

A. Organization & Contact Information

Case Id: 16274
Name: IDR dba Freedom Tree at IDR - 2023/24
Address: *No Address Assigned

Completed by wb@share-ws.coop on 11/18/2022 1:09 PM

A. Organization & Contact Information

The Request for Proposals and additional materials to assist with completing the application can be found on the City's webpage for [Community Agencies](#)

A.1. Organization Name

IDR, Inc dba Freedom Tree at IDR

A.2. Project/Program

IDR, Inc dba Freedom Tree at IDR

A.3. FY 2023-24 Funding Request Amount

\$55,000.00

A.4. Agency's Total Operating Budget

\$129,544.00

A.5. Mailing Address

603 Peters Creek Parkway Winston Salem, NC 27103

A.6. Project/Program Location Address

603 Peters Creek Parkway Winston Salem, NC 27103

A.7. Organization Website

www.idrusnow.org

A.8. Year 501(c)(3) status obtained

2007

A.9. Organization Fiscal Year

January to December 2023

A.10. Federal Tax ID Number

261674404

A.11. Federal DUNS Number

NA

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Willard W Bass Jr

A.13. Email

wbshare@outlook.com

A.14. Phone

(336) 283-3299

CONTACT

A.15. Name, Title

Director

A.16. Email

wbshare@outlook.com

A.17. Phone

(133) 657-5248

BOARD CHAIR

A.18. Name

Tim Browder

A.19. Term Expiration

12/31/2023

A.20. Email

tim@ywcaws.org

A.21. Phone

(336) 816-5636

B. Project Overview

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B. Project Overview

Please provide the following information.

APPROACH (7 POINTS)

B.1. Provide a concise description of the proposed project/program, indicating specifically how City funds will be used. Briefly, what are the goals/objectives of the project/program?

The Freedom Tree at IDR was formed to educate, organize and support communities and organizations in developing policies and procedures to create diverse and inclusive environments. Now more than ever, this attentiveness to inclusivity is crucial. Currently, The Freedom Tree at IDR is committed to its ongoing project of Building a City in Which All Communities Flourish, which is a process of community transformation, both individually and institutionally. This proposed project includes seven activities with corresponding objectives:

Activity 1: 1-day workshop on diversity and inclusion for faith communities, government entities, and nonprofit organizations.

Objective: Offer a 1-day workshop on diversity and inclusion to 25 participants with evaluations of the training at a 3.5 or higher rating on a 5-point rubric.

Activity 2: 2-day workshop to help participants develop concepts and strategies to improve the effectiveness of their organizations.

Objective: Assist 25 participants, in a 2-day workshop, in the development of action plans to address the challenges of diversity and inclusion in their organizations with evaluations of the training at a 3.5 or higher rating on a 5-point rubric.

Activity 3: People of Color Cultural Dialogue Dinners – multiple gatherings between members of organizations servicing Latin-X, Indigenous, African American, and other P.O.C. groups. These meetings are held over dinner with fresh food provided by SHARE's Harvest Market.

Objective: Assist 25 participants in identifying strategies that will improve their organizations' ability to serve People of Color clients effectively with evaluations of the training at a 3.5 or higher rating on a 5-point rubric.

Activity 4: White Privilege Spiritual Intervention – develop and facilitate a model for the benefit of white transformation to anti-racism work.

Objective: Assist 10-15 white participants in anti-racism work through education, a discussion format, and meditation as a practice for transformation with evaluation of the training at a 3.5 or higher rating on a 5-point rubric.

Activity 5: Cross-cultural Youth Engagement Nights – multiple gatherings between a diverse coalition of high school students from throughout Winston-Salem. These meetings are held over dinner with fresh food provided by SHARE's Harvest Market.

Objective: Model and foster cross-cultural and cross-racial relationships for teenage students in Winston-Salem with evaluations of the meetings at a 3.5 or high rating on a 5-point rubric.

Activity 6: Reparative Planning in Winston-Salem/Forsyth County - multiple town halls and strategizing sessions between

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members of the Freedom Tree at IDR and local politicians and planners.

Objective: Build on the City Council's April 19, 2021 resolution that included an apology for slavery, segregation, and past racist policies. Ensure accountability through the creation of an action-oriented approach to reparation and other strategic planning mechanisms.

B.2. How will a participant access the proposed project/program, use the services, and derive a beneficial outcome from participation?

The Freedom Tree at IDR has established collaborative relationships with community organizations and government representatives that continue to assist in the recruitment of participants, and the planning and execution of the sessions. In regard to our newest initiative, summarized above under Activity 6, we will be able to build on the momentum of our first Town Hall, which occurred virtually on November 4th and was attended by 75 participants.

The organization has a program evaluator in the form of a "Professional Evaluator." Current analysis shows that participants have marked improving on developing strategies or action steps for discussing and handling racism as a result of the workshop. It should be noted that each year, the interventions improved based on participant feedback, and each year—on a scale of 1-5 with 5 being the highest rating—the trainings rate at a 3.5 or higher.

This is a consistent theme across all of the Freedom Tree sessions—participants are impacted most in that they learn how to strategize and act in ways that prioritize an anti-racist approach.

AS the COVID-19 pandemic hopefully continues to improve, we will employ a hybrid format of holding some events virtually and some in-person.

NEED (7 POINTS)

B.3. Describe the unmet need that the proposed project/program seeks to address. Include data supporting the need.

The proposed project meets three unmet needs: food access for needy populations, cross-cultural community revitalization, and operational support for Black farmers.

Through the youth engagement and cultural dialogue dinners, the Freedom Tree at IDR will work in partnership with SHARE Cooperative of Winston-Salem to provide meals for a variety of individuals in need. Food insecurity continues to be a dire issue in Winston-Salem: our city has 21 food deserts, and nearly 61,000 people in Forsyth County lack access to healthy, affordable food. Additionally, nearly 25% of children in Forsyth County are food insecure.

The pandemic and resulting economic hardships that low-income communities of color are bearing the brunt of have exacerbated this issue. The partnership between the Freedom Tree and SHARE will help mitigate this need, prioritizing services to people of color while also fostering a healthy, positive learning environment.

The Freedom Tree at IDR is also heavily engaged in cross-cultural community revitalization. Both the Peters Creek Parkway revitalization plan and the Waughtown/MLK initiative include the Freedom Tree as a resource for their success. Printed By: Willard Bass on 11/19/2021 4 of 28. These plans identify a need for more business development and community-business interaction, as well as spaces for people to provide dialogue—these are all traits that the Freedom Tree supports.

Similarly, in the wake of this summer's social upheaval due to the deaths of George Floyd, Breonna Taylor and Ahmaud Arbery, there have been greater calls regarding education for white people on issues of race and racism. Organizations such as 18 Springs Yoga and Justice Center have solicited the services of the Freedom Tree to provide consultations and training interventions for moving predominately white non-violent social justice initiatives toward authentic relationships that build community wellness.

COLLABORATION (6 POINTS)

B.4. Describe any specific collaborative relationships with other organizations (public or private) and how they will impact the project/program. How will collaboration contribute to the planning, implementation, operation, oversight, and performance measurement of the proposed project/program?

The Freedom Tree at IDR has established collaborative relationships with community organizations and government representatives that continue to assist in the recruitment of participants, and the planning and execution of the sessions. In regard to our newest initiative, summarized above under Activity 6, we will be able to build on the momentum of our first Town Hall, which occurred virtually on November 4th and was attended by 75 participants.

The organization has a program evaluator in the form of “Results Craft, Inc.” Current analysis shows that participants have marked improving on developing strategies or action steps for discussing and handling racism as a result of the workshop. It should be noted that each year, the interventions improved based on participant feedback, and each year—on a scale of 1-5 with 5 being the highest rating—the trainings rate at a 3.5 or higher.

This is a consistent theme across all of the Freedom Tree sessions—participants are impacted most in that they learn how to strategize and act in ways that prioritize an anti-racist approach.

AS the COVID-19 pandemic hopefully continues to improve, we will employ a hybrid format of holding some events virtually and some in-person.

C. Strategy and Performance

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C. Strategy and Performance

Please provide the following information.

STRATEGY (5 POINTS)

C.1. The City of Winston-Salem's strategic priorities, adopted most recently in the [2017-2021 Strategic Plan \(2019 Update\)](#) and under review for adoption by City Council for FY 2022 - FY 2025 Strategic Plan, are used as guiding principles to establish community priorities based on the vision, mission, and values set forward by the Mayor and City Council.

Indicate which of the City's strategic focus areas your program aligns with best (select one):

Economic Vitality and Diversity

C.2. Select the service area(s) that your project/program relates to:

- Housing/Homelessness
- Economic Development
- Construction Rehabilitation
- Poverty Reduction
- Arts and Culture
- Youth
- Public Safety
- Transportation
- Other

PERFORMANCE (15 POINTS)

C.3. Describe the system to be used to track participant and program data. List any key reports and their frequency that will be used to capture project/program performance.

The Freedom Tree at IDR continues to build partnerships with other organizations that share the goal of "building flourishing community." The Freedom Tree is partnered most closely with SHARE Cooperative of Winston-Salem, a faith-based food and program supplier that has successfully opened a cooperative grocery store in a food desert in Winston-Salem. SHARE is a sister organization to the Freedom Tree, and the boards, staff, volunteers and stakeholders of each organization collaborate through frequent discussion to support each other's initiatives. The Freedom Tree also partners with organizations such as Parkway UCC, 18 Springs Yoga Studio, the Justice Collective, the Hidden Town Project, and Winston-Salem Planning and Development Services.

These organizations support participants in community conversations, and work to improve relationships between

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white people and people of color through Winston-Salem. Administrators of these programs such the Freedom Tree in implementing workshops through activities such as teaching meditation, educating individuals about privilege, and discussions about how to live an anti-racist ethic.

With the help of these partner organizations, the Freedom Tree at IDR hopes to develop models for workshops and weekly programs that use historical and sociological data, media (articles, books, videos, and statistics), mindfulness meditation practices, discussion, and role playing activities that encourage white people to move from ignorance and privilege to activism.

These models will be conducted in shared community spaces, such as 18 Springs Yoga Studio, in the Freedom Tree community office, and in SHARE Cooperative’s Harvest Market.

C.4. Explain the steps that will be taken if the stated program goals provided in C.3. are not achieved.

The organization has a program evaluator in the form of “Professional Evaluator.” Freedom Tree is in process of partnering WSSU, Sustainability Center to improve our current evaluation instrument. Current analysis shows that participants have marked improvement on developing strategies or action steps for discussing and handling racism as a result of the workshop. It should be noted that each year, the interventions improved based on participant feedback, and each year—on a scale of 1-5 with 5 being the highest rating—the trainings rate at a 3.5 or higher.

This is a consistent theme across all of the Freedom Tree sessions—participants are impacted most in that they learn how to strategize and act in ways that prioritize an anti-racist approach.

We will employ a hybrid format of holding some events virtually and some in-person.

C.5. Use the chart below to show how your agency measures program effectiveness. List goals, activities, and performance measures you will use to evaluate services, facilities, and programs that will be funded by the City. Performance measures can be quantitative and/or narrative.

Applicants will be reimbursed funds based upon timely submissions of eligible invoices. These invoices should describe services rendered and should align with the goals and objectives cited here. Where outcomes do not align with goals, please be prepared to provide a written summary of shortcomings.

Stated Program Goals	Program Activities in Support of Goals	FY 21-22 Previous Year Results	FY 22-23 Current Year Projected Results	FY 23-24 Next Year Anticipated Results
1-Monthly workshop on diversity and inclusion	1. To increase participants’ understanding of how history and culture shape their individual and organizational perceptions of others. 2. To increase participants understanding of the	Projected results - 15 per month	Projected - 17 participants per month	Projected - 20 participants per month

	perception of others. 3. To offer participants actionable next step			
2- 2-Day workshop to help participants develop concepts and strategies to improve the effectiveness of their organizations.	To increase participants' understanding of the factors that maintain the status quo in their organization. 2. To increase participants' understanding of organizational change strategies.	Projected - 25 participants per session	Projected results - 30 per session	Projected results - 32 per session
3- Multi-Dialogue Model for Communities of Color	1. To provide a community engagement that represents our community's welcoming posture for people of color 2. To increase participants understanding of the perception of others	Projected - 1 (organizations)	Projected - 2 (organizations)	Projected - 3 (organizations)
4- Racism Recovery for White People	1. To improve the relationships between white people and People of Color in our community 2. To increase participants understanding of the perception of others.	Projected - 10-17 participants per month	Projected result - 10 participants per month	Projected - 15 participants month
5- Cross-cultural Youth Engagement Nights – multiple gatherings between a diverse coalition of high school students from throughout Winston Salem. These meetings are held over dinner with	1: Assist 15-20 teenagers in forming a multicultural, antiracism mindset that they can carry into their schools and other facets of life.	Projected results - NA	Projected results - 15	Projected results - 25

fresh food provided by SHARE's Harvest Market				
6 -Reparative Planning in Winston-Salem/Forsyth County - multiple town halls and strategizing sessions between members of the Freedom Tree at IDR and local politicians and planners	1. To learn about the reparative planning model and how it can be applied to Winston-Salem 2. To begin a collaborative process of creating a city- and county-wide strategic plan based on the reparative planning model	Initial city/county planning gathering - 75 participants	3-5 organizations represented in ongoing city/county planning	5-8 organizations represented in ongoing city/county planning

	Total Unduplicated Number Served	Total Number Served
FY 21-22 Previous Years Results	150	172
FY22-23 Current Year Projected Results	225	500
FY 23-24 Next Year Anticipated Results	650	750

C.6. FY 21-22 Program Accomplishments

1-Monthly workshop on diversity and inclusion - Continue current process of gathering virtually with expanded table of participants from across the Atlantic region. It is even more important for individuals struggling with day-to-day events of discrimination and intolerance to have safe spaces to engage in authentic conversations about race and racism. Experimented with the best means to provide engagement and outcomes.

2- 2-Day workshop - Completed first session with Peace Haven Baptist Church. FYI, Training with Islam women laypersons will be in the Fall-Spring. The goal for this work with the Freedom Tree at IDR community is to develop a reconciled community of socially conscious individuals committed to social justice citizenship. They seek to engage the goal, as a community, in real terms and real time. We anticipate that this process will culminate in action.

3- Multi-Dialogue Model for Communities of Color - Continue reaching out to partner organizations to offer community gathering space and raise awareness for more collaboration and community building.

4- Racism Recovery for White People (Partnership) - Continue planned collaboration between the Freedom Tree at IDR and 18 Springs Healing Center in 2022-2023 toward the vision for a “flourishing city for all residents” to come to fruition. Planning fall in-person engagement.

5: Cross-cultural Youth Engagement Nights - Plans are to introduce "This is Us" identity shaping session to build relationships between male youth and their guardians. First session to be facilitated in the Fall-Spring period using the following curriculum: A) Life skills; B) People skill; and C) introduction to business, Details and Outline:

A. Life skills – understanding one’s place in the community and world, including respect for others; how to navigate the “system,” including acquiring the things of life B. People skill – how to engage with people, how to present yourself, knowing one’s community structure, i.e. city/county government; personal etiquette (eating out skills) C. Introduction to business as career opportunities, example of business and opportunities.

Timing: initial pilot in the Fall-Spring and build program for one year engagement with evaluate component.

Participants: youth males, ages 13 to 16yrs with fathers. Including support from the parent(s), including diverse youth demographic Resources and Location: the initiative will be operated out of the SHARE Center with a commitment to dinner events

6: Reparative Planning in Winston-Salem/Forsyth County - Completed first engagement with City-county Planning Staff and community leaders and completed debriefing with Patrice Tony and Aaron King. Also, began dialogue with neighborhoods most impacted by historical systemic injustice. Drafting document for city/county Topical Plan for targeted focus on communities of need

C.7. FY 22-23 Key Objectives

1-Monthly workshop on diversity and inclusion - We will experiment with the best means to provide such spaces that are affective in engagement and outcomes. We continue to be committed to monthly gatherings for Anti-racist Learning.

2- 2-Day workshop - We will move slow as we build a resource of offerings with varying amounts of contact time with the goal of building authentic diverse multicultural community.

3- Multi-Dialogue Model for Communities of Color - Plans are to partner with the Triad Organizing Initiative to organize additional gatherings to continue building inclusive community in the West Salm district.

4- Racism Recovery for White People (Partnership) - Plans are to continue year-round process for white folk to provide ongoing engagement toward a change in white culture in Winston Salem.

5: Cross-cultural Youth Engagement Nights – 1- Youth Engagement Dinners - TBA in 2022 as this new initiative to take hold with young grassroots community leaders.

6: Reparative Planning in Winston-Salem/Forsyth County - Ensure accountability through the creation of an action-oriented approach to reparation and other strategic planning mechanisms in all sectors of city/county services.

D. Organizational Capacity

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D. Organizational Capacity

Please provide the following information.

MISSION (5 POINTS)

D.1. Provide an overview of the organization. Include the organization's mission statement and the major services, programs, and activities provided. How does the proposed project/program help advance the mission of your organization?

The Institute for Dismantling Racism (IDR) was established in 2004 by Rev. Willard Bass. The organization was conceptually based on the Crossroads Anti-Racism power analysis. In 2014, the Winston-Salem Foundation supported a study conducted by Outfitters4 to determine the feasibility of the organization and the anti-racism conceptual framework in Forsyth County, North Carolina. The feasibility study recommended that the Institute for Dismantling Racism become “the region’s primary advocate and training provider for more inclusive and productive communities.” IDR accepted the recommendation and decided to do business as the Freedom Tree at IDR.

In 2017, The Freedom Tree completed its rebranding effort, including publishing a new homepage, www.idrusnow.org, in collaboration with faculty members and students from Winston-Salem State University. There are several program initiatives that grew out of this rebranding effort. Also in 2017 FT at IDR completed a redesign of all training curricula based on Malcolm Knowles’ four principles of Andragogy, i.e., adult learning theory:

1. Adults need to be involved in the planning and evaluation of their instruction.
2. Experience (including mistakes) provides the basis for learning activities.
3. Adults are more interested in learning subjects that have relevance and immediate impact on their personal life or work.
4. Adult learning is problem-centered, rather than content-oriented.

The Freedom Tree at IDR has redesigned all six of its training modules to conform to these principles. Following this redesign, in 2017, The Freedom Tree provided consultant and training services to two faith communities: North Carolina conference of the United Methodist Church (NCCUMC) and the Presbyterian Interracial Dialogue (PIRD). Between 2017 and 2020, The Freedom Tree has also hosted a variety of public events in support of Latin-x, Hispanic, and Black residents throughout Winston-Salem, such as dialogues about public health, economic equality, and voting rights. And now, Reparative Justice work with the City/County Planning Departments and a Multicultural Youth Violence Reduction Community Dinner and Activities Program.

The Freedom Tree has also developed two new 1-day diversity workshops for the North American Islamic Center and the SHARE Cooperative. The Freedom Tree at IDR negotiated a training program with 18 Springs Hope Tank Initiative in Winston-Salem.

Following the pandemic and the deaths George Floyd, Breonna Taylor and Ahmaud Arbery, The Freedom Tree at IDR has led a variety of workshops and dialogues both locally and regionally with corporate business, faith communities, and community members who have expressed interest in participating. Additionally, The Freedom Tree has assisted in efforts to lead peaceful protests throughout Winston-Salem as a response to the racism that Black residents

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experience locally.

Our proposed projects are a continuation of our mission to serve all residents of Winston-Salem in living as an antiracist and moral citizens/residents. As our nation continues to experience increasing levels of division and racial strife, the work of The Freedom Tree at IDR is now more important than ever.

FUNCTION (5 POINTS)

D.2. How long has your organization been in operation?

19 years

D.3. How does your organization benefit and serve the City of Winston-Salem and its citizens?

The Freedom Tree at IDR benefits and serves the City by focusing on best practices and research to help residents, the government, and local organizations to solve problems relating to racism, rather than placing blame on each other. Through this harmonious and cooperative approach, The Freedom Tree is helping Winston-Salem to become a city where every community can flourish.

We are continuing to build partnerships with other organizations that share our goals and values; this will help each of our organizations to become more efficient and effective. For example, the Freedom Tree is in partnership with 18 Spring Healing Center for the purpose of "Embodying Antiracism identity" through intentional and ongoing engagements of training, organizing and equity building. FT at IDR has partnerships with the Winston-Salem Urban League, the Ministers Conference of WS, the the Presbyterian Interracial Dialogue, Cooperative Baptist Fellowship, the SHARE Cooperative/Harvest Market of WS and other NGO's.

In addition, The Freedom Tree at IDR is facilitating the development of the SHARE Cooperative of Winston-Salem, a faith-based food and program supplier that is opening a cooperative grocery store in a food desert in Winston.

Through supporting SHARE, the Freedom Tree at IDR is assisting Winston-Salem have access to healthy, affordable food. This is especially crucial for Black residents in Winston-Salem, who are twice as likely as white residents to suffer from food insecurity. The Freedom Tree is also assisting SHARE in opening its Food Pharmacy, which will—in just its pilot program—subsidize \$30,000 worth of healthy grocery boxes for residents suffering from chronic illnesses such as obesity, hypertension and diabetes, which all disproportionately affect Black residents in Winston-Salem.

Lastly, as a continued effort to advocate for citizens of Winston-Salem, The Freedom Tree also co-founded the Justice Collective, which is a cross-movement coalition working together on justice for all people in our community. Our hope with the Justice Collective is that we will build trust and unity with each other and, in turn, maximize our impact by mobilizing to take action together.

STRUCTURE (5 POINTS)

D.4. In the chart below, list key personnel and executive staff involved in the proposed project/program.

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Program Developer/Facilitator	Prepare and co-facilitate training programs	20	30.00 %
Staff Facilitator	Co-facilitate and train participants	10	10.00 %

D.5. List all executive staff and their compensation (other than per diem).

Executive Staff Name	Title/Role	Compensation	% of Hours
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			Proposed to be Funded
Willard W Bass	Executive Director	\$45,000.00	10.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

2022 IDR BOD List_ New Member 09212022.pdf

D.7. Please complete the Diversity of Employment and the Employment Profile below. See the [Request for Proposals \(RFP\)](#) for definitions of position types used in the Employment Profile.

Describe the hiring process and how it is structured to provide the most diverse candidate pool. Best practices for accessing a diverse hiring process and candidate pool include:

The management structure for the Freedom Tree at IDR is simple—an Executive Director reports to a volunteer board. All programming is developed and facilitated by the Director and a team of volunteer facilitators. There are no additional hiring needs at this time.

However, it is important to note that diversity is an assumption for employment within an organization such as ours, whose mission and goals emphasize building authentic and inclusive organizations. Additionally, when hiring interns, the Freedom Tree at IDR partners with Winston-Salem State in order to ensure that our interns come from a diverse population.

Please enter the total number of Full-Time Positions and Employees you have in the table below, as well as the employee's appropriate race/ethnicity and gender identity.

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers		1				
Professionals						
Technicians						
Office/Clerical						
Laborers/Service Workers						
Total Full-Time	0	1	0	0	0	0

Please enter the total number of Temporary/Part-Time Positions (FTE) and Employees you have in the table below, as well as the employee's appropriate race/ethnicity and gender identity.

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers						
Professionals						
Technicians						
Office/Clerical						
Laborers/Service Workers						
Total Part-Time/Temp	0	0	0	0	0	0

D.8.



Attach a list of all Board Members AND compensation (other than per diem) *Required

2022 IDR BOD List_ New Member 09212022.pdf

D.9. Number of full Board meetings held during the last twelve months

4

D.10. Number of Board's Executive Committee meetings held during the last twelve months

12

ABILITY (5 POINTS)

D.11. If this is an application for new funding, please describe the steps your organization will take to establish an action plan for successful program launch, including appropriate stakeholder training and coordination. Articulate a clear methodology for service delivery within the context of established goals and include a timeline of key action items and approximate dates for delivery.

N/A

D.12. Describe your organizations' past success with flexibly responding to unforeseen events, which had the potential to negatively impact deliverables. What were best practices learned, if any? How would you successfully use these practices with the proposed program, if necessary?

Our process is the result of eighteen (19) years of experience in community engagement and diversity training. Our current offerings reflect the transition of our communities from a historical embedded sociology to a more fluid transformative environment.

The curricula for the seven (7) trainings and interventions that the Freedom Tree executes are the ongoing process throughout the 2022-2023 business year and beyond. We intend our two-day and one-day workshops will be completed either virtually or physically—by June of 2023.

Our youth engagement dinners and cultural dialogue dinners will be ongoing, approximately one per month, over the course of the year. The Reparative Justice to encompass most if not all of the sectors of our city/county social groupings. And, therefore ongoing for the foreseeable future.

D.13. How does your program's policies/procedures ensure fair treatment, equitable access, and utilization of benefits for all persons, particularly marginalized and underserved groups and communities (i.e., marketing, outreach, eligibility determination and appeals)?

The Freedom Tree at IDR prioritizes providing fair and equal access to all individuals who desire to be a part of our organization, whether as volunteers or as participants. All individuals are eligible to be involved in at least two of our workshop/dialogue offerings, and we offer a wide variety of programs in order to ensure that we are inclusive to as many individuals and organizations as possible.

E. Cost Effectiveness

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E. Cost Effectiveness

Please provide the following information.

BUDGET AND FUNDING (10 POINTS)

E.1. Please complete the table to show the organization's operating budget.

Expenditures by Program	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Program Services	\$67,275.00	\$0.00	\$67,275.00
Fundraising	\$1,200.00	\$0.00	\$1,200.00
Management and General	\$61,069.00	\$0.00	\$61,069.00
Total Expenditures by Program	\$129,544.00	\$0.00	\$129,544.00

Expenditures by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Employee Salaries and Wages	\$35,350.00	\$0.00	\$35,350.00
Employee Benefits	\$15,480.00	\$0.00	\$15,480.00
Facility Rent and Utilities	\$3,000.00	\$0.00	\$3,000.00
Training and Conference Registration	\$7,750.00	\$0.00	\$7,750.00
Membership and Dues	\$200.00	\$0.00	\$200.00
Travel and Transportation	\$6,250.00	\$0.00	\$6,250.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$1,200.00	\$0.00	\$1,200.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$51,314.00	\$0.00	\$51,314.00
Other Operating Expenditures	\$9,000.00	\$0.00	\$9,000.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$129,544.00	\$0.00	\$129,544.00

Revenues by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
City of Winston-Salem	\$45,000.00	\$0.00	\$45,000.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$0.00	\$0.00	\$0.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$21,037.00	\$0.00	\$21,037.00

Memberships	\$250.00	\$0.00	\$250.00
Donations	\$12,000.00	\$0.00	\$12,000.00
Foundation Grants	\$5,200.00	\$0.00	\$5,200.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$46,057.00	\$0.00	\$46,057.00
Total Revenues by Category	\$129,544.00	\$0.00	\$129,544.00

Describe any amounts listed under "Other Operating Expenditures" or "Other Revenues." Provide details on any specific federal government revenue sources.

E.2. Has the City of Winston-Salem provided funding in the past? If so, provide a funding history of the most recent five years of City contributions in the table below.

Year	Funding Source	Funding Amount
2022	General Fund	\$45,000.00
2021	General Fund	\$45,000.00
2020	General Fund	\$45,000.00
2019	General Fund	\$33,350.00
2018	General Fund	\$33,350.00

E.3. Complete the table below to show specific details of proposed City funding and other leveraged funding for the proposed project/program. List each additional funding source for the program.

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
Exec. Dir. (.25 FTE)	\$10,000.00	\$0.00	
Fringe Benefits	\$3,840.00	\$0.00	
Consultants/Trainers	\$10,248.00	\$0.00	
Auditor	\$7,500.00	\$0.00	
Evaluator (8 days @ 500)	\$4,000.00	\$0.00	
Travel (State-wide to WS, NC)	\$760.00	\$0.00	
Per Diem (3 Days)	\$400.00	\$0.00	
Travel (Out side to WS, NC trip 316 mi)	\$3,000.00	\$0.00	
Per Dieim (1 Day)	\$2,000.00	\$0.00	
Lunch for 25 (10 @)	\$1,250.00	\$0.00	
Rent for location	\$800.00	\$0.00	
Twin Pocket Portfolis	\$101.00	\$0.00	
Zoom Meeting	\$350.00	\$0.00	
Software (30 @ month)	\$360.00	\$0.00	
Events	\$10,391.00	\$0.00	
	\$55,000.00	\$0.00	

E.4. For each activity and line item above, please provide a short but detailed description of how City resources will be used to carry out proposed programming.

The 2022-2023 request projects increase in working as well as expenses as a result of the changing climate for the services offered by the Freedom Tree at IDR.

We anticipate a successful year based on the increasing interest in organizations desiring the improve organizational climate culture such as our Latino/a, Islamic and the Youth Outreach communities. We anticipate the need to provide some seed funds to local black farmers as they establish their presence in the local produce market.

We don't anticipate any funding short-fall and are confident this work is crucial to the success of our city's business and community environment. We continue to be committed to "building a flourishing city for all residents!"

E.5. Where another stakeholder or agency is providing non-monetary assistance with a particular aspect of your programming, please provide a short description of those activities and how they will supplement the use of City funds.

NA

E.6. If this year's request is different in any way (amount, activities, etc.) from a prior year's request, explain how and why. If you are a new applicant, please describe how you would adjust your project/program if your funding request is not funded at the full amount.

The Freedom Tree at IDR has a regular program to solicit donations and regular fund-raising events. This revenue is small but stable. In addition, the organization is generating a steady revenue stream from the training that the Freedom Tree is offering to faith-based organizations, government, nonprofit organizations and most recently businesses.

The FY22 request contains new activity with newly developing reparative Justice resourcing needs. The introductory discussions with youth this year is the same as previous year's funding request.

SUSTAINABILITY (7 POINTS)

E.7. Describe the plan to sustain the project/program funding in future years. Include information about other funding sources to leverage City funds requested.

The Freedom Tree at IDR has a regular program to solicit donations and regular fundraising events. This revenue is small but stable. In addition, the organization is generating a steady revenue stream from the trainings that the Freedom Tree offers to faith-based organizations, governmental organizations, nonprofit agencies, and—most recently—businesses.

BARRIERS (3 POINTS)

E.8. Describe any potential programmatic barriers to project implementation (e.g. recruitment or outreach challenges, etc.) and your plans for overcoming them.

There are barriers to cultural change that are embedded in our communities—this has only become more apparent in the last year. However, the Freedom Tree at IDR continues to improve its projects through each community interaction that it hosts. As we teach more citizens to unite with each other across differences of race and ethnicity, it will be possible to draw an end to the Freedom Tree as a training institute.

E.9. Describe any institutional barriers to project implementation (e.g. staff vacancies, pending departures, etc.) and your plans for overcoming them.

There are no staff vacancies, pending departures or other institutional barriers to project implementation.

AVERAGE COST (5 POINTS)

E.10. Use the table below to show the average amount of City funds requested per beneficiary to be served during the year and the average total cost of the service per beneficiary to be served during the year (including all funding sources)

Proposed funds from the City for this project:	55,000
Number proposed to be served for the year:	120
Average City funds per beneficiary:	480
Proposed funds from all sources:	129,544
Number proposed to be served for the year:	320
Average total funds per beneficiary:	403

F. Required Documents

Completed by wb@share-ws.coop on 11/18/2022 1:08 PM

Case Id: 16274

Name: IDR dba Freedom Tree at IDR - 2023/24

Address: *No Address Assigned

F. Required Documents

Please provide the following information.

Documentation

Code of Conduct/Conflict of Interest Policy *Required

IDR Conflict of Interest Policy Form 2019.pdf

Submit a copy of the agency's latest 990 Form as submitted to the Internal Revenue Service. *Required

IDR Efile acceptance 2021_2021 Fed Tax Report Submission Nov 11 2022.pdf

Organization By-Laws *Required

By-Laws Amemdment_Board Member Term Limits.pdf

Articles of Incorporation *Required

IDR Articles of Incorporation 122702.pdf

Organization Policies (including personnel, formal non-discrimination, procurement, accounting, etc) *Required

Consensus_decision_making[1] 111920.pdf

IDR Operating Principles & Values 051216 [1].pdf

IRS 501(c)3 Designation Letter *Required

IDR 501c3 Ruling 122702.pdf

Audited Financial statements or third-party review from 2020 and 2021 *Required

IDR Annual Financial Report_Yr Ending (1) 12_31_2021.pdf

North Carolina Secretary of State - Current and Active Status (<https://www.sosnc.gov/search/index/corp>)

***Required**

IDR_Charitable Licence Renewal Certificate_Jun 2022.pdf

Other

***No files uploaded*

G. Income Based Projects/Services Only

Case Id: 16274
Name: IDR dba Freedom Tree at IDR - 2023/24
Address: *No Address Assigned

Completed by wb@share-ws.coop on 11/18/2022 1:10 PM

G. Income Based Projects/Services Only

** Complete this section only if you are requesting funds for a Community Development project (for CDBG, HOME and/or ESG funding).**

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

G.1. In the right-hand column below, indicate the number of participants to be served by the proposed project/program within each income category during the year. Click [here](#) to see Winston-Salem income limits by household size.

Income Range	# to be served
0 to 30% of median	0
31% to 50% of median	0
51% to 80% of median	0
Greater than 80% of median	0

G.2. Describe policies, procedures, and criteria for determining who is eligible. Describe the procedures for screening, eligibility determination, intake, assessment and orientation of participants

H. Construction/Rehab Only

Completed by wb@share-ws.coop on 11/18/2022 1:10 PM

Case Id: 16274

Name: IDR dba Freedom Tree at IDR - 2023/24

Address: *No Address Assigned

H. Construction/Rehab Only

** Complete this section only if you are requesting funds for a Housing Construction or Rehabilitation project.**
If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

H.1. Describe the proposed project and provide plans. If the project is approved, we will need a detailed work write-up.

H.2. Provide a projected timeline for the proposed work.

H.3. Describe how the project will be managed, including the contractor procurement process.

H.4. Describe the target market, including any special populations to be served.

H.5. Describe the services or program you plan to provide.

H.6. Describe the property management plan.

H.7. List the development team members.

H.8. Describe the financial capability of the sponsor/owner organization.

H.9. Listing of projects undertaken by principals over the past ten years, identifying project name and address, type of project, and number of units; please note any projects for which local government funding was received.

Project Name	Address	Type of Project	No. Units	Govt Funding
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Documentation

Development budget that include a detailed sources and uses statement of all funds, including the requested loan from the City, in electronic format, preferably a spreadsheet.

***No files uploaded*

Participant/program data sample report

***No files uploaded*

Market study or other analysis to verify the need for the project.

***No files uploaded*

Operating pro forma that includes rent and operating cost assumptions and all estimated loan payments, in electronic format.

***No files uploaded*

I. Emergency Shelter Only

Completed by wb@share-ws.coop on 11/18/2022 1:10 PM

Case Id: 16274

Name: IDR dba Freedom Tree at IDR - 2023/24

Address: *No Address Assigned

I. Emergency Shelter Only

** Complete this section only if you are requesting funds for an Emergency Shelter project.**

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

Prior to the beginning of any funding year, any ESG-funded program must participate in the local Homeless Management Information System (HMIS) designated by the Winston-Salem/Forsyth County Continuum of Care, or for domestic violence programs, a comparable database in accordance with HUD's standards.

Emergency Shelter: Essential Services

Activity	Total Budget (\$)
Case Management	\$0.00
Child Care	\$0.00
Education Services	\$0.00
Employment Assistance	\$0.00
Job Training	\$0.00
Outpatient Health Services	\$0.00
Transportation	\$0.00
Legal Services	\$0.00
Services to Special Population	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	\$0.00

Emergency Shelter: Operating Costs

Activity	Total Budget (\$)
Rent	\$0.00
Shelter Security	\$0.00
Fuel	\$0.00
Equipment	\$0.00
Insurance	\$0.00
Utilities	\$0.00
Food	\$0.00
Furnishings (limited to less than \$500 per item)	\$0.00
Supplies	\$0.00
Maintenance or Minor Repairs	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	\$0.00

J. Rapid Rehousing and HMIS Only

Completed by wb@share-ws.coop on 11/18/2022 1:10 PM

Case Id: 16274

Name: IDR dba Freedom Tree at IDR - 2023/24

Address: *No Address Assigned

J. Rapid Rehousing and HMIS Only

** Complete this section only if you are requesting funds for a Rapid Rehousing project.**

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

Prior to the beginning of any funding year, any ESG-funded program must participate in the local Homeless Management Information System (HMIS) designated by the Winston-Salem/Forsyth County Continuum of Care, or for domestic violence programs, a comparable database in accordance with HUD's standards.

Rapid Rehousing Financial Assistance

Activity	Total Budget (\$)
Rent Assistance	\$0.00
Rental Application Fees	\$0.00
Security Deposits	\$0.00
Last Month's Rent	\$0.00
Utility Deposits	\$0.00
Utility Payments	\$0.00
Moving Cost Assistance	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00

Rapid Rehousing Services

Activity	Total Budget (\$)
Case Management	\$0.00
Housing Search and Placement	\$0.00
Mediation	\$0.00
Legal Services	\$0.00
Credit Repair	\$0.00
Counseling	\$0.00
Information and Referral	\$0.00
Monitoring/Evaluation of Progress	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00

HMIS/Data Collection Budget

HMIS Activity	City ESG Request	State ESG Request
Staff Costs	\$0.00	\$0.00
Equipment	\$0.00	\$0.00
User Fees	\$0.00	\$0.00
	\$0.00	\$0.00

Submit

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Case Id: 16274

Name: IDR dba Freedom Tree at IDR - 2023/24

Address: *No Address Assigned

Submit

I certify that the applicant meets the conditions specified in the application instructions and will be able to carry out the proposed services in concert with these conditions. I also certify that the organization is a certified IRS 501(c)(3) non-profit organization.

Willard W Bass

Electronically signed by wb@share-ws.coop on 11/18/2022 1:13 PM

IDIS Setup

No data saved

Case Id: 16274

Name: IDR dba Freedom Tree at IDR - 2023/24

Address: *No Address Assigned

IDIS Setup

Please provide the following information.

Project Name

National Objective

Activity Number ID

HUD Activity Code

Project Description

Accomplishment Type

Initial Application Date

Service Area

Ward

Census Tract(s)

Block/Group

MWBE