. Only programs that involve different participants for that service area, separate staff, a different schedule and are not an activity occurring during or as part of another program should be considered a stand-alone program with a separate application.

Responses to this RFP should be complete but succinct. Materials submitted in addition to Part 1 - Organization Narrative, Part 2 - Program Narrative(s) and Part 3 - Budget Narrative will not be considered in the evaluation of this proposal. *Do not attempt to unlock/alter this form.* Font should be no less than 11 pt.

If you need assistance related to the **content of the application** or are unclear about how to respond to any questions, please contact CDD staff: Yolanda Shelton-Morris, Community Resources Manager [yshelton-morris@cityofmadison.com](mailto:yshelton-morris@cityofmadison.com) or Garrett Tusler, Community Development Specialist [gtusler@cityofmadison.com](mailto:gtusler@cityofmadison.com). We are committed to assisting interested organizations understand and work through this application and funding process.

If you have any questions or concerns that are related to **technical aspects** of this document, including difficulties with text boxes or auto fill functions, please contact Garrett Tusler, [gtusler@cityofmadison.com](mailto:gtusler@cityofmadison.com)

### **A NOTE REGARDING APPLICANT TYPE**

Every agency applying for funding must submit an organizational history narrative per program detailing their agency's background, mission, and vision. If your agency is applying for multiple programs, each program application must be submitted separately with all the required submission documents (See RFP Guidelines 1.2 Required Information and Content of Proposals)

#### **Joint/Multi-agency Applicants**

For those choosing to submit a joint/multi-agency proposal, only the designated 'lead agency' is required to complete and submit responses to questions 5-9 pertaining to partnership history, rationale for partner selection, division of roles and responsibilities, anticipated challenges, and any previous collaborations or partnerships. All other agencies participating in the joint application, listed in application as 'joint/partner agency', are still required to submit their organizational history narrative, as stated above.

Legal Name of Organization:	Freedom, Inc.	Total Amount Requested:	\$ 70,000
All program(s) connected to your organization:	Program Name: Freedom Elder Program Applicant Type: Single Agency Application Program Type: Culturally Relevant Services List Program Partner(s) (if applicable): Choose an item., , Choose an item., , Choose an item. Amount Requested: \$ 70,000		
	Program Name: Applicant Type: Choose an item. Program Type: Choose an item. List Program Partner(s) (if applicable): , Choose an item., , Choose an item., , Choose an item. Amount Requested: \$		
	Program Name: Applicant Type: Choose an item. Program Type: Choose an item. List Program Partner(s) (if applicable): Choose an item., Choose an item., Choose an item., Choose an item. Amount Requested: \$		
	Program Name: Applicant Type: Choose an item. Program Type: Choose an item. List Program Partner(s) (if applicable): Choose an item., Choose an item., Choose an item. Amount Requested: \$		
	➤ <i>If you are applying for more than four programs please contact Garrett Tusler          gtusler@cityofmadison.com</i>		
Contact Person for application (Joint Applications - Lead Org):	Hope Vang, Gender Justice Director	Email: thvang@freedom-inc.org	
Organization Address:	2110 Luann Lane Madison, WI 53713	Telephone:	(608) 716-7324
501 (c) 3 Status:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	Fiscal Agent (if no)	N/A

## **Organizational Qualifications – All Applicants:**

### 1. Organization History and Mission Statement

Freedom, Inc. is a non-profit organization based in Madison, Wisconsin, serving low-to-no-income survivors of domestic violence, sexual assault, and other forms of gender-based violence. Our intergenerational members range in age from 5 - 99.

Our mission is to achieve social justice through the coupling of direct services with community organizing. Through leadership development, community mobilization, and advancing community control measures, we will bring about social, political, cultural, and economic change to our clients and members' lives as well as their communities and neighborhoods. This will result in the end of violence against women, youth, and gender-non-conforming folks within our communities.

### 2. Describe your organization's experience implementing programming described in the Older Adult Services Policy Paper and Older Adult RFP Guidelines relevant to the programs you propose in this application. List all current older adult programs with their inception date.

Many of Freedom, Inc.'s (FI) members initially engage with the organization due to a crisis situation they are seeking support for. FI's advocates assess their needs and support them with services such as victim/survivor advocacy, safety planning, and crisis intervention, housing & shelter assistance, access to medical & mental health care, applying for public benefits, immigration, and citizenship attainment, access to legal counsel and other survival and life-sustaining services.

After folks are supported with services and are in a stable position where they have capacity to deepen their engagement, FI provides them with leadership development and economic opportunities. FI's work makes it possible for victims of violence to transform into survivors who are leading, shaping, and impacting their schools, neighborhoods, and communities. By amplifying the voices and experiences of the most impacted people in Madison, Wisconsin, FI will bring about social, political, cultural, and economic change, resulting in the end of violence against women, gender-non-conforming folks, and youth within our communities.

### 3. Describe any significant changes or shifts at your agency since 2022 or anticipated changes in the next two years. For example, changes in leadership, turnover of management positions, strategic planning processes, expansion or loss of funding. What, if any affects have or will these changes make regarding the agency's ability to provide proposed services? If there are no changes, write "No changes".

In December 2022, Freedom, Inc.'s (FI) founder and long-time Co-Executive Director Kabzuag Vaj completed 20 years of executive leadership at FI and passed the baton to an incoming Co-Executive Director team: Bianca Gomez, Chai Moua, and Mahnker Danhweih. Each of these three women of color were long-time Program Directors of FI, ensuring the vision and direction of FI's work is led by the internally developed talent and leaders who have served at the frontlines of direct service, organizing, and action in Wisconsin, nationally and internationally. Sheur Yang, FI's Chief Financial Officer joined the three Co-Executive Directors as the fourth vital voice on the new executive team.

FI has since engaged a team of consultants and advisors with knowledge and roots in Midwest communities of color, to understand and guide the key defining components of a healthy leadership transition. We began this process in early 2022 and this work will continue throughout 2023 and into 2024. This transition process includes the transfer of knowledge, relationships, skills, and capacity-building necessary for first-time executive directors to thrive. The process also includes ongoing coaching support for a new executive team of color. Each executive leader has identified a coach who matches their areas of expertise and growth, to maximize feedback and growth in key

leadership areas including development, safety and security, management strategies, organizational health and wellness, staff development, policies and procedures, communications, and infrastructural systems that will support a smooth transition and sustainability.

FI is focused on strengthening our organizational capacity and undertaking strategic planning and growth that is focused on the intentional development, well-being, and sustainability of our communities, our new executive team, and our staff. All staff and board will be invited to participate in the planning process, and we anticipate two retreats to undertake this work.

4. Describe your organization’s experience, education and training requirements for management and older adult services program staff. Include how you support these requirements and other professional development opportunities.

Our entire team, composed of Black and Southeast Asian women and LGBTQI+ folks, have survived some form of violence and transformed into survivors, advocates, and leaders who are committed to changing the conditions of our communities to ensure that there is an ultimate end to these harms. Many of our leadership and staff first engaged with our work as a youth/adult member and continued to grow in the organization as they deepened their skills and development. Our staff’s ability to develop and lead others in our community is a testament to our work and a reflection of those we serve.

Freedom, Inc.’s leadership are all frontline movement leaders in Youth Justice, Queer Justice, and Gender Justice, with intensive professional and culturally specific experience and expertise in Madison, nationally and internationally. Our organization and leaders are respected as experts in the field of gender justice. Collectively, our team has attended and presented at over 150 conferences, trainings, and workshops both within the U.S. and abroad in Southeast Asia.

**JOINT/MULTI-AGENCY APPLICATIONS ONLY – Lead Agency Applicant responses**

**Program name:** N/A

**Program type:** Choose an item.

**List All Joint/Partner Applicants for this Program:** N/A

5. Provide a brief overview of your partnership history with the collaborating agency/agencies. When and how did this partnership begin, and what collaborative initiatives have you undertaken together in the past?

N/A

6. Explain the rationale behind choosing to partner with the specific agency/agencies identified in this application. What unique strengths or resources does each organization bring to the partnership, and how do these complement one another?

N/A

7. Describe the division of roles and responsibilities between your organization and the collaborating agency within the proposed program. How will each partner contribute to program design, implementation, and evaluation?

N/A

8. Outline any challenges or barriers you anticipate encountering as a result of the partnership, and how you plan to address these collaboratively.

N/A

9. Detail any previous collaborations or partnerships with other organizations serving older adults, if applicable. What lessons or insights have you gained from these experiences that will inform your approach to this partnership?  
N/A



## Older Adult Services 2024 Request for Proposals PART 2 - Program Narrative Form

Submit Application to: [cddapplications@cityofmadison.com](mailto:cddapplications@cityofmadison.com)

**Deadline: 4:30 p.m. (CDT) on July 1st**

*Official submission date and time will be based on the time stamp from the CDD Applications inbox. Late applications will not be accepted*

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Part 2 – Program Narrative Form MUST be completed for EACH PROGRAM for which you are asking for funds.

Responses to this RFP should be complete but succinct. Materials submitted in addition to Part 1 - Organization Narrative, Part 2 - Program Narrative(s) and Part 3 - Budget Narrative will not be considered in the evaluation of this proposal. *Do not attempt to unlock/alter this form.* Font should be no less than 11 pt.

### **Joint/Multi-Agency Applicants**

Only the designated 'lead agency' is required to submit the Program Narrative form on behalf of all identified partners listed in the application for applicants choosing to apply through a joint application.

If you need assistance related to the **content of the application** or are unclear about how to respond to any questions, please contact CDD staff: Yolanda Shelton-Morris, Community Resources Manager [yshelton-morris@cityofmadison.com](mailto:yshelton-morris@cityofmadison.com) or Garrett Tusler, Community Development Specialist [gtusler@cityofmadison.com](mailto:gtusler@cityofmadison.com). We are committed to assisting interested organizations understand and work through this application and funding process.

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Program Name:	Freedom Elder Program	Total Amount Requested for this Program:	\$ 70,000
Legal Name of Organization:	Freedom, Inc.	Total amount Requested for Lead/Single Applicant	\$ 70,000
Legal Name of Partner(s) (Joint/Multi-Agency Applicants only):	N/A	Total Amount Requested for Partner 1:	\$
		Total Amount Requested for Partner 2:	\$
		Total Amount Requested for Partner 3*:	\$
Program Contact:	Hope Vang	Email:	thvang@freedom-inc.org
		Phone:	608-716-7324
Program Type: Select <b>ONE</b> Program Type for this form.			
<input type="checkbox"/> Case Management Services  <input checked="" type="checkbox"/> Culturally Relevant Services  <input type="checkbox"/> Independent Living Support Services  <input type="checkbox"/> Outreach, Information, and Referral Services			
<p><b>PLEASE NOTE:</b> Separate applications are required for each distinct/stand-alone program. Programs are considered distinct/stand-alone if the participants, staff and program schedule are separate from other programs, rather than an activity or pull-out group.</p>			

\*Click or tap here to enter text.

## 1. PROGRAM OVERVIEW

- A. Need: Briefly describe the need in the City of Madison for the programs included in this application, including the source of the data used in your response.

The proposed program includes two components: (1) victim support services (case management and (2) a healing program support group. The proposed program and its activities serve Madison’s low-to-no-income Black/African and Southeast Asian Hmong refugee older adult women and LGBTQI+ victims and survivors of violence (40 years and older).

Immediate interpersonal needs: All of the victims and survivors of our proposed program services primarily face challenges such as interpersonal, intimate partner, and familial violence, isolation, economic instability, low levels of physical activity, and lack of fundamental resources including access to safe and stable housing, mental health resources, and healthy meals. In addition to these challenges, our Black/African and Southeast Asian Hmong refugee program members face racial and cultural discrimination when accessing and interacting with social welfare services (e.g., housing, welfare, healthcare, and education). Furthermore, there has been a variety of recently introduced state legislations and rulings that have directly and negatively impacted our community’s livelihood and well-being. State legislation and rulings attacking their bodily autonomy, anti-trans legislation impacting access to healthcare, and an active abortion ban which is negatively impacting reproductive healthcare entirely. Our age-specific, culturally responsive, and LGBTQI+-competent services and program group allow Black/African and Southeast Asian Hmong refugee older adult women and LGBTQI+ victims of violence to transform into survivors who are leading, shaping, and positively impacting their neighborhoods and communities. Additionally, our current elder program is at its full staff capacity as the program continues to receive requests for services.

Need for larger community and cultural impact: Our elder program is likely to be the only or of the few that specifically and intentionally cultivates cross-racial relationships among Black and Asian older adults throughout Madison and the state of Wisconsin. Black and Asian communities have historically been pitted against one another to uphold white supremacy and other oppressive values. Since the start of the COVID-19 pandemic, the rise of anti-Asian hate crimes, anti-Blackness, and violence against Black communities have risen across the nation. Largely, both of our racially minoritized communities have experienced violence from one another without realizing how these actions fuel racial division. As an organization, we refuse to allow our communities to distance themselves any further because historically, Black and Southeast Asian Hmong communities have had similar, though not the same, economic and racialized struggles and experiences. Through our strategic and intentional cross-racial older adult services and programming, Madison’s Black and Southeast Asian communities are provided a space and environment to build trust, strengthen relationships and stronger communities.

B. Goal Statement: What is the goal of your program and how does it align with the scope of work described in the RFP guidelines?

This grant aims to improve the quality of life, relieve isolation, and develop cross-racial relationships with our older adult Black/African immigrant and Southeast Asian Hmong refugee women and LGBTQI+ folks by expanding Freedom, Inc.’s older adult services and elder programming. The quantitative goal of this expansion is to increase the group’s regular membership by 30% (20 participants - 10 Black and 10 Hmong) throughout the next year by providing our current older adult clients with opportunities to build a support system and develop their leadership.

C. Program Summary (3-5 sentences):

Older adults who attend our elder programming are provided with services and a sense of community. This programming group is led and facilitated by the survivors of the groups and our program staff and advocates provide the administrative and infrastructural support. These programming support groups meet on a biweekly basis where they participate in activities, field trips, and intergenerational and cross-racial events. This group provides our survivors a space to grow their systems of support and resources outside our one-on-one victim services and case management.

**2. POPULATION SERVED**

A. Proposed Participant Population: Describe the intended service population that will be impacted by this program (e.g., location, ages, race/ethnicities, income ranges, English language proficiency, if applicable etc.) AND how this population was involved in the development of this program proposal.

The participant population of the proposed program is low-to-no-income Black/African and Southeast Asian Hmong refugee older adult women and LGBTQI+ folks (40 years and older) who also have experienced some form of gender-based violence throughout their lives. The proposed program is entirely led and run by the proposed participant population with the administrative assistance of our Black and Hmong Gender Justice Advocates. All of our staff members and volunteers have also experienced some form of gender-based violence throughout their lives as well and are equipped to provide culturally responsive and LGBTQI+-competent case management services and programmatic support.

B. 2023 Participant Demographics (if applicable):

Race	# of Participants	% of Total Participants
White/Caucasian		
Black/African American	35	52%
Asian	32	48%
American Indian/Alaskan Native		
Native Hawaiian/Other Pacific Islander		
Multi-Racial		
Balance/Other		
Total:	67	



Ethnicity		
Hispanic or Latino		
Not Hispanic or Latino	67	100%
Total:	67	
Gender		
Man		
Woman	65	97%
Non-binary/GenderQueer	2	3%
Prefer Not to Say		
Total:	67	

Comments (optional):

- C. Language Access and Cultural Relevance: Please describe how the proposed program will serve non-English speaking older adults. Describe how the proposed program will be culturally relevant to the population served.

Our services are culturally responsive because our advocates are equipped to provide in-language education to our clients about the different forms of violence and abuse they are experiencing. Oftentimes, our Black/African and Southeast Asian Hmong clients do not have the words (either in English or Hmong) to describe how they were assaulted. Our advocates are able to support them by breaking down and translating sexual assault and violence terms in culturally appropriate manners. In addition, the majority of our clients do not have the language or cultural understanding to navigate the medical and justice systems. Our advocates are able to support victims through this as well. For example, a recent Southeast Asian Hmong victim of sexual assault had limited English proficiency to explain her assault to medical staff and to her immediate family. One of our Southeast Asian Advocates patiently worked with the client as the client described what happened in Hmong. Our advocate was able to provide her with the appropriate legal language in Hmong and English. This allowed our client to better navigate the system to receive the appropriate medical care she wanted and needed.

- D. Recruitment, Engagement, Intake and Assessment: Describe your plan to recruit, engage and address barriers to participation for the identified service population. Explain the intake and/or assessment procedure you will use for this program.

Program members are typically recruited after they've engaged with Freedom, Inc. as a client or recommended by a family member already engaged within Freedom, Inc. During their first engagement with our victim services or programming, one of our advocates or program staff members will also reach out to conduct a phone call or in-person intake and assessment. Clients are usually provided this survey during their intake meetings in person or electronically – depending on their personal preferences. We then follow up to provide further support and information. Oftentimes, clients and/or members will share with us other services and resources that they are seeking or in need of. This feedback gives us a better understanding of our organizational, programmatic, and community (Madison) gaps.

### 3. PROGRAM DESCRIPTION AND STRUCTURE

- A. Activities: Describe your proposed program activities. If applicable, describe any evidence, research, proven curriculum, standards, or documentation of promising practice that supports the programming or service proposed.

With the financial support of this grant, we will be able to expand our victim services and program group capacity in order to serve our older adult clients and program members.

Victims and survivors engage with FI at different times throughout their survivorship. This can be immediately after the assault when they are seeking medical and healthcare services, or years later when they need

trauma or peer support. When first engaged, our advocates will conduct an intake session and provide direct victim services (e.g., crisis intervention and case management). Education about how to access medical services and what medical services are available to victims and survivors will be provided in a linguistically and culturally accessible manner. We provide political education in a culturally and LGBTQI+-competent manner to survivors so that they are able to make choices that are best for them. Our victim services include but are not limited to providing victims and survivors with language support and advocacy, increasing access to critical social services (food, housing, financial assistance) through direct assistance, coordinating services, and building service networks. Culturally responsive mental health services will also be available to our older adult clients and program members through our mental health provider partners.

After our clients are supported with services and are in a stable position where they have the capacity to deepen their engagement, we provide them with opportunities to participate in our culturally responsive and LGBTQI+ competent group programming. Our team of advocates coordinates intergenerational programming support groups for victims and survivors. These support programming groups include 50+ & Fabulous. These groups of survivors provide victims a space to grow their systems of support and resources outside our one-on-one case management services. The activities that take place within 50+ & Fabulous include field trips to local establishments (e.g., arboretum), traditional and cultural art activities, healing circles, transformative justice workshops, coordinated dinners/banquets, self-defense classes, gardening, and much more. Culturally responsive physical activities and mental health activities are often included within our programming because wellness for older adult clients and program members is usually not well represented among white mainstream physical and mental health activities. To keep our program members engaged with physical, mental health, and wellness activities, we prioritize cultural activities that encourage increased natural forms of movement that are familiar to our elders. These natural forms of movement include light levels of farming, traditional line dancing, embroidery singing/song poetry, and making music (e.g., drumming).

- B. Program/Service Schedule: If you are proposing to provide a program at more than one location and the program schedule is the same for all locations, please list all of the locations in the “Location(s)” cell in Table 1 below. If the program schedules vary amongst locations, please complete Table 2 and the question following the tables.

Table 1

Day of the Week	Start Time	End Time
Monday	3:00 PM (Bi-weekly)	6:00 PM
Tuesday		
Wednesday		
Thursday		
Friday	3:00 PM (Bi-weekly)	6:00 PM
Saturday		
Sunday		

Table 2 (optional)

Day of the Week	Start Time	End Time
Monday		
Tuesday		
Wednesday		
Thursday		
Friday		
Saturday		
Sunday		

If applicable, please list the third location and any subsequent locations. Include the specific program schedule(s) differences as compared to the programs included in the tables above.

#### 4. ENGAGEMENT COORDINATION AND COLLABORATION

- A. Family Engagement: Describe how your program will engage caregivers, guardians, and/or family of participants in the development of this proposal, and how they will be involved in the implementation and assessment of the program activities.

Our organizational services and programs are strategically structured so that we can offer age-specific and demographic-specific services and programs that serve all members of a family. Usually, our older adult program members are engaged through recommendations made by our adult women program members (ages 25 to 40) - these members are usually daughters, granddaughters, or other family members of our older adult program members. If a family member did not introduce the 50+ & Fabulous program members, they were most likely introduced by one of our staff advocates through our victim services.

- B. Neighborhood/Community Engagement: Describe how your program will engage neighborhood residents or other relevant community stakeholders in the development of this proposal, and how they will be involved in the implementation and assessment of the program activities.

The proposed program and the program members will engage with the local community members and neighborhood consisting of our older adult members by organizing or participating in approximately 5 intergenerational outreach events and collaborating with other similar service-providing organizations and local community leaders.

- C. Collaboration: Please complete the table below and respond to the narrative questions regarding program collaboration with community partners.

**Note:** Agencies listing a partner/collaborator below in addition to any ‘joint/partner applicant’ (if applicable) for their program should include a letter of commitment/support from the agency partner highlighting the ways in which the agency will support the program.

Partner Organization	Role & Responsibilities	Contact Person	Signed MOU (Yes/No)?
N/A			

List any additional partners, their role & responsibilities, contract person and MOU information (if applicable):  
N/A

How do these partnerships enhance this proposal?  
N/A

What are the decision-making agreements with each partner?  
N/A

D. Resource Linkage and Coordination: What resources are provided to participants and their families/loved ones by your proposed program/service? How does the program coordinate and link participants to these resources?

- Transportation support in the form of staff pick-ups and drop-offs with the organization’s van, bus passes, and gift cards to participants or family members for gas;
- Healthy meals during all program sessions;
- Free culturally responsive meals are provided during our quarterly meal kit drives;
- Direct services and advocacy, including domestic violence and sexual assault interventions, gender-affirming clothing to LGBTQIA+ members, housing support, medical care, the first response for immediate stops to harm, and other survival and life-sustaining measures;
  - A safe and secure environment to develop meaningful relationships with other older adults who have faced similar gender-based violence and racial-based discrimination;
  - Culturally responsive physical, mental health and wellness activities; and
  - Intergenerational events where older adult participants and community members have opportunities to genuinely engage, learn, educate, and grow with younger generations.

**5. PROGRAM QUALITY, OUTPUTS, OUTCOMES AND MEASUREMENT**

A. Program Outputs - Unduplicated Older Adults and/or Program Hours

Total Annual Unduplicated Older Adults served through proposed program/service: 80

Total program/service hours annually: 167 hours

B. Program Outcomes

Please describe the data and the data source used to choose your outcome objectives.

The proposed program outcome objectives were chosen because these aims have previously proven to transform victims (clients) into survivors (program members). Over the recent years, we were able to provide 2 of our Black/African immigrant program members with full-time jobs and benefits, and 3 of our other older adult members with paid consultation and contractual work. Some of them also went on to work or volunteer within our civic engagement efforts and Community Power Building department. Through developing a sense of community, strengthening relationships, and increasing wellness and safety, our older adult program members have shared and shown that their quality of life has improved.

Using the drop-down menu, please select the Program Outcome #2 for your proposed program(s), listed under each respective funding priority found in RFP Guidelines 1.6 Measurements of Success, that you will track and measure. Complete the table(s) below.

<b>Outcome Objective #1:</b> 75% of clients/participants report that the services/assistance they receive help them achieve the quality of life that they desire.				
<b>Performance Standard</b>	<b>Targeted Percent</b>	75%	<b>Targeted Number</b>	60
<b>Measurement Tool(s) and Comments:</b> <p>To ensure that we are on track to meeting our proposed initiative’s objectives, we follow a cross-organizational evaluative standard of procedure that measures all programs, activities, events, and campaigns through mixed methods approaches (qualitative and quantitative). Accountability and transformation are key to our work and organizational growth so we conduct evaluations among service clients, program members and participants, staff, program directors, and non-program community members.</p> <p>Members and clients who attend our events and programming are also provided a physical or electronic survey to complete (see below). Clients are usually provided this survey during their intake meetings in person or electronically – depending on their personal preferences. Within the survey, we include a safety strategy section for our members and clients to identify new safety resources or strategies so that we can access their risk and security gauging. We are then able to follow up and provide further support when needed. Once the survey has been submitted back to our team, we use them to improve our services and programming. Oftentimes, clients and/or members will share with us other services and resources that they are seeking or in need of. This feedback gives us a better understanding of our organizational and community (Dane County) gaps.</p> <p>FI also seeks outside help to ensure a trustworthy and thorough evaluation process. For instance, we recently worked closely with a research collaborative (RC) at the University of Wisconsin-Madison. Collectively, we were able to create a series of evaluation methods, tools, and models that allow for a more robust approach to bettering services and resources. The RC helped us create tools that allow for the voices of the community to be elevated and taken seriously. This utilization of traditional evaluation approaches alongside more community-centered approaches to evaluating the program will allow us to see and address a lot more. This includes multi-modal surveys, town halls, deep data analysis, strategic distribution strategies, etc. Our vision must be the community’s vision and this approach helps us arrive closer to that. These evaluations are conducted quarterly. Our leadership staff members then meet quarterly to review all evaluative metrics to strategize about the ways we can improve our work.</p>				

<b>Outcome Objective #2:</b> Culturally Relevant Services Outcome - At least 75% of older adults served access Older Adult Activities programs that improve 1) their physical and mental health, 2) their ability to engage with their community, and/or 3) their ability to avoid disease an				
<b>Performance Standard</b>	<b>Targeted Percent</b>	75%	<b>Targeted Number</b>	60
<b>Measurement Tool(s) and Comments:</b>				

Same as Outcome Objective #1 Measurement Tool(s) and Comments.

<b>Outcome Objective #3 (optional):</b>			
<b>Performance Standard</b>	<b>Targeted Percent</b>		<b>Targeted Number</b>
<b>Measurement Tool(s) and Comments:</b>			

If necessary, add additional outcome objectives, performance standards, targeted percent, targeted number, and measurement tools:

- C. Data Tracking: What data tracking systems are in place or will be in place to capture the information needed to document demographics, program activities, outcome measures and expenses?  
We use multiple data tracking systems to measure participant data, program outcomes, and program expenditures. Our programmatic teams follow a participant tracking procedure and system to track program members' and participants' demographics and other relevant information. The majority of this information is collected at an initial intake session with program members, whereas their ongoing participation is manually tracked throughout the program.

To ensure that we are on track to meeting our proposed programmatic objectives, our programmatic teams follow a cross-organizational evaluative standard of procedure that measures all programs, activities, events, and campaigns through mixed methods approaches (qualitative and quantitative). Accountability and transformation are key to our work and organizational growth so we conduct evaluations among service clients, program members and participants, staff, program directors, and non-program community members. FI also seeks outside help to ensure a trustworthy and thorough evaluation process. For instance, we recently worked closely with a research collaborative (RC) at the University of Wisconsin-Madison. Collectively, we were able to create a series of evaluation methods, tools, and models that allow for a more robust approach to bettering services and resources. The RC helped us create tools that allow for the voices of the community to be elevated and taken seriously. This utilization of traditional evaluation approaches alongside more community-centered approaches to evaluating the program will allow us to see and address a lot more. This includes multi-modal surveys, town halls, deep data analysis, strategic distribution strategies, etc. Our vision must be the community's vision and this approach helps us arrive closer to that. These evaluations are conducted quarterly. Our leadership staff members then meet quarterly to review all evaluative metrics to strategize about the ways we are able to improve our work. Data is tracked through one-on-one case management meetings with the Youth Justice Advocate using a paper intake form that is entered into our client database. Quarterly reports for each program are informed by data that is tracked throughout the course of each program.

In terms of expenditures, our Finance Department and team have developed comprehensive financial grant procedures and processes. We use a financial accounting management system that tracks all of our expenditures and outlays with budget amounts for each grant or subgrant. We have procedures put in place to ensure that all funds are used for authorized purposes, in compliance with the laws, regulations, and terms and conditions of the award, and that established sub-award performance goals are achieved. Our Development Department receives written program and data reports quarterly to ensure that our proposed services and projects are meeting the agreed-upon goals and objectives, while our Financial Department works closely with the appropriate leadership team member to track disbursements, expenses, receipts, and invoices. All received grant funds are tracked by unique grant accounts in our financial management system. All expenditures and accompanying receipts are submitted on a bi-weekly basis within our accounting system.

## 6. PROGRAM LOCATION

- A. Address(es) of the site where programs/services will occur:  
2110 Luann Lane, Madison, WI 53713
- B. Drawing upon the insights outlined in RFP Guidelines 1.5 Equity Priority Areas, please elaborate on your agency's strategies for integrating this information into the development of your proposed program/service. Furthermore, please explain on how your program/service will effectively reach and support individuals residing within or in close proximity to Equity Priority Areas. If applicable, please list any collaborations with existing agencies dedicated to serving and/or operating within the identified areas.
- Our program members primarily reside in the southern and southwestern parts of Madison, specifically within the Equity Priority Areas shown in the RFP Guidelines 1.5. Our office is strategically located in south Madison specifically to serve the Black and Southeast Asian community members and families residing in the most economically disadvantaged and historically underserved areas.

## 7. PROGRAM STAFFING AND RESOURCES:

- A. Program Staffing: Full-Time Equivalent (FTE) – Include employees, AmeriCorps Senior members and Interns with direct program implementation responsibilities. FTE = % of 40 hours per week.

Position Title	Qualifications or Required Training	Location(s)
Co-Executive Director who oversees Gender Justice Department	<ul style="list-style-type: none"> <li>• 20+ Years Experience in Victim Services Advocacy and Client Case Management</li> <li>• Queer Justice Training</li> <li>• Safety Training</li> <li>• Gender Justice Intersectionality Training</li> <li>• Black and Southeast Asian Culturally Responsive Training</li> </ul>	2110 Luann Lane, Madison, WI 53713
Gender Justice Director	<ul style="list-style-type: none"> <li>• 5+ Years Experience in Victim Services Advocacy and Client Case Management</li> <li>• Queer Justice Training</li> <li>• Safety Training</li> <li>• Gender Justice Intersectionality Training</li> <li>• Black and Southeast Asian Culturally Responsive Training</li> </ul>	2110 Luann Lane, Madison, WI 53713
Black Gender Justice Advocate - Women	<ul style="list-style-type: none"> <li>• Queer Justice Training</li> <li>• Safety Training</li> <li>• Gender Justice Intersectionality Training</li> <li>• Black and Southeast Asian Culturally Responsive Training</li> </ul>	2110 Luann Lane, Madison, WI 53713

Hmong Gender Justice Advocate - Women	<ul style="list-style-type: none"> <li>• Queer Justice Training</li> <li>• Safety Training</li> <li>• Gender Justice Intersectionality Training</li> <li>• Black and Southeast Asian Culturally Responsive Training</li> </ul>	2110 Luann Lane, Madison, WI 53713

\*Use one line per individual employee

Volunteers: If volunteers will have direct contact with program participants, how are they vetted, trained and supervised?

All board, staff, and key volunteers receive training and support from one another (e.g. a Hmong domestic violence advocate provides training on domestic violence issues) and through attending conferences and participating in networks. All members participate in the training and this year all staff are participating in professional development courses, dubbed Freedom School, to develop skills and political education/analysis. We all work closely to learn and be accountable, including co-directors.

All volunteers go through a three-session orientation equaling six hours that includes information on confidentiality, mandatory reporting for youth, and culturally specific political education.

Volunteers must apply and be interviewed by an FI director. We also require two referral contacts that we follow up for any prior disciplinary issues. Volunteers are supervised directly by the director with whom they do weekly in-person check-ins.

**B. Other program Resources/Inputs (such as program space, transportation or other resources necessary for the success of your program):**

Almost all of the older adult services and programming takes place within our office building located on Luann Lane in Madison, WI. There are some occurrences where the programming (e.g., field trips) and intergenerational events will take place off campus. When our programming or events take place away from our office building, our program staff and trained volunteers will provide free and accessible transportation for our older adult participants with our vans - we own three vans. If our three vans are full, our program staff coordinate pick-ups with local taxi drivers and share driver apps. Additionally, we own 4 electric mobility scooters which is made available for any of our older adult clients and program members to use while participating in a Freedom, Inc. service, program or event.

Our office space, vans, and other transportation services allow for our older adult programming to be successful and accessible for our older adult clients and program members.

**8. BUDGET**

- A. The budget should be submitted with the proposal using the template provided in an Excel document or a PDF. There are five tabs within the Excel spreadsheet: Cover Page, Organization Overview and one sheet for the Program Budget for each program. The Cover Page, Organizations Overview and relevant Program Budgets must be submitted with this document for a proposal to be complete.

Joint/Multi-Agency Applications



- B. All Joint/Partner Agencies listed on page 2 of this Program Narrative form must also complete a Budget Narrative form to be submitted alongside all required materials.

The budget template and budget narrative can be found on the [CDD Funding Opportunities website](#).

**9. If applicable, please complete the following:**

A. Disclosure of Conflict of Interest

Disclose any potential conflict of interest due to any other clients, contracts, or property interests, e.g. direct connections to other funders, City funders, or potentially funded organizations, or with the City of Madison.

We confirm that Freedom, Inc. does not have any conflict of interest due to any clients, contracts, or property interests, e.g., direct connections to other funders, City funders, or potentially funded organizations, or with the City of Madison.

B. Disclosure of Contract Failures, Litigations

Disclose any alleged significant prior or ongoing contract failures, contract breaches, any civil or criminal litigation.

N/A

**APPLICATION FOR 2024 OLDER ADULT SERVICES PROGRAMS**

**1. ORGANIZATION CONTACT INFORMATION**

Legal Name of Organization	Freedom, Inc.
Mailing Address	2110 Luann Lane Madison, WI 53713
Telephone	(608) 716-7324
FAX	
Director	Chai Moua
Email Address	cmoua@freedom-inc.org
Additional Contact	Ashley Solage
Email Address	asolage@freedom-inc.org
Legal Status	Private: Non-Profit
Federal EIN:	43-2023570

**2. PROPOSED PROGRAMS**

Program Name:	2025		If currently City funded	
	Letter	Amount Requested	2024 Allocation	Joint/Multi Application - SELECT Y/N
Freedom Elder Program	A	\$70,868	\$0	No
Contact:	Hope Vang - thvang@freedom-inc.org			
	B			No
Contact:				
	C			
Contact:				
	D			
Contact:				
	E			
Contact:				
<b>TOTAL REQUEST</b>		\$70,868		

**DEFINITION OF ACCOUNT CATEGORIES:**

**Personnel:** Amount reported should include salary, taxes and benefits. Salary includes all permanent, hourly and seasonal staff. Taxes/benefits include all payroll taxes, unemployment compensation, health insurance, life insurance, retirement benefits, etc.

**Operating:** Amount reported for operating costs should include all of the following items: insurance, professional fees and audit postage, office and program supplies, utilities, maintenance, equipment and furnishings depreciation, telephone, training and conferences, food and household supplies, travel, vehicle costs and depreciation, and other operating related cost

**Space:** Amount reported for space costs should include all of the following items: Rent/Utilities/Maintenance: Rental costs for office space; costs of utilities and maintenance for owned or rented space. Mortgage Principal/Interest/Depreciation/Taxes: Costs with owning a building (excluding utilities and maintenance).

**Special Costs:** Assistance to Individuals - subsidies, allowances, vouchers, and other payments provided to clients.

Payment to Affiliate Organizations - required payments to a parent organization. Subcontracts - the organization subcontracts for service being purchased by a funder to another agency or individual. Examples: agency subcontracts a specialized counseling service to an individual practitioner; the agency is a fiscal agent for a collaborative project and provides payment to other agency

3. SIGNATURE PAGE

AFFIRMATIVE ACTION

If funded, applicant hereby agrees to comply with City of Madison Ordinance 39.02 and file either an exemption or an affirmative action plan with the Department of Civil Rights. A Model Affirmative Action Plan and instructions are available at cityofmadison.com/civil-rights/contract-compliance.

CITY OF MADISON CONTRACTS

If funded, applicant agrees to comply with all applicable local, State and Federal provisions. A sample contract that includes standard provisions may be obtained by contacting the Community Development Division at 266-6520. If funded, the City of Madison reserves the right to negotiate the final terms of a contract with the selected agency.

INSURANCE

If funded, applicant agrees to secure insurance coverage in the following areas to the extent required by the City Office of Risk Management: Commercial General Liability, Automobile Liability, Worker's Compensation, and Professional Liability. The cost of this coverage can be considered in the request for funding.

4. SIGNATURE

Enter name: Chai Moua

By entering your initials in the box you are electronically signing your name and agreeing to the terms listed above.

DATE 7/1/2024

INITIALS: CM

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ies.

**5. BOARD-STAFF DEMOGRAPHICS**

Indicate by number the following characteristics for your agency's current board and staff. Refer to application instructions for definitions. You will receive an "ERROR" until you finish completing the demographic information.

DESCRIPTOR	BOARD		STAFF		MADISON*		
	Number	Percent	Number	Percent	GENERAL	POVERTY	R/POV**
					Percent	Percent	Percent
<b>TOTAL</b>		<b>100%</b>		<b>100%</b>			
<b>GENDER</b>							
MAN	0	0%	2	7%			
WOMAN	3	100%	26	90%			
NON-BINARY/GENDERQUEER	0	0%	1	3%			
PREFER NOT TO SAY	0	0%	0				
TOTAL GENDER	3	100%	29	100%			
<b>AGE</b>							
LESS THAN 18 YRS	0	0%	0	0%			
18-59 YRS	3	100%	28	97%			
60 AND OLDER	0	0%	1	3%			
TOTAL AGE	3	100%	29	100%			
<b>RACE</b>							
WHITE/CAUCASIAN	0	0%	0	0%	80%	67%	16%
BLACK/AFRICAN AMERICAN	1	33%	16	55%	7%	15%	39%
ASIAN	2	67%	13	45%	8%	11%	28%
AMERICAN INDIAN/ALASKAN NATIVE	0	0%	0	0%	<1%	<1%	32%
NATIVE HAWAIIAN/OTHER PACIFIC ISLANDER	0	0%	0	0%	0%	0%	0%
MULTI-RACIAL	0	0%	0	0%	3%	4%	26%
BALANCE/OTHER	0	0%	0	0%	1%	2%	28%
TOTAL RACE	3	100%	29	100%			
<b>ETHNICITY</b>							
HISPANIC OR LATINO	0	0%	0	0%	7%	9%	26%
NOT HISPANIC OR LATINO	3	100%	29	100%	93%	81%	74%
TOTAL ETHNICITY	3	100%	29	100%			
<b>PERSONS WITH DISABILITIES</b>	0	0%	0	0%			

\*REPORTED MADISON RACE AND ETHNICITY PERCENTAGES ARE BASED ON 2009-2013 AMERICAN COMMUNITY SURVEY FIGURES.

AS SUCH, PERCENTAGES REPORTED ARE ESTIMATES. See Instructions for explanations of these categories.

\*\*R/POV=Percent of racial group living below the poverty line.

**6. Does the board composition and staff of your agency represent the racial and cultural diversity of the residents you serve? If not, what is your plan to address this? (to start a new paragraph, hit ALT+ENTER)**

Yes

[Empty text area for response]

**7. AGENCY GOVERNING BODY**

How many Board meetings were held in 2023	11
How many Board meetings has your governing body or Board of Directors scheduled for 2024?	9
How many Board seats are indicated in your agency by-laws?	3

List your current Board of Directors or your agency's governing body.

<b>Name</b>	<b>Chong Moua</b>			
Home Address	759 North Star Dr, Madison, WI 53718			
Occupation	Assistant Professor			
Representing	Chair			
Term of Office	1	From:	mm/yyyy	To: mm/yyyy
<b>Name</b>	<b>Choua Xiong</b>			
Home Address	5139 W Anita St Appleton, WI 54913			
Occupation	Assistant Professor			
Representing	Treasurer			
Term of Office	1	From:	mm/yyyy	To: mm/yyyy
<b>Name</b>	<b>Dana Pellebon</b>			
Home Address	2764 Osmundsen Rd Fitchburg 53711			
Occupation	Executive Director			
Representing	Secretary			
Term of Office	1	From:	mm/yyyy	To: mm/yyyy
<b>Name</b>				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy
<b>Name</b>				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy
<b>Name</b>				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy
<b>Name</b>				
Home Address				
Occupation				
Representing				
Term of Office		From:	mm/yyyy	To: mm/yyyy



AGENCY GOVERNING BODY cont.

<b>Name</b>				
Home Address				
Occupation				
Representing				
Term of Office	From:	mm/yyyy	To:	mm/yyyy
<b>Name</b>				
Home Address				
Occupation				
Representing				
Term of Office	From:	mm/yyyy	To:	mm/yyyy
<b>Name</b>				
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Term of Office	From:	mm/yyyy	To:	mm/yyyy
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Representing				
Term of Office	From:	mm/yyyy	To:	mm/yyyy
<b>Name</b>				
Home Address				
Occupation				
Representing				
Term of Office	From:	mm/yyyy	To:	mm/yyyy

**\*\*Instructions: Complete this workbook in tab order, so the numbers will autofill correctly. Only fill in the yellow cells. Only use whole numbers, if using formulas or amounts with cents, convert to whole number before submitting to CDD.**

Please fill out all expected revenues for the programs you are requesting funding for in this application. All programs not requesting funding in this application, should be combined and entered under NON APP PGMS (last column)

REVENUE SOURCE	AGENCY 2025	PROGRAM A	PROGRAM B	PROGRAM C	PROGRAM D	PROGRAM E	NON APP PGMS
DANE CO HUMAN SVCS	0						
UNITED WAY DANE CO	0						
CITY CDD (This Application)	70,868	70,868					
City CDD (Not this Application)	105,000						105,000
OTHER GOVT*	1,897,290						1,897,290
FUNDRAISING DONATIONS**	3,764,397						3,764,397
USER FEES	0						
TOTAL REVENUE	5,837,555	70,868	0	0	0	0	5,766,687

\*OTHER GOVERNMENT: Includes all Federal and State funds, as well as funds from other counties, other Dane County Departments, and all other Dane County cities, villages, and townships.

\*\*FUNDRAISING: Includes funds received from foundations, corporations, churches, and individuals, as well as those raised from fundraising events.





**\*\*List all staff positions related to programs requesting funding in this application, and the amount of time they will spend in each program.**

Title of Staff Position*	2025 Program A FTE**	2025 Program B FTE**	2025 Program C FTE**	2025 Program D FTE**	2025 Program E FTE**	2025 Total FTE	2025 Annualized Salary	2025 Payroll Taxes and Fringe Benefits	2025 Total Amount	2025 Hourly Wage***	2025 Amount Requested from the City of Madison
SEAHC Staff						0.00	61,813		61,813	0.00	0
Achor						0.00	175,000	65,194	240,194	84.13	0
Chief Financial Officer						0.00	150,000	56,444	206,444	72.12	0
Co-Executive Director						0.00	110,000	42,444	152,444	52.88	0
Co-Executive Director						0.00	110,000	42,444	152,444	52.88	0
Co-Executive Director						0.00	27,500	13,569	41,069	26.44	0
Executive Assistance						0.00	61,920	25,616	87,536	29.77	0
Development Director						0.00	103,200	40,064	143,264	49.62	0
Development Manager						0.00	77,400	31,034	108,434	37.21	0
Development Assistant						0.00	46,154	20,098	66,252	22.19	0
Operations Director						0.00	72,220	29,221	101,441	34.72	0
Operations Director						0.00	36,120	16,586	52,706	33.65	0
Operations Coordinator						0.00	51,600	22,004	73,604	24.81	0
Operations Coordinator						0.00	25,800	12,974	38,774	24.81	0
Financial Accountant						0.00	61,920	25,616	87,536	29.77	0
Finance Associate						0.00	51,600	22,004	73,604	24.81	0
Finance Manager						0.00	35,000	16,194	51,194	33.65	0
Gender Justice Director						0.00	72,240	29,228	101,468	34.73	0
Black GJ Coordinator	0.25					0.25	51,600	22,004	73,604	24.81	0
Black GJ Coordinator	0.25					0.25	43,750	19,257	63,007	21.03	0
Hmong GJ Coordinator	0.50					0.50	51,600	22,004	73,604	24.81	0
Hmong GJ Support	0.50					0.50	43,750	19,257	63,007	21.03	0
<b>SUBTOTAL/TOTAL:</b>	1.50	0.00	0.00	0.00	0.00	1.50	1520187.00	593256.00	2113443.00	759.87	0.00

**CONTINUE BELOW IF YOU NEED MORE ROOM FOR STAFF POSITIONS**

\*List each staff position separately. Indicate number of weeks to be employed if less than full year in parentheses after their title.

\*\*Full Time Equivalent (1.00, .75, .60, .25, etc.) 2,080 hours = 1.00 FTE

**\*\*List all staff positions related to programs requesting funding in this application, and the amount of time they will spend in each program.**

Title of Staff Position*	2025 FTE**	2025 FTE**	2025 FTE**	2025 FTE**	2025 FTE**	2025 Total FTE	2025 Salary	2025 Taxes and	2025 Amount	2025 Wage***	2025 Requested
Black GJ Support (P/T)						0.00	32,508	15,322	47,830	24.04	0
Youth Justice Director						0.00	70,000	28,444	98,444	33.65	0
Black Youth Justice Coordinator						0.00	51,600	22,004	73,604	24.81	0
Black Youth Justice Coordinator						0.00	51,600	22,004	73,604	24.81	0
Hmong Youth Justice Coordinator						0.00	51,600	22,004	73,604	24.81	0
Hmong Youth Justice Coordinator						0.00	38,720	17,496	56,216	24.04	0
Queer Justice Director						0.00	77,400	31,034	108,434	37.21	0
Queer Justice Manager						0.00	67,080	27,422	94,502	32.25	0
Queer Justice Organizer						0.00	37,500	17,069	54,569	24.04	0
Mutual Aid Lead						0.35	53,750	22,757	76,507	25.84	0
Mutual Aid Lead						0.00	53,750	22,757	76,507	25.84	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
						0.00			0	0.00	0
<b>TOTAL:</b>	1.50	0.00	0.00	0.00	0.00	1.85	2105695.00	841569.00	2947264.00	1061.21	0.00

\*List each staff position separately. Indicate number of weeks to be employed if less than full year in parentheses after their title.

\*\*Full Time Equivalent (1.00, .75, .60, .25, etc.) 2,080 hours = 1.00 FTE

### Program Summary

This tab should be completely filled in by your previous answers.

Pgm Letter	Program Name	Program Expenses	2025 City Request
A	Freedom Elder Program	PERSONNEL	0
		OTHER OPERATING	58,868
		SPACE	0
		SPECIAL COSTS	12,000
		<b>TOTAL</b>	<b>70,868</b>
B	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		<b>TOTAL</b>	<b>0</b>
C	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		<b>TOTAL</b>	<b>0</b>
D	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		<b>TOTAL</b>	<b>0</b>
E	0	PERSONNEL	0
		OTHER OPERATING	0
		SPACE	0
		SPECIAL COSTS	0
		<b>TOTAL</b>	<b>0</b>
<b>TOTAL FOR ALL PROGRAMS</b>			<b>70,868</b>