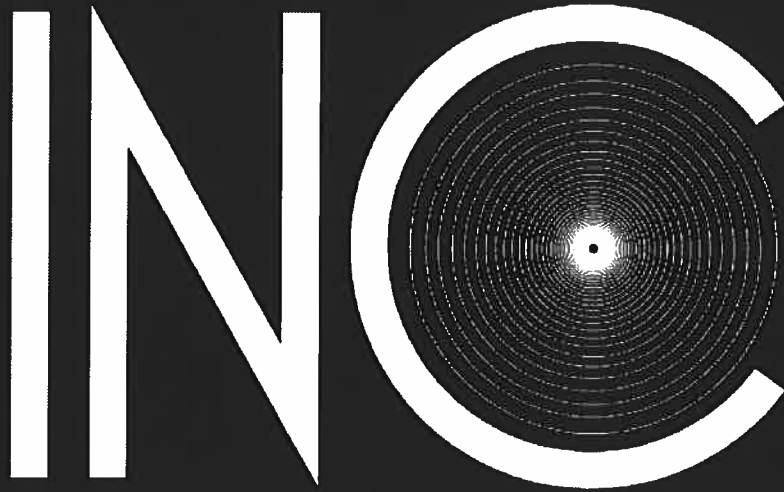


<p><b>DELIVER TO:</b>  City of Fort Pierce  100 North U.S. #1  Fort Pierce, FL 34950</p> <p><b>MAIL TO:</b>  City of Fort Pierce Procurement Dept.  P.O. Box 1480  Fort Pierce, FL 34954-1480</p>	<p><b>REQUEST  FOR  PROPOSALS</b></p> <p>and</p> <p><b>PROPOSER ACKNOWLEDGMENT</b></p>
<p><b>Bid Writer:</b> Gelencia Carter, 772-467-3748</p>	<p><b>RFP No:</b> 2021-027</p>
<p><b>Mandatory Pre-Bid Conference Date:</b>  10:00AM, MONDAY, MAY 20, 2021</p>	<p><b>RFP Title:</b> PROPERTY LEASE – MEANS COURT CENTER MULTI-SERVICE COMMUNITY HUB</p>
<p><b>Mandatory Pre-Bid Location:</b>  CITY HALL, 100 NORTH U.S. HIGHWAY 1  CITY COMMISSION CHAMBERS, ROOM 101,  FIRST FLOOR  FORT PIERCE, FL 34950</p>	<p><b>RFP Opening Location:</b>  City of Ft. Pierce Procurement Dept.  100 North U.S. #1, 1st Floor  Ft. Pierce, Florida 34950</p>
<p><b>RFP Due Date &amp; Time:</b>  3:00 PM, MONDAY, JUNE 7, 2021</p>	<p>If you need any reasonable accommodation for any type of disability in order to participate in this procurement, please contact this department as soon as possible.</p>
<p><b>Proposer Name:</b>  Inebate Neighborhood Center</p> <p><b>Mailing Address:</b>  5733 Spanishriver Rd.  Fort Pierce, FL 34951</p>	<p><i>I hereby certify that this proposal is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting a bid for the same materials, supplies or equipment, and is in all respects fair and without collusion or fraud. I agree to abide by all conditions of this bid and certify that I am authorized to sign this proposal for the proposer.</i></p> <p>x <u>Caniera Gardner</u>  Authorized Signature (Manual)</p>
<p><b>City, State, Zip Code:</b>  Fort Pierce, FL 34951</p>	<p><b>Typed or Printed Name:</b> Caniera Gardner</p>
<p><b>Type of Entity (Circle One):</b>  <input checked="" type="radio"/> Corporation <input type="radio"/> Partnership <input type="radio"/> Proprietorship</p>	<p><b>Title:</b> Chief Executive Officer</p>
<p><b>Incorporated in the State of:</b> FL <b>Year:</b> 2021</p>	<p><b>Delivery in</b> _____ <b>days, ARO</b></p>
<p><b>Phone Number:</b> 772-971-7611</p>	<p><b>Payment Terms:</b> Net 30 Days</p>
<p><b>Fax Number:</b></p>	<p><b>FEIN or SS Number:</b> 86-2362833</p>
<p><b>E-Mail Address:</b> cgardner@incbiz.org</p>	<p><b>Local Business:</b> <input checked="" type="radio"/> Y <input type="radio"/> N <b>MWBE:</b> <input type="radio"/> Y <input checked="" type="radio"/> N</p>
<p><b>Bid Security is attached, when required, in the amount of \$</b> <u>N/A</u></p> <p><b>F.O.B. DESTINATION</b></p>	<p><b>If returning as a "No Bid" state reason:</b>  Proposals</p>
<p><b>THIS PAGE MUST BE COMPLETED AND RETURNED WITH YOUR BID</b></p>	



INCUBATE NEIGHBORHOOD CENTER

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# Means Court Proposal

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## Executive Summary

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Intersectionality is the interconnected nature of social categorizations, such as race, class, and gender, which apply to a given individual or group, creating overlapping and interdependent systems of discrimination or disadvantage. Because of these factors, America's most distressed neighborhoods are rooted in systematic and institutionalized forms of racism and intentional disinvestment. Its residents having to overcome extreme barriers of poverty and social injustices to reach success.

Since President Johnson declared war on poverty in 1964, our country has made minimal progress in eliminating these crippling conditions. While most organizations have good intentions of addressing the symptoms of poverty, they provide handouts. Although these handouts may help people get by, giving something for nothing, these efforts are often not effective long-term and at times do more harm than good.

In contrast, Incubate Neighborhood Center Incorporated (INC) has developed a comprehensive systematic approach to help low-income communities revitalize and their residents to exit poverty. INC is like no other community revitalization organization in the county.

**The problem:** Lincoln Park, a community located in the City of Ft. Pierce, is one of the most impoverished areas in the Nation, where nearly 80% of its residents struggle to make ends meet. It is an Opportunity Zone, a designation established by Congress as an economically distressed community, eligible for tax incentives. Lincoln Park is a food desert where up to 70% of its residents are overweight or obese and suffer from diseases associated with low access to affordable, good-quality fresh food. The majority of this community is minority, with a median annual household income of less than \$25,000, nearly half of the national average. According to the Kresge Foundation, children raised in low-income households have only a 10% chance of graduating with a bachelor's degree by the age of 25, which suggests that 90% of youth in Lincoln Park would not complete post-secondary education. The Fort Pierce Housing Authority is the City's most significant property owner, and 60% of residents live in subsidized housing. Less than 35% of residents are homeowners. Nearly 90% of new minority-owned businesses go out of business within the first 18 months. The unemployment rate is much higher than the national average and other parts of the county. Lastly, Lincoln Park lacks an ecosystem of social agencies that collectively address these crippling barriers, specifically in the Lincoln Park community.

**The solution:** Though many resources are available in St. Lucie County, those resources are often not equitable and accessible among people of color. Incubate Neighbor Center (INC) is a non-profit social enterprise with a for-profit model whose purpose is to revitalize poor communities of color through a community hub approach that builds community capacity. Creating an ecosystem of community partners to provide much-needed resources through the community hub will result in not only equal but equitable access to all. The hub will serve over 600 residents per day, totaling over 13,000 resident encounters per month. INC's multi-generational programs are entrepreneurship, workforce development, and homeownership, geared towards residents under 250% of the Federal Poverty Line. Over the next ten years, INC anticipates increasing homeownership in Lincoln Park by 39%, entrepreneurship by 52%, and residents' employability to obtain living-wage jobs by 34%. Strategically targeting areas including entrepreneurship, job creation, homeownership, and financial

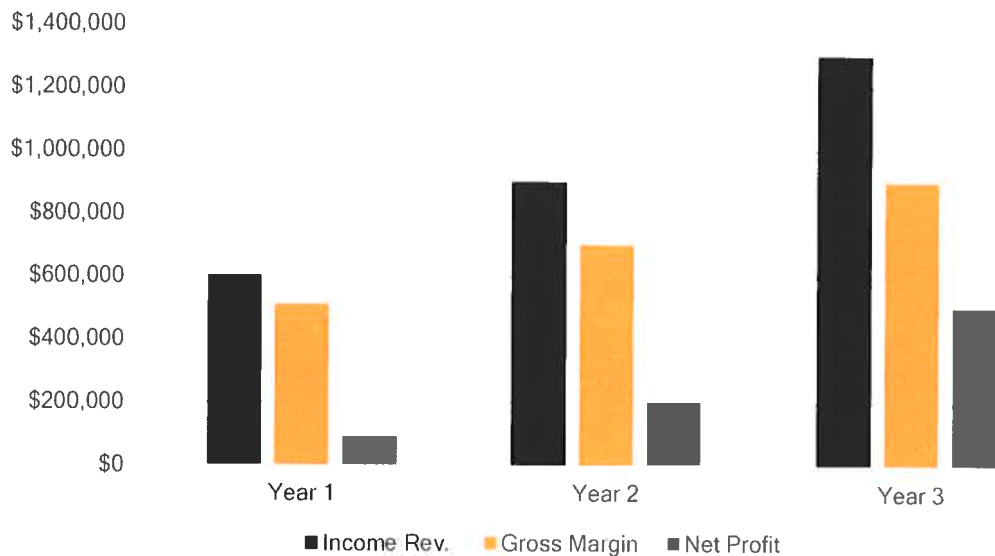
independence will result in community revitalization. By 2031, this will result in millions of dollars paid in taxes, fueled by over 170 new homeowners; 200 new businesses operating, 793 new jobs created, and 2100 jobs obtained by Lincoln Park residents and return millions of dollars worth of economic impact and steward community revitalization.

INC is a self-sufficient model designed to generate 100% of its annual budget from retail and rental activities in 2 years.

### 1.1 Objectives 1-3-Year

- 147,000 residents served at one year, 161,000 at year two, 183,020 at year 3.
- Provided 1000 hours of technical assistance to small business by one year, 1450 by year two and 1790 by year three.
- Assisted small business to receive \$80,000 in lending by year one, \$175,000 by year two and \$290,000 by year three.
- 15 new homeowners at one year, 27 at year 2, 50 at year 3.

### Highlights



### 1.2 Keys to Success

- Professional quality of services offered
- Reliability- being readily available with adequate staffing
- Effective collaboration within functioning ecosystem

Canieria Gardner  
Chief Executive Officer  
Incubate Neighborhood Center  
1601 N 27<sup>th</sup>  
Fort Pierce, FL 34947

6/21/2021

City of Fort Pierce (Redevelopment Agency)  
100 N U.S. Highway 1  
Fort Pierce, FL 34950

To whomever this may concern:

**Incubate Neighbor Center** Incorporated is solely submitting a proposal for Means Court RFP no. 2021-027. Incubate Neighborhood Center (INC) is a non-profit organization whose purpose is to revitalize poor communities of color. The principal temporary address is 1601 N 27<sup>th</sup> st, Fort Pierce, FL 34947.

The authorized agent is Canieria Gardner, Chief Executive Officer; her email address is [cgardner@incbiz.org](mailto:cgardner@incbiz.org), and telephone number is 772-971-7611.

**Acknowledgment:**

Incubate Neighbor Center will comply with all terms and conditions outlined in the Request for Proposals unless otherwise agreed by the City.

The proposal is made without collusion with any other person or entity in pursuant to RFP No. 2021-027. INC does not have any history of litigation, claims, or disputes nor has it ever filed bankruptcy. INC has no cases pending for litigation or disputes in the State of Florida. INC is in process of getting an woman and/or minority own designation.

**INC** is requesting to take possession of Means Court Elementary to turn it into a community hub called Incubate Neighborhood Center - Means Court. This Center will be utilized to provide education, training programs, and much-needed resources specifically targeted to the low-income residents of Lincoln Park. This community hub will become the one-stop shop to build individual and community wealth by offering education and resources to promote homeowners, entrepreneurship, workforce development, financial lending, and so much more.

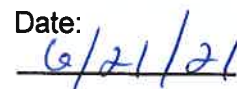
In return, INC will report annually of the Center's success and data of community economic impact.

Lastly, INC will take full financial responsibility for the property, including utilities, repairs, and other expenses as determined in this proposal.

Canieria Gardner



Date:



# Proposal Overview

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**Incubate Neighborhood Center (INC) Incorporated** is a non-profit organization with a for-profit model that was birth out of the desire to see impoverished neighborhoods healed and revitalized to self-sufficiency – in essence, to break the cycle of generational poverty. This vision and journey started in the 21st century with a simple notion of equality. Equal access to resources and opportunities would decrease the income gap and unemployment rate but increase homeownership, thriven businesses, and generational prosperity. INC has multi-level multi-generational social service programs and networks that will return millions of dollars of economic impact locally.

St. Lucie County is home to a rate of 51% of their resident's struggle to provide their basic life necessities and an alarming rate of 78% within Lincoln Park, in Fort Pierce, FL. However, these startling statistics have not deterred the organization; instead, it has solidified their resolve to take the neediest of an impoverished community and work alongside these individuals and families to help them break the cycle of poverty through the organization's multi-generational hand-up approach. This strategy is designed to revitalize impoverished communities and create a pathway to building wealth. INC core focus areas: entrepreneurship, workforce development, affordable housing, and overall community health. INC facilitates its mission through its three core programs and workshops, which were developed as a road map to help families navigate the road to self-sufficiency. Each unique program is customized to meet the client where they are in their journey of success.

INC is committed to developing and housing a functional ecosystem of community partners that will provide connected resources to low-income disconnected youth and adults. The intent is to create a community hub where Lincoln Park residents can get all their services in one location. This holistic approach will help families overcome barriers to economic prosperity. The utilization of Means Court as the physical location for the community hub will allow for higher volumes of client's services, deliverables and successes. Incubate Neighborhood Center-Means Court will become the one-stop shop of social services, education, and empowerment. INC's inclusiveness and collaborative internal culture create a sense of community. A place where everyone feels welcomed and valued, a high-energy place where success is contagious.

Means Court facility is located in an Opportunity Zone, a designation established by Congress as an economically distressed community, eligible for tax incentives. It provides the space necessary to house the ecosystem of community partners that will strategically offer services and resources to low-income residents through the community hub. INC has developed a unique, comprehensive systematic approach to help low-income communities revitalize and their residents to exit poverty through this community hub. These collective efforts will maximize service deliverables by serving 600 unduplicated residents per day.

This project will be implemented in 4 phases. Each phase will increase the utilization of the property, service deliverables, and revenue. INC's for-profit model includes rental, retail, and development revenue and anticipates securing 100% of the annual budget from retail and rental income, earning 85% of its operating funds from retail outlets of a farmers market and liquation center and 15% from rental income. This approach will generate high yields of cash flow and net profits to sustain the project in two years and allow INC to be entirely self-sufficient without relying

on grants to remain operational. This strategy will also drive higher net profits and savings for future capital projects. In addition, INC will facilitate unique multi-generational programs that will grow minority-owned small businesses, build retail infrastructure, increase homeownership and improve overall community health.

## **2. Acknowledgment:**

Incubate Neighbor Center will comply with all terms and conditions outlined in the Request for Proposals unless otherwise agreed by the City.

## **3. Hours of Operation:**

- Monday-Friday from 8:00am-5:00pm for social services.

### **Afterhours: Community Partners who pay rent have access as needed after hours.**

- Wednesday's from 5:00-7:00pm for evening CEO training classes
- Saturday's 9:00am-12:00pm for Farmer's Market and Civic organizations
- Friday or Saturday evenings for cultural events as needed from 6:00pm-12:00am

## **4. Lease of Property:**

- Desired lease period: 20 years= one (1) 10-year lease at the reduced rental rate of \$1 per month, with two(2)consecutive 5-year options to renew.
- 10-year lease
- First 5-year option: same as previous years but includes possession 802 sq ft of Lincoln Park Mainstreet to expand the medical clinic.
- Second 5-year option: provides for possession of the entire site, with an option to purchase the building for a discounted rate.
- Proposed rental rate: \$1 per month.

**5. Phase 1:** This phase is to take possession and prepare the facility for utilization as the community hub. INC has identified Means Court, which is nearly 26,000 sq ft facility on 2.57 acres with a 20-year lease option. Means Court is currently inhabitable conditions but feels institutionalized. After upgrading the building, it will feel warm and inviting. Phase 1.1 is the retrofit of current space to provide a facility facelift, including internal and external painting, flooring, lighting, furnishings, community bathrooms upgrade, and landscaping. The total cost of Phase 1.1 is \$300,000, and INC anticipates completing this phase within 90 days of taking possession of the building. Phase 1.2 includes adding an elevator, medical clinic, and kitchen incubator. The associated cost will be \$245,000, and we anticipate obtaining the funding from development funds, federal and local grants, and rental income. INC projects the completion of this phase 1 year after taking possession of the building.

### **Downstairs Social Services:**

- INC Administrative Office/Flex space
- Community Conference Room
- Kitchen Incubator
- Interactive Art Gallery
- Business/Computer Lab
- Copy and Print Center
- Medical Clinic

- Potential Anchor Community Partners (DCF, Career Source, Community Services, Lincoln Park Mainstreet)

**Upstairs: Training Center for INC Youth and Adult programs**

- Business Incubator/Share workspace (1604 sq ft)
- Technology Center-Video, Coding, and Sound Recording
- 1 INC classroom
- 1 Community Partner Classroom
- Community Conference room
- Housing, Workforce Development and Empowerment Training Center
- Not for profit Community Partner Shared workspace (1604 sq ft)

**6. Phase 2:** The Joinery, a place at Means Court for the community to connect around food, retail, and entertainment. It will be located outdoors on the south side of the 2.57 acres, and INC will utilize the Joinery to maximize community connectedness. In addition, the Joinery will create a pipeline of retail space for the Commerce Entrepreneurship and Operations (CEO) program participants and real-world training experiences for participants of the workforce development program. CEO is a national proven small business program that has four pillars to drive success.

Phase 2 also accomplishes several goals in the City of Fort Pierce Local Food Local Places initiative sponsored by the EPA, USDA, and U.S. Border control. INC anticipates breaking ground late Fall-2022, with a projected cost \$465,000. INC expects to cover the initial costs through federal funding, grants, and development funds.

- Farmers Market
- Container Retail Space
- Container Restaurants
- Liquidation Center
- Amphitheater for events with removable seating
- Shaded seating areas
- Solar Panels

**7. Phase 3:** This phase is all about growth, green initiatives, and beautification. INC anticipates selling the produce grown from the community garden and farm through the Farmers Market at a discounted price. This phase will allow INC to increase net profits with the Farmers Market by primarily selling food grown onsite. The projected cost of the project is \$150,000, supported by fundraising efforts and federal grants. Phase 3 also aligns with the Local Food Local Places initiative.

- Butterfly and Botanical Garden
- Community Garden
- Hydroponic Farm
- Produce production container

**8. Phase:4:** This phase is focused on real-estate expansion. It includes purchasing adjoining property for the build-out of a grocery store, condos, and retail spaces. The total cost projected is

\$2.65 million and is expected to break ground in 2025 after a successful capital campaign. This will increase jobs and revitalize the Edgar district.

- Purchase of the adjoining property to Ave D (this will add retail and housing space directly on avenue D), and eventually rented by business owners from the CEO program
- Renovate Ave. D storefronts
- Build a 15,000 sq foot facility grocery store and three (3) commercial 1,600-2300 sq ft retail space
- Build 20 housing units on top of grocery and retail spaces.
- Update Means Court parking lot.

#### **9. Proposed activities or special events**

- Small business training
- Workforce development training
- Homeownership training
- Farmers Market
- Discounted liquidation center
- Health education
- Shared workspace
- Interactive art gallery
- Cultural festivals
- Business conferences/Center
- Kitchen Incubator
- Concerts

#### **10. Ecosystem: Potential community partners that will be co-located or provide services on campus**

- CareerSource Research Coast
- Department of Children and Families
- Department of Health
- Indian River State College
- Small Business Association
- Black Chamber of Commerce
- Lincoln Park Mainstreet
- St. Lucie County Community Services
- Youth Ignite
- Parents of Progressive Education
- Survivors of Murdered Victims
- Treasure Coast Studios
- Financial Institutions such as TD-Bank, Seacoast, PNC, Non-traditional lending, and Mortgage Companies
- Boys and Girls Club
- Mentorship programs
- Civic organizations
- Treasure Coast Studios
- Score
- Mustard Seed

- Treasure Coast Homeless Council
- Tikes and Teens
- Inner Truth
- Economic Development Council
- Hands Clinic
- LPAC
- Habitat for Humanities
- Restoring the Village
- End It
- Parents for progressive education
- The Root
- Treasure Coast Community Health
- AARP
- Employers and training providers

## **11. Growing minority-owned businesses to reset retail infrastructure, increase homeownership and improve overall community health.**

### **INC will grow small businesses and build retail infrastructure by:**

- ✓ Implementing Neighborhood Development Center entrepreneurship program, which INC calls Commerce, Entrepreneurship, and Operations (CEO). This national program is proven effective; it has four pillars: training, technical assistance, lending, and real estate. This approach holistically addresses most startup businesses' barriers to success.
- ✓ The CEO is already fully funded at 100%.
- ✓ Once implemented CEO anticipated results: increased number of businesses that will pay taxes creates new jobs locally, revitalize the area and build wealth from within the community.
- ✓ The last pillar of the program is real estate, and this component helps businesses build or find and renovate storefront retail spaces. Remodeling current retail spaces in poor condition eventually lead to community gentrification, whereas the community is the source of these efforts.
- ✓ CEO will improve and grow Lincoln Parks retail infrastructure.
- ✓ CEO will be multi-generational by its facilitation to youth and adults.
- ✓ Creating a functional Lincoln Park Business Association with a committee specifically for Ave. D, this will drive collaboration and revitalization.

### **INC will increase homeownership and personal wealth by:**

- ✓ Less than 35% of residents own their own homes in Lincoln Park, meaning that majority of the residents rent. INC's goal is to provide services that will increase homeownership in Lincoln Park to 50 % of residents by the year 2031.
- ✓ Implementing a homeownership program that can help potential homeowners improve their credit score, find a realtor, down payment assistance, and low-cost housing choices will result in more residents purchasing homes, increasing their wealth.
- ✓ INC is already partnered with lending entities that will provide loans to undesirable applicants.

- ✓ By working with other ownership programs such as Fort Pierce Housing Authority, and Habitat for Humanity, we will create a pipeline to homeownership. This also prevents duplication of efforts.
- ✓ INC will recruit participants from grassroots outreach to community partners, low-income housing, schools, community centers, and social media.

**INC will improve overall community health:**

- ✓ By implementing goals, 1-5 identified in the *Local Food Local Places Federal* initiative action plan.
  - i. **GOAL 1:** Create and strengthen education programs and healthy food and access activities that increase outreach and community participation.
    - INC has already identified a professional chef and nutritionist who will teach minorities how to cook the foods they love more healthily; the goal is to reduce chronic diseases such as high blood pressure and disabilities.
    - INC will also partner with the Department of Health to provide disabilities education classes to the community.
  - ii. **GOAL 2:** Explore place-based opportunities to increase food access such as community gardens, markets, or healthy corner stores.
    - INC intends on housing a Farmers Market on property.
    - Lincoln Park is a food desert, and most residents cannot afford produce and other healthy food choices. As a result, an estimated 76% of the Lincoln Park community is either overweight or obese. This drives increased chronic diseases, infant mortality, and other health concerns. Increased access to fresh fruits and vegetables at a discounted price will result in a higher consumption rate.
  - iii. **GOAL 3:** Create programs that provide fitness and wellness opportunities, as well as health education.
    - With the Department of Health partnership, INC will provide the space to facilitate health education courses and services.
  - iv. **GOAL 4:** Expand and improve job training and economic opportunities for youth and citizens, especially those with livable wages, by strengthening the work readiness programs and connect with resources.
    - This goal will be accomplished by implementing INC's business and workforce development programs for youth and adults.
    - The workforce development programs are geared toward industries that pay higher wages, such as the port, boating, and long shoreman. These industries are in demand.
    - Will partner with IRSC for implementation of a multitude of their programs in Business, Health, and Trades. This partnership will provide residents a broad selection of training options.
  - v. **Goal 5:** Implement neighborhood enhancement and beautification activities, including, but not limited to, improving water quality issues for Moore's Creek.
    - By providing business owners the opportunities to acquire and renovate current Lincoln Park retail spaces will ultimately beautify the area.

## **Professional Qualifications and Past Performance Qualifications**

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Incubate Neighborhood Center Chief Executive Officer Canieria Gardner is a trusted influencer and a community leader in Lincoln Park and St. Lucie County. She has the capacity to start and scale a project of this magnitude. As the former Executive Director of United Against Poverty, she has significant expertise in implementing social programs, fund development, working with community partners and retail to operate and drive net profits. Mrs. Gardner is the key staff to oversee and implement the scope of work and qualified to build a team to implement a community hub that specializes in working with people of color.

Mrs. Gardner is also the chair of the Self-sufficiency Network under the Roundtable of St. Lucie County. They are developing strategies that will reduce poverty in St. Lucie County. She also serves as a steering committee member on two federal initiatives that are to revitalize Lincoln Park. One with the City of Fort Pierce Local Food Local Places (LFLP), she helped plan, organize, create and implement strategies of the action plan. LFLP initiative was sponsored by the EPA, USDA, and U.S. Border Commission. Currently, she serves as a steering committee member for the ongoing Building Blocks for Equitable Development initiative sponsored by the EPA and focused on Lincoln Park. These initiatives foster strategies to address food disparities, livable wage jobs, economics, community health, and economic deprivation. She is also the Vice President for Impact 100 of St. Lucie County, which a funder that provides \$100,000 competitive grants to organizations in St. Lucie County.

Mrs. Gardner has both the education and experience to lead this project. Her master's degree in business administration and an undergraduate degree in organizational management give her an exceptional foundation. And her expertise in serving communities of economic deprivation and developing and implementing programs that move poor people to economic self-sufficiency prove she has the capacity and know-how to create, facilitate, and grow the community hub.

INC has an established recruitment strategy proven to be effective by utilizing grassroots approaches to recruit residents and create an ecosystem of community partners to provide services and resources directly to Lincoln Park residents. This method will strategically decrease the equity and accessibility gap in resources, one of the significant components to exit poverty. INC and Canieria Gardner have support from several major foundations.

Another key staff member is Kim Johnson, as the Advancement Director he is responsible for catapulting the organization externally. By utilizing his expertise as a former commissioner of St. Lucie County, he has the knowledge and know how to connect the organization to federal entities that will bring additional resources to the Lincoln Park Community. He will be responsible for aligning the organization to the work of community strategic plans and connecting to community of Philanthropist, programs and residents.

INC Board of Directors encompasses over 75 years' experience working in education, programs, and working with community residents of Lincoln Park.

## Experience

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The Chief Executive Officer, Canieria Gardner, has 15 plus years of experience working with disadvantaged and marginalized people. She has managed social service entities and programs that work with low-income people. She will utilize her expertise to create an internal culture that is empowering and inclusive.

Incubate Neighborhood Center was recently contracted to coordinate the St. Lucie County Community Conversation, sponsored by St. Lucie County, Alleghany Franciscan Ministries, and the Roundtable of St. Lucie County as project manager. This project involved organizing nearly 200 people, working with community champions, to have an intentional group of conversations to advance Economic Development, Health, Criminal Justice, and Education in our community for people of color. During this process, Mrs. Gardner worked with government, social services entities, health administrators, Education entities, and economic developers; these similar efforts are needed to develop a community partners' ecosystem.

In addition, Mrs. Gardner is the current chair of the Self-Sufficiency Network, under the Roundtable of St. Lucie County. This network includes; CareerSource, Indian River State College, the School Board of St. Lucie County, the Department of Children and Families, Getting Ahead, and UF/IFAS. Mrs. Gardner leads this team to develop and implement strategies to combat poverty with disconnected youth, 16-24 years of age.

While leading United Against Poverty as their Executive Director, Mrs. Gardner created and maintained a system of community partners including 160 plus employer partners, 67 product partners, ten plus non-profit organizations, educational and financial institutions, and the Housing Authority that work in collaboration to serve poor people. During Mrs. Gardner's tenure at UP, she helped lift hundreds of residents out of poverty, severed over 20,000 unduplicated people annually, and raised over \$700,000 in 2020 during the pandemic. She has the capacity, experience, and qualification to develop a functional community hub at Means Court.

Lastly, while working at CareerSource, Mrs. Gardner turned the most underutilized site into the most result-driven, high foot traffic by creating a warm and inclusive internal culture and utilizing her proven recruitment strategy; in less than one year.

## Business Plan

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Disclaimer, INC's business plan has been shortened to fit into this proposal as indicated in the RFP.

- Company Summary:** Incubate Neighborhood Center (INC) is a non-profit social enterprise with a for profit model for long-term sustainability, that specifically provide services to people of color in poverty-stricken neighborhoods. INC intends to close the equity gap of accessibility of resources by serving residents in a community hub approach, creating a coalition of community partners strategically providing services and resources to the most vulnerable and poverty-stricken population. Strategically this method is known for increasing in community economic

impact. INC's internal programs consist of home ownership, workforce development and entrepreneurship that utilizes multi-generational approach. The programs will result in generational wealth, thus breaking the cycle of generational poverty. To gauge success, INC would measure the number of home ownership attainment generational, number of new jobs created, the number of new businesses launched and decrease of the unemployment rate in Lincoln Park.

- **Mission Statement:** To revitalize poor communities of color.
- **Purpose Statement:** To guide, prepare and empower residents to build personal and community wealth.
- **Vision Statement:** Building equitable communities which gives every resident has equal access to, financial resources, affordable housing, business education and employment training, and where everyone can achieve a future filled with hope and endless possibilities.
- **Core Values:** Equity, Inclusiveness, Integrity, Consistency, Empowerment, and Collaboration
- **Our History:** The reason INC exists is to revitalize communities that are economically deprived, such as Lincoln Park and turn them into a community that builds wealth from within. Seeing a need for energetic, nonprofit work in this area, we formed our organization to provide sensible solutions.

- 
- **Product Overview:** The core programs offered by Incubate Neighborhood Center, Business, Home Ownership, and Workforce Development programs work together to fulfill INC mission. However, the for-profit programs will sustain the organization financially. The programs are:

#### 1. Commerce Entrepreneurial Operations Program (Business)

- Social and Emotional Training
- Small Business Training
- Technical Assistance
- Lending
- Real-estate

INC is contracted with the Build from Within Alliance to implement their proven business program. The program is called Commerce, Entrepreneurship, and Operations program and has four pillars to success which are training, technical assistance, lending and real-estate. This program is proven to build wealth from within poverty-stricken communities.

#### 2. Dream Flyer (Workforce Development Program)

- Social and Emotional Training
- Financial Literacy
- Trade and/or Internships
- Certified Credentials

### 3. 1<sup>st</sup> Time (Homeowner Program)

- Social and Emotional Training
- Credit Repair
- Lending
- Real-estate

These programs will successfully achieve the organizational short- and long-term objectives and data stored in a CRM system, 1) increase the number of people to purchase homes, 2) increased number of new jobs being created, 3) increased number of new businesses in Lincoln Park, 4) improve the income levels of participants living below the 200% of the Federal Poverty Level, and 5) provide access to low-cost household items and food products.

**4. For-Profit Programs:** Residents under the 250% of the Federal Poverty level will access to our fresh produce through the Farmers Markets and household items through the Liquidation Center, as outline as Phase 1.2 previously. Even, though the items are discounted the quality will be superb. Not only will this provide additional streams of income for the organization, but also real-world workforce development training to residents with barriers to employment. The skills learned are customer service, professionalism, warehousing, distribution, and management. Also, INC will rent office, container and incubator space to other organizations and CEO program participants at discounted prices to generate additional stream of income. Once at full capacity, INC anticipates the for-profit programs will financially supporting the annual operational expenses by 100%. This strategy yields higher cash flow and not dependent on grant funding to sustain.

**Key Participants:** INC has 7 key product partners that will provide produce and household items at wholesale, then INC will resale the products at 30% markup, the final price the consumer pays is only %50 of retail. By selling the items cheaper INC will be able to capitalize on the churn rate. INC anticipates 85% of its annual budget will be generated by selling these much-needed products at a discounted price to low-income people. However, for longevity those relationships must continue to be cultivated and expanded. Also, key partners in INC business success are the strategic 25 collaborative community partners that make up the ecosystem. These potential partners will co-locate or provide services to residents that visit the community hub. Without them, the program deliverables are not as effective. However, by adding to and enlarging those relationships, INC can deliver more results to its consumer base resulting in market dominance.

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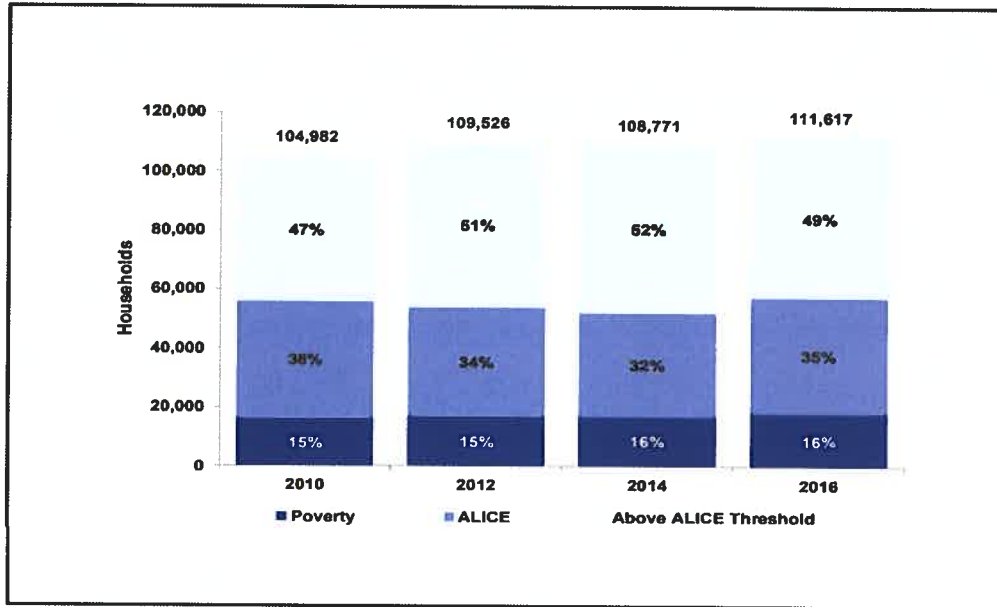
**Markets:** The target market consists nearly 80% of households in the Lincoln Park community that cannot afford to their basic life necessities, in which individuals that are 16-55 will be the target population. Lincoln Park is one of the poorest communities in the State and INC will be the only community revitalization organization that will strategically provide equal access to services to this population holistically. INC unique market position gives them the ability to capitalize solely in this market, which will result in serving nearly 80% of this population in a programmatic way. INC market segmentation gives INC advantage over its competitors and gain additional segments in market positioning, which is critical for future scalability and increased net profit.

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**Market Segmentation:** The following graph, from the ALICE Report, illustrates St. Lucie County's recent measurements of household poverty. The ALICE population represents those among us who are working, yet not able to afford "the big five" basic life expenses: housing, transportation,

childcare, health care, and food. As reflected in the graph, poverty and ALICE population are trending upward year over year.

**Households by Income, 2010 to 2016**



- PEST Analysis:** Are the external forces that could affect Incubate Neighborhood Center business.

P	E	S	T
Political	Economic	Social	Technological
<ul style="list-style-type: none"> <li>o Local and federal power structure</li> <li>o Employment laws and safety regulations</li> <li>o Government regulations</li> <li>o Government tax policies</li> <li>o New laws and regulations</li> <li>o Government stability</li> <li>o Levels of corruption</li> <li>o Trade restrictions</li> <li>o Consumer protection laws</li> <li>o Labor law</li> </ul>	<ul style="list-style-type: none"> <li>o Unemployment</li> <li>o Poverty rate</li> <li>o Exchange inflation</li> <li>o Interest rates</li> <li>o Stock exchange</li> <li>o Lack of technology</li> <li>o Losing money</li> <li>o Business cycle stages</li> <li>o Seasonal cash flows</li> <li>o Disposable income</li> </ul>	<ul style="list-style-type: none"> <li>o Population growth</li> <li>o Technology disparity</li> <li>o Wireless culture</li> <li>o Economic disparity</li> <li>o Gender and Ethnic diversity</li> <li>o Social welfare</li> <li>o Age discrimination</li> <li>o Donor base is aging</li> <li>o Culture biases</li> <li>o Career inspirations</li> </ul>	<ul style="list-style-type: none"> <li>o Innovation and automation</li> <li>o Data collection</li> <li>o Switch to online shopping</li> <li>o Technology disruption</li> <li>o Technology enhancements</li> </ul>

**SWOT Analysis:** INC assessment of organizational strengths, weaknesses, opportunities, and threats. This analysis directly supports a strategic strategy to gain market leverage and solidify our position as the leader in the region to reduce poverty and build our community's middle-class population. INC anticipates utilizing its strengths to maximize opportunities, such as: utilizing key partnerships and initiatives to produce multiple streams of income, using value proposition to capitalize on market demands and self-sustaining model and unique programs to gain additional leverage in the market. INC weaknesses could slow our ability capitalize on opportunities and expose to external threats.

### STRENGTHS

- Market advantage
- Value proposition
- Unique programs
- Key stakeholder partnerships
- Self-Sustaining model
- Agility

### OPPORTUNITIES

- Funding opportunities
- Market demands
- Federal initiatives
- Capitalizing on market position
- Means Court
- BFW Alliance-NDC



### WEAKNESSES

- Cash Flow
- Compensation
- Resources
- High-cost structure
- Limited personal

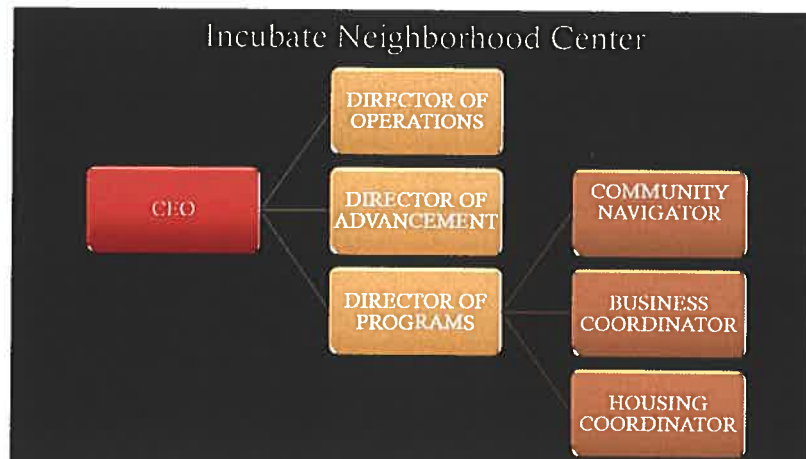
### THREATS

- COVID
- Economy movement
- Political impacts
- Competitor actions
- Environmental effects

### Operations:

INC anticipates on operating the organization as a for-profit entity to sustain self-sufficiency. INC's strategy is to gain market leverage and sufficiency by adding retail and rental components to its organizational structure. This section will outline the development of loyal customer base, management, organizational implantation process, and sales strategy. All retail money exchanges will be tracked through a POS System and all data on program participants housed in a CRM system for easily accessibility to reports.

**Organizational Leadership Structure:** INC is governed by a Board of Directors and collectively they have 85 years' experience in programs, education and collaboration. INC is managed by a strong diverse leadership team.



- a. The **Chief Executive Officer** makes all major decisions, manage overall operations and resources of a company, the main point of communication between the board of directors and operations. The CEO sets the tone, vision, culture and the external face of the organization.
- b. **Director of Operations** manage the day-to-day operations of the facility, provide administration, financial and human resources support.
- c. **Director of Advancement** creates economic opportunities, manage organizational events and organizations donors.
- d. **Director of Programs** manage all organizational service and product programs, data and human capital.

**Facilities:** Incubate Neighborhood Center is collocated with a Church but anticipates on taking possession of 26,000 sq ft facility located in Lincoln Park community. This building will be leased at less than 1% of standard market rate. The building will be subleased to likeminded organizations to generate additional income. The facility has the space necessary to house the ecosystem of community partners that will strategically provide services and resources to low-income residents through the community hub and rental and retail outlets. These collective efforts will maximize service deliverables by serving 600 unduplicated residents per day.

This project will be implemented in 4 phases. Each phase will increase utilization of the property, service deliverables and revenue. INC's for-profit model includes rental, retail, and development revenue and anticipates securing 100% of the annual budget to come from retail and rental income, earning 85% of its operating funds from retail outlets of farmers market and liquation center and 15% from rental income. This approach will generate high yields of cash flow and net profits to sustain the project in two years and allow INC to be entirely self-sufficient and not have to rely on grants to remain operational. This strategy will also drive higher net profits and savings for future capital projects. INC will facilitate unique multigenerational programs that will grow minority owned small businesses, build retail infrastructure, increase home ownership and improve overall community health.

**Hours of Operation:**

- Monday-Friday from 8:00am-5:00pm for social services

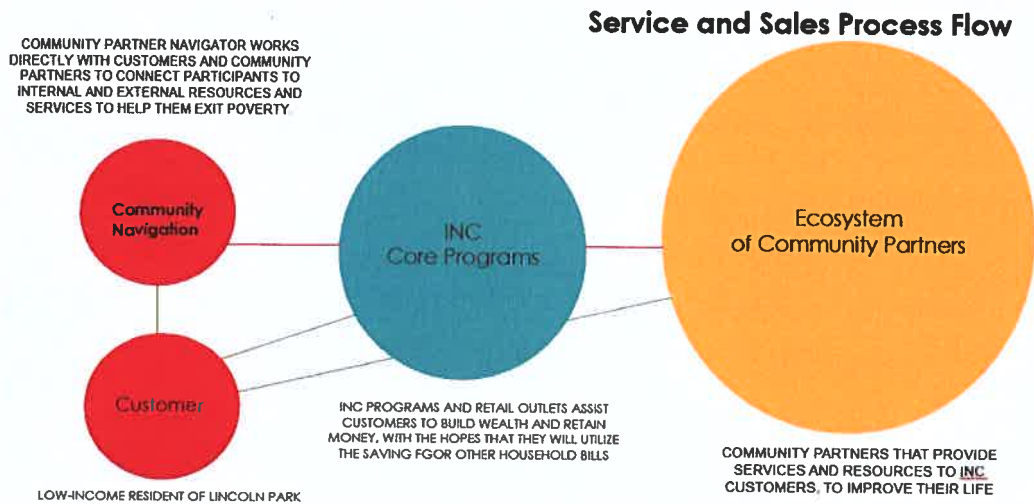
**Afterhours: Community Partners who pay rent have access as needed after hours.**

- Wednesday's from 5:00-7:00pm for evening CEO training classes
- Saturday's 9:00am-12:00pm for Farmer's Market and Civic organizations
- Friday or Saturday evenings for cultural events as needed from 6:00pm-12:00am

**Sourcing and Order Fulfillment:** INC will source services internally and externally. The internal services INC will provide to low-income residents are entrepreneurship, workforce development and home ownership training. To increase services delivery INC will co-locate with other like-minded organizations to strategically increase accessibility to resources which will provide equity access. This ecosystem of community partners will provide the services through a community hub, this will provide a one stop shop of resources for the most economically stressed residents, this also allow for external organizations to connect disconnected residents to resources internally. For the Farmers Market and Liquidation Center INC will primarily work with 7 key product partners to source produce and household items at a discounted price. The product partners will ship the products to INC, then INC will prepare the products for consumer consumption by storing and pricing the items. These items will be priced and tracked with a POA system. The items will be sold through the Farmers Market and Liquidation Center which will be housed on site. INC will then sell the product to their customers at an 30% increase, this margin still will allow INC to sell the products at 40-50% of retail. The discounted sale price will increase the churn rate and net profits.

**Payment:** The items sold through the Farmers Market and Liquidation Center will be at discounted prices. The forms of payment accepted at the Farmers Market are Debit and Credit Card, EBT, Check and Cash; the payment made through the Liquidation Center will be Debit and Credit Card, Check and Cash. Community Partners or Entrepreneurial that rent space at INC will have a standard MOU that will explain the stipulations and terms of the lease and the recurring forms of payments that will be accepted is Check, Debit or Credit Card. With the combination of retail and rental income will pay 100% of annual operating cost in two years. INC will also have annual fundraiser events, apply for grants and cultivate donors to support INC internal programs, by having multiple sources of income will increase INC cash flow.

**Key Customers:** INC's core customers are the 80% of Lincoln Park Community residents that cannot afford their basic life necessities. Therefore, by selling produce and household items at nearly 50% of retail is very desirable to individuals with limited financing. This strategy will create a pathway to enter and saturate the market. These same residents are also the ideal participants to get services through the hub that will create a pathway to financial independence. The Farmers Market and Liquidation Center is the carrot that will get people in the building and once they are there, the internal culture that will keep them as long-term customers. INC anticipates servicing over 600 community residents per day.

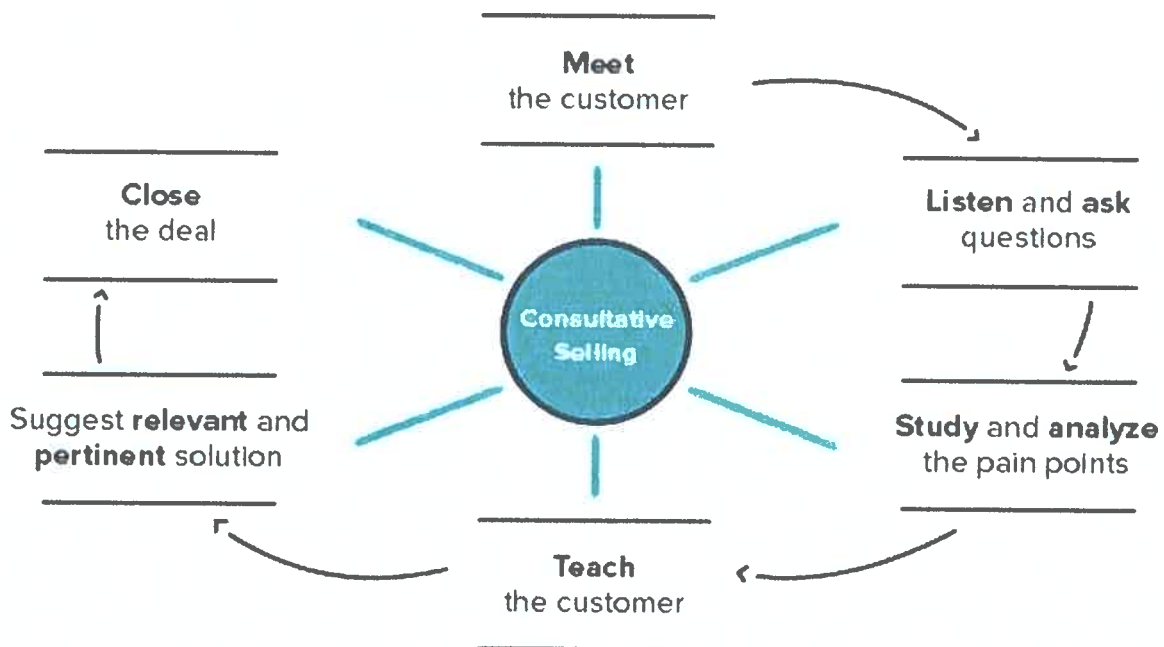


According to Bridges to Prosperity methodology lower class people value relationships over money and achievements, meaning that low-income people are less likely to engage if they feel they are being treated unfairly or not liked. To overcome this, it is imperative that INC's culture is one that is inviting, where everyone is treated like family. This internal culture would encourage residents to participate in services rendered there. Most people want to be successful but lack the resources or knowledge to overcome or move barriers to exit poverty.

**Consultative Sales Strategy:**

INC will implement the Consultative or Solution Sales Strategy because is targeted in finding a solution to challenges that community residents and organizations face. With this technique, INC acts as an expert consultant and asks questions to determine what the prospect needs. The focus is on how the prospect feels when he or she's talking to you. The goal: **forming a long-term bond by putting the customer first**. This creates trust between INC and its consumers, with trust INC will be able to move them to economic self-sufficiency.

The consultative selling process focuses on 6 principles:



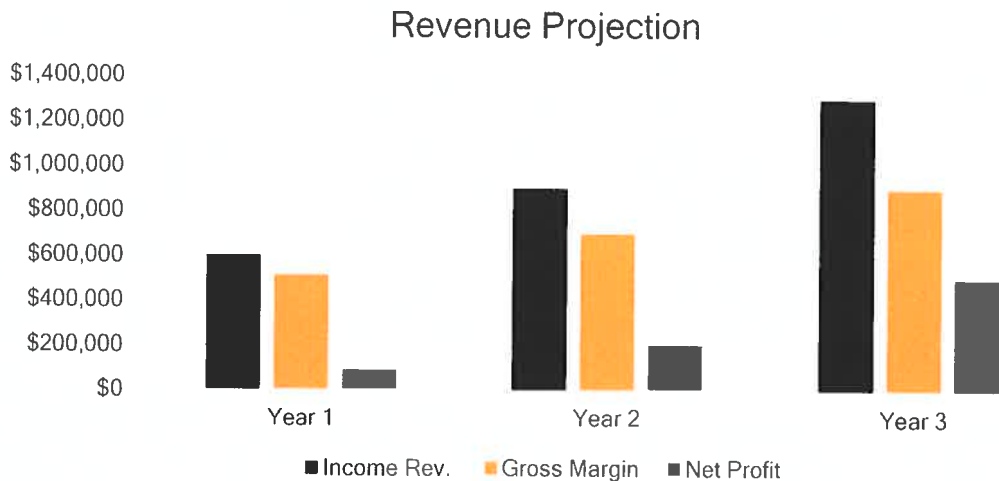
This method is imperative to foster long lasting relationships with community partners. Customer satisfaction will drive sales. INC will start with an initial consultation with renters, entrepreneurs, and community residents to better understand what type of service they are seeking. At each consultation, INC will introduce the consumers to services or products that are needed to create a pathway of financial independence. Since all Lincoln Park residents qualify to take advantage of the community hub, services and retail outlets, INC will have a constant stream of consumers that will purchase products for the cost savings which helps to consumers retain the saving to utilize on other household bills.

- INC will sublease space to not for-profit and profit organizations that provide services to Lincoln Park residents through the community hub.
- INC will provide short-term leases to CEO program participants for the "Joinery" retail outlets on campus
- INC will purchase produce and household items then sell them to low-income Lincoln Park community at discounted prices
- INC will provide excellent internal and external customer service to retain program participants, rental and retail customers.

### Financial Objectives:

INC anticipates earning 100% of its annual budget from rental and retail revenue in two years, the high level of cash flow will make it easier to save for future growth project. Each growth project will be scaled in 4 phases. These financial projections are based on:

- ✓ CEO business program being 100% fully funded for multiple years
- ✓ Lean staff overhead
- ✓ Philanthropy support with phased projects and operations
- ✓ Buy low-cost products to sell at an 30% profit margin
- ✓ Food and household products sold at 50% of retail to increase churn rate
- ✓ Projected development and rental income



**Projected Profit and Loss Model:**

Revenue	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec	Total
Major Gifts	\$0.00	\$1,200.00	\$1,000.00	\$10,000.00	\$7,800.00	\$3,500.00	\$20,000.00	\$12,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$29,775.00	\$385,275.00
Fundraising Event	\$0.00	\$0.00	\$0.00	\$1,500.00	\$1,989.00	\$3,150.00	\$5,661.00	\$3,000.00	\$8,250.00	\$19,100.00	\$11,550.00	\$27,450.00	\$81,650.00
Grant	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,800.00	\$3,400.00	\$5,720.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$110,920.00
Earned Income	\$0.00	\$0.00	\$0.00	\$0.00	\$300.00	\$500.00	\$839.00	\$1,075.00	\$1,150.00	\$1,337.00	\$8,000.00	\$8,000.00	\$21,201.00
<b>Total Revenue</b>	<b>\$0.00</b>	<b>\$1,200.00</b>	<b>\$1,000.00</b>	<b>\$11,500.00</b>	<b>\$10,089.00</b>	<b>\$8,950.00</b>	<b>\$29,900.00</b>	<b>\$21,795.00</b>	<b>\$134,400.00</b>	<b>\$145,437.00</b>	<b>\$144,550.00</b>	<b>\$90,225.00</b>	<b>\$599,046.00</b>
<b>Payroll Expenses (3.5 FTE)</b>													
Wages	\$0.00	\$0.00	\$0.00	\$2,500.00	\$2,500.00	\$2,500.00	\$12,083.33	\$17,250.33	\$17,250.33	\$17,250.33	\$19,083.33	\$19,083.33	\$109,500.98
EE Rec	\$0.00	\$0.00	\$0.00	\$131.25	\$131.25	\$131.25	\$362.50	\$362.50	\$362.50	\$362.50	\$362.50	\$362.50	\$2,568.75
W/C Insurance	\$0.00	\$0.00	\$0.00	\$69.78	\$69.78	\$69.78	\$109.50	\$109.50	\$109.50	\$109.50	\$109.50	\$109.50	\$866.34
FICA Medi	\$0.00	\$0.00	\$0.00	\$350.00	\$700.00	\$700.00	\$700.00	\$700.00	\$700.00	\$700.00	\$700.00	\$700.00	\$5,950.00
Unemployment	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Health Insurance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Other Benefits	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
403 (b)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>Total P/R Expense</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$3,051.03</b>	<b>\$3,401.03</b>	<b>\$3,401.03</b>	<b>\$13,255.33</b>	<b>\$18,422.33</b>	<b>\$18,422.33</b>	<b>\$18,422.33</b>	<b>\$20,255.33</b>	<b>\$20,255.33</b>	<b>\$118,806.07</b>
Bank Charges	\$0.00	\$0.00	\$0.00	\$35.00	\$50.00	\$50.00	\$50.00	\$50.00	\$87.00	\$87.00	\$96.00	\$96.00	\$601.00
Conference & M	\$0.00	\$0.00	\$0.00	\$24.99	\$24.99	\$24.99	\$24.99	\$24.99	\$24.99	\$24.99	\$24.99	\$24.99	\$224.91
Dues & Subscri	\$0.00	\$36.47	\$36.47	\$36.47	\$36.47	\$36.47	\$36.47	\$36.47	\$36.47	\$36.47	\$36.47	\$36.47	\$401.17
Insurance Premi	\$0.00	\$0.00	\$0.00	\$325.77	\$325.77	\$325.77	\$325.77	\$325.77	\$325.77	\$326.85	\$326.85	\$326.86	\$2,935.18
Meals & Enterta	\$0.00	\$0.00	\$0.00	\$0.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$150.00	\$1,400.00
Office Supplies	\$0.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$3,000.00	\$12,000.00	\$5,000.00	\$125.00	\$125.00	\$21,000.00
Postage & Ship	\$0.00	\$0.00	\$100.00	\$200.00	\$375.00	\$375.00	\$375.00	\$375.00	\$475.00	\$475.00	\$520.00	\$100.00	\$3,370.00
Printing and Cop	\$0.00	\$200.00	\$310.00	\$310.00	\$385.00	\$420.00	\$100.00	\$320.00	\$568.00	\$370.00	\$410.00	\$240.00	\$3,633.00
Travel	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$50.00	\$75.00	\$200.00	\$250.00	\$250.00	\$150.00	\$150.00	\$1,125.00
Telephone & int	\$0.00	\$0.00	\$0.00	\$194.76	\$194.76	\$194.76	\$194.76	\$194.76	\$194.76	\$194.76	\$194.76	\$194.76	\$1,752.84
Utilities	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$500.00	\$875.00	\$1,125.00	\$1,350.00	\$1,350.00	\$1,350.00	\$1,350.00	\$7,900.00
Cleaning/Supply	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$210.00	\$210.00	\$210.00	\$210.00	\$210.00	\$210.00	\$210.00	\$1,470.00
Website Expens	\$0.00	\$750.00	\$350.00	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00	\$200.00	\$200.00	\$300.00	\$2,190.00
Event Fundrais	\$0.00	\$0.00	\$0.00	\$375.00	\$2,437.00	\$375.00	\$3,063.00	\$1,375.00	\$5,196.00	\$3,733.00	\$7,228.00	\$6,022.00	\$29,804.00
<b>Net Surplus (Def)</b>	<b>\$0.00</b>	<b>\$88.63</b>	<b>\$78.53</b>	<b>\$6,766.98</b>	<b>\$2,493.98</b>	<b>\$2,596.98</b>	<b>\$10,824.68</b>	<b>-\$4,229.32</b>	<b>\$9,894.68</b>	<b>\$20,456.60</b>	<b>-\$14,377.40</b>	<b>\$44,443.60</b>	<b>\$88,127.83</b>
CEO Technical	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5,000.00	\$5,000.00	\$5,000.00	\$7,500.00	\$7,500.00	\$30,000.00
Means Court	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$80,000.00	\$80,000.00	\$120,000.00	\$7,500.00	\$287,500.00
<b>Total Expenses</b>	<b>\$0.00</b>	<b>\$1,111.47</b>	<b>\$921.47</b>	<b>\$4,743.02</b>	<b>\$7,595.02</b>	<b>\$6,353.02</b>	<b>\$18,975.32</b>	<b>\$26,024.32</b>	<b>\$124,505.32</b>	<b>\$115,980.40</b>	<b>\$158,927.40</b>	<b>\$45,781.41</b>	<b>\$10918.17</b>

# Community Engagement Plan

Functional community hubs statistically increase service deliverables; however, to be effective, INC must engage the community. INC plans to create an ecosystem of community partners that would refer mutual clients and provide services to INC program participants.

INC's target consumers are low-income youth and adults from the Lincoln Park community. To engage the community INC will create an ecosystem of community partners that would refer mutual clients and provide services to INC program participants. To create an effective internal and external ecosystem:

- INC will rent spaces to anchor face-paced organizations that serve mutual clients to increase traffic flow, such as CareerSource, DCF, SLC Community Services, or Mustard Seed (these are only potential options)
- INC will invite state organizations, non-profit and for-profit organizations into the ecosystem to serve mutual clients in shared flex spaces, such as (safe space, EDC, IRSC, and others (these are only potential options).
- Implement result driven-programs to increase word of mouth
- Create an inviting culture to attract new business and more consumers

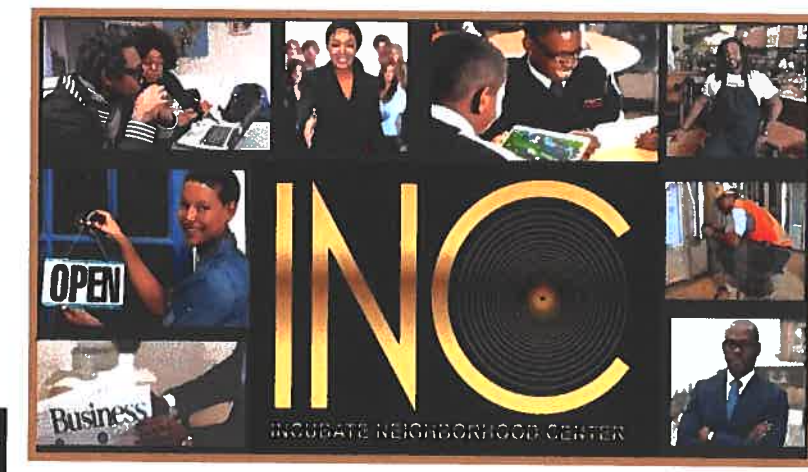
Developing an effective ecosystem, INC will recruit 70% of their potential program participants directly through the hub. The other 30% will come from externally through grassroots and traditional strategy.

## Key Marketing activities:

- Media advertising (newspaper, magazine, television, radio)
- Direct Mail
- Telephone solicitation
- Business conferences
- Joint advertising with other companies
- Outreach to external organization to have them refer their clients to the hub
- Word of mouth or fixed signage
- Digital marketing such as social media, email marketing

Key Message: Together, we can birth something new is our key message.

Together we can BIRTH something new!



According to Bridges to Prosperity methodology, lower-class people value relationships over money and achievements, meaning that low-income people are less likely to engage if they feel they are being treated unfairly or not liked. To overcome this, INC's culture must be inviting, where everyone is treated like family. This internal culture would encourage residents to participate in services rendered there. Most people want to be successful but lack the resources or knowledge to overcome or move barriers to exit poverty.

## Additional Data

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### How does this proposal align with Fort Pierce Redevelopment Agency's strategic objectives?

1. The Fort Pierce Redevelopment Agency shall identify community stakeholders and partners to implement the Redevelopment Plan Goals, Policies, and Projects/Activities.
  - INC is a vital community stakeholder that will help to reset the economic base of the community.
  - INC's mission is to revitalize poor communities and will fulfill its mission by implementing its core programs.
2. The Fort Pierce Redevelopment Agency shall diversify area housing stock, improve substandard homes and provide a mix of above and below-market-rate housing.
  - One of INC's core programs is housing, and the objectives of that program align with this goal.
3. The Fort Pierce Redevelopment Agency shall support affordable alternatives to the area's traditional single-family housing stock.
  - INC will encourage homeownership program participants to also seek innovative housing options.
4. The Fort Pierce Redevelopment Agency shall support small businesses, startup businesses and support entrepreneurial activity within the Redevelopment Area.
  - INC will implement a nationally proven business program in Lincoln Park and partner with the City and other community stakeholders to accomplish this goal.
5. The Fort Pierce Redevelopment Agency shall increase private sector investment and business development within the Community Redevelopment Area.
  - INC business program has Lending and Real-estate as pillars, which will help to catapult businesses toward success.
6. The Fort Pierce Redevelopment Area will become well known for its arts and cultural activities, amenities, and events.
  - INC plan on having cultural events and activities onsite at Means Court. Also, INC will display art on the building walls and have an iPad attached to each piece to inform the listener of the art history.
7. The Fort Pierce Redevelopment Agency shall celebrate and support historic preservation and cultural heritage activities within the Redevelopment Area.
  - INC will display the map of the heritage trail displayed as art, and this rendering will be connected to an iPad that will tell its history.
8. The Fort Pierce Redevelopment Agency shall connect the Redevelopment Area's cultural and artistic Hubs (Downtown, Marina, Fisherman's Wharf, Beachside District, Lincoln Park, and Peacock Arts Districts) to the Waterfront's artistic and cultural amenities.

- INC- Mean Court Community Hub will be in Lincoln Park.
- 9. The Fort Pierce Redevelopment Agency shall prioritize infrastructure improvements and amenity installation to facilitate new development and redevelopment projects within the Community Redevelopment Area.
  - INC's business program will provide technical assistance such as architects to work with the entrepreneurial to create their vision in physical spaces, which will drive renovations.
- 10. The Fort Pierce Redevelopment Agency shall assist the City in providing utility and infrastructure improvements that support public events and outdoor activities within the Redevelopment Area.
  - By improving Means Court utility and infrastructure will support on-campus events.

**How does this proposal align with the previous community assessment and vision for Mean Court?**

- INC plans to maximize services through a service deliverable plan encompassing an ecosystem of community partners that will drive a collective effort to serve community residents.
- INC aligns perfectly with the community assessment. It will have youth programs, community activities and events, multipurpose meeting space, small business training and incubator, non-profit dedicated shared workspaces, and interactive art museum, which are 89% of the priorities the community identified.
- By growing minority-owned small businesses, build retail infrastructure, increase homeownership and improve overall community health.

**Measured Success**

Disenfranchised and disempowered people often end up losing hope, moving out, if possible, from their underserved neighborhoods, and seeking work elsewhere. If they are unable to obtain employment elsewhere, they may become marginalized in their neighborhoods. This can lead to a vicious cycle in which little changes and living conditions in the community stagnate and continue to get worse.

Building a neighborhood economy results in significant visual impact, economic impacts, and ripple effects throughout the community that helps to establish lasting social and economic change. Implementing this strategy will have a positive, long-lasting impact on the community and turn it from poverty-stricken to economically thriving.

**Incubate Neighborhood Center (INC)** will gauge success by successfully reaching its program metrics in the following areas.

**Programs:**

1. Entrepreneurship-measured success
  - Number of new businesses opened in Lincoln Park
  - Retention past 18mths
  - Dollar amount paid in taxes
  - Jobs created
2. Workforce Development-measured success
  - Jobs obtained

- Increase in annual income
- Self-Sufficiency
- 3. Home Ownership-measured success
  - Number of houses purchased
  - Increase in first-time buyers
  - Decrease in public housing waitlist

Every program has a multi-generational approach, meaning youth and adult programs that focus on enriching the lives of the entire family. INC's long-term goal is to eliminate poverty; it's really a simple method. For example, if a renter buys a home, they build individual wealth and now have a vested interest in the community. If an entrepreneur has all the tools and financing needed to grow and scale their business, they create jobs in the community and pay taxes, building community wealth. INC will strategically build community wealth from within Lincoln Park. This proven model has been very effective in other parts of our country.

Lastly, success will be gauged by the total number of residents the hub serves per day; we anticipate the hub to be high traffic by serving at least 600 people per day.

### **Conclusion**

Incubate Neighbor Center is like no other organization in the country. They address the root cause of inequalities and systemic disenfranchisement of people of color. By creating an inviting atmosphere in a place that people of low income can come and receive all their services in one location will forever change the trajectory of Lincoln Park residents.

All other required documents for this proposal is after this page up to page 48.

# 2021 Annual Budget

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1	Revenue													
2	Jan	Feb	March	April	May	June	July	August	Sep	Oct	Nov	Dec	Total	
3	\$0.00	\$1,200.00	\$1,000.00	\$10,000.00	\$7,800.00	\$3,500.00	\$20,000.00	\$12,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$100,000.00	\$29,775.00	\$385,275.00
4	\$0.00	\$0.00	\$0.00	\$1,500.00	\$1,989.00	\$3,150.00	\$5,661.00	\$3,000.00	\$6,250.00	\$19,100.00	\$11,550.00	\$27,450.00	\$27,450.00	\$81,650.00
5	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,800.00	\$3,400.00	\$5,720.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$25,000.00	\$110,920.00
6	\$0.00	\$0.00	\$0.00	\$0.00	\$300.00	\$500.00	\$839.00	\$1,075.00	\$1,150.00	\$1,337.00	\$8,000.00	\$8,000.00	\$8,000.00	\$21,201.00
7	\$0.00	\$1,200.00	\$1,000.00	\$11,500.00	\$10,089.00	\$8,950.00	\$23,900.00	\$21,795.00	\$134,400.00	\$145,437.00	\$144,550.00	\$90,225.00	\$90,225.00	\$599,046.00
8														
9	<b>Payroll Expenses (3.5 FTE)</b>													
10	\$0.00	\$0.00	\$0.00	\$2,500.00	\$2,500.00	\$2,500.00	\$12,083.33	\$17,250.33	\$17,250.33	\$17,250.33	\$19,083.33	\$19,083.33	\$19,083.33	\$109,500.98
11	\$0.00	\$0.00	\$0.00	\$131.25	\$131.25	\$131.25	\$625.00	\$862.50	\$862.50	\$862.50	\$950.00	\$950.00	\$950.00	\$5,950.00
12	\$0.00	\$0.00	\$0.00	\$69.78	\$69.78	\$69.78	\$348.90	\$488.53	\$488.53	\$488.53	\$537.38	\$537.38	\$537.38	\$3,365.00
13	\$0.00	\$0.00	\$0.00	\$350.00	\$700.00	\$700.00	\$3,500.00	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00	\$7,000.00	\$42,000.00
14	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
15	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
16	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
17	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
18	\$0.00	\$0.00	\$0.00	\$3,051.03	\$2,491.03	\$3,401.03	\$13,255.33	\$18,422.33	\$18,422.33	\$18,422.33	\$20,255.33	\$20,255.33	\$20,255.33	\$118,866.07
19														
20	\$0.00	\$0.00	\$0.00	\$35.00	\$50.00	\$50.00	\$50.00	\$50.00	\$87.00	\$87.00	\$87.00	\$87.00	\$87.00	\$601.00
21	\$0.00	\$0.00	\$0.00	\$24.99	\$24.99	\$24.99	\$24.99	\$24.99	\$24.99	\$24.99	\$24.99	\$24.99	\$24.99	\$224.91
22	\$0.00	\$36.47	\$36.47	\$36.47	\$36.47	\$36.47	\$36.47	\$36.47	\$36.47	\$36.47	\$36.47	\$36.47	\$36.47	\$401.17
23	\$0.00	\$0.00	\$0.00	\$325.77	\$325.77	\$325.77	\$325.77	\$325.77	\$325.77	\$325.77	\$325.77	\$325.77	\$325.77	\$2,951.18
24	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
25	\$0.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$125.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$12,000.00	\$21,000.00
26	\$0.00	\$0.00	\$100.00	\$200.00	\$375.00	\$375.00	\$375.00	\$375.00	\$475.00	\$475.00	\$475.00	\$475.00	\$475.00	\$3,370.00
27	\$0.00	\$200.00	\$310.00	\$310.00	\$385.00	\$420.00	\$100.00	\$100.00	\$568.00	\$370.00	\$410.00	\$240.00	\$240.00	\$3,633.00
28	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$50.00	\$75.00	\$75.00	\$200.00	\$250.00	\$150.00	\$150.00	\$150.00	\$1,125.00
29	\$0.00	\$0.00	\$0.00	\$194.76	\$194.76	\$194.76	\$194.76	\$194.76	\$194.76	\$194.76	\$194.76	\$194.76	\$194.76	\$1,752.84
30	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$500.00	\$875.00	\$875.00	\$1,350.00	\$1,350.00	\$1,350.00	\$1,350.00	\$1,350.00	\$7,900.00
31	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$210.00	\$210.00	\$210.00	\$210.00	\$210.00	\$210.00	\$210.00	\$210.00	\$1,470.00
32	\$0.00	\$750.00	\$350.00	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00	\$65.00	\$200.00	\$200.00	\$300.00	\$2,190.00
33	\$0.00	\$0.00	\$0.00	\$375.00	\$2,437.00	\$375.00	\$3,063.00	\$1,375.00	\$5,196.00	\$3,733.00	\$7,228.00	\$6,022.00	\$6,022.00	\$29,804.00
34	\$0.00	\$0.00	\$0.00	\$0.00	\$25.00	\$50.00	\$50.00	\$50.00	\$150.00	\$150.00	\$150.00	\$150.00	\$1,000.00	\$1,725.00
35	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5,000.00	\$5,000.00	\$5,000.00	\$7,500.00	\$7,500.00	\$7,500.00	\$30,000.00
36	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$80,000.00	\$80,000.00	\$120,000.00	\$120,000.00	\$7,500.00	\$287,500.00
37														
38	\$0.00	\$1,111.47	\$921.47	\$4,743.02	\$7,595.02	\$6,363.02	\$16,976.32	\$26,024.32	\$124,606.32	\$115,980.40	\$158,927.40	\$46,781.41	\$46,781.41	\$1,098,181.17
39														
40	\$0.00	\$86.53	\$78.53	\$6,756.98	\$2,493.98	\$2,596.98	\$10,924.98	-\$4,229.32	\$9,894.98	\$29,456.60	-\$14,377.40	\$44,443.59	\$44,443.59	\$88,127.83



March 5, 2021

Nick Mimms, Administrator  
City of Fort Pierce  
100 North U.S. Highway 1  
Fort Pierce, Florida 34950

Dear Nick,

Allegany Franciscan Ministries is pleased to provide a letter of support for Incubate Neighborhood Center – Means Court Community Hub proposal submission. Incubate Neighborhood Center (INC) is uniquely positioned to develop this community hub to revitalize the Lincoln Park community.

In 2014, Allegany Franciscan Ministries launched the [Common Good Initiative](#) in three communities in Florida (Lincoln Park, Overtown, Wimauma). The Initiative is designed to mobilize communities towards better health and wellness through community engagement, a long-term commitment of resources, and increased collaboration of residents and stakeholders. As you're aware, Lincoln Park is faced with high percentage of residents living below poverty level and other social determinants that keeps the community from thriving. By investing and working collaboratively with community partners, The Common Good Initiative understands first-hand what challenges and opportunities Lincoln Park faces.

The opportunity for INC to lead Means Court Hub with Canieria Gardner as the Chief Executive Officer is exciting. She has demonstrated profound leadership in the Fort Pierce community as Executive Director of United Against Poverty Fort Pierce site. As a result of her leadership, Canieria has established Incubate Neighborhood Center (INC) to help residents of Fort Pierce create pathways to economic growth and independence through entrepreneurial programming and support for existing businesses.

Allegany Franciscan Ministries encourages City of Fort Pierce to see the merit in selecting Incubate Neighborhood Center as lead for the Means Court Hub. Programs that help the Lincoln Park Community revitalize, and residents to overcome poverty through building personal wealth, small business growth, home ownership and skill development needed to obtain livable wage jobs aligns with Lincoln Park Common Good Initiative priorities.

Sincerely,

Upendo Shabazz  
Regional Vice President – Palm Beach

301 Clematis Street, Suite 3000  
West Palm Beach, Florida 33401  
Tel 561-802-9013  
[www.afmfl.org](http://www.afmfl.org)

*Established in the tradition and vision  
of the Franciscan Sisters of Allegany*

**Lisa von Seelen, Chair**  
*Kids Connected by Design*

**Terissa Aronson**  
*Chamber of Commerce*

**Brian Bauer**  
*Workforce Solutions*

**Ann Berner**  
*SE FL Behavioral Health Network*

**John Bolduc**  
*Port St. Lucie Police Dept.*

**Sean Boyle**  
*Children's Services Council*

**Bruce Colton**  
*State Attorney*

**Michael Davis**  
*Dept. of Corrections*

**Carol DeLoach**  
*Devereux CBC*

**Chris Dzadovsky**  
*Board of County Commission*

**Wayne Gent**  
*St. Lucie School District*

**Diane Hogley-Burney**  
*Fort Pierce Police Dept.*

**Curtis Johnson**  
*City of Port St. Lucie*

**Ed Kiley**  
*Housing Authority of Ft Pierce*

**Diamond Litt**  
*Public Defender*

**Tony Loupe**  
*Early Learning Coalition*

**Robert McPartlan**  
*Dept. of Children & Families*

**Heather Parker**  
*Guardian ad Litem*

**Jessica Parrish**  
*United Way of St. Lucie County*

**Nathan Peterson**  
*Department of Juvenile Justice*

**David Pickett**  
*City of Port St. Lucie*

**Nate Spera**  
*St. Lucie Fire District*

**Clint Sperber**  
*FL Dept. of Health*

**Pete Tesch**  
*Economic Development Council*

**Andrew Treadwell**  
*Indian River State College*

**Garry Wilson**  
*St. Lucie Sheriff's Office*

**Teresa Bishop**  
*Executive Director*



546 NW University Blvd. Suite 204  
Port St. Lucie, FL 34986  
Tel. 772-871-5880 Fax 772-408-1111  
www.roundtableslc.com

Nick Mimms  
City of Ft. Pierce  
100 North U.S. 1  
Fort Pierce, FL 34986

Dear Nick,

On behalf of the Roundtable of St. Lucie County, it is my pleasure to provide a letter of support for the Incubate Neighborhood Center (INC) - Means Court Community Hub proposal submission.

As you know, the Roundtable of St. Lucie County, a 501(c)(3) organization, is a group of leaders who work together to accomplish system change that results in improved outcomes for youth throughout St. Lucie County. The Roundtable engages in community mobilization efforts to identify and implement comprehensive solutions to achieve and sustain long-term success for St. Lucie County youth and their families. One of these mobilization efforts, the Lincoln Park Advisory Council, recently engaged in its 5-year strategic planning retreat and identified the need for a community hub to support upward mobility for its community residents. In addition, by working collaboratively with community partners through our Bridges to Prosperity Network and Ignite Youth Alliance anti-gang initiative, I know first-hand what challenges and opportunities our community faces, and have witnessed leaders such as Canieria Gardner, working diligently to eradicate barriers that prevent community residents from becoming successful.

The proposed Incubate Neighborhood Center Community Hub, under the leadership of Canieria Gardner would be a game changer for the community. She has demonstrated effective leadership and ingenuity during her tenure at United Against Poverty and throughout her extensive career in the workforce development field. Ms. Gardner has her pulse on the community and established INC to provide comprehensive programming to build personal wealth, entrepreneurship and home ownership to truly create "bridges to prosperity" and support economic growth.

The Roundtable of St. Lucie County fully supports the efforts of Incubate Neighborhood Center to acquire Means Court and serve as lead for the community hub. Statistically, community hubs help build more cohesive and resilient communities, build better and more integrated services, all critical to the advancement of the Roundtable's mission and most importantly, to Ft. Pierce and the Lincoln Park Community.

Sincerely,

Teresa Bishop  
Executive Director

**Council Members**

*Chair*  
**Linda Bartz**  
County Commissioner

*Vice Chair*  
**Amy Gregory**  
Circuit 19 Dept. of Children  
& Families

*Secretary*  
**Debbie Hawley**  
School Board Member

**Pat Alley**  
Governor Appointed

**Richard Del Toro**  
Governor Appointed

**Eric S. Finkel**  
Governor Appointed

**Wayne Gent**  
Superintendent of Schools

**Amy Gregory**  
Circuit 19 Dept. of Children  
& Families

**Carmine Izzo**  
Governor Appointed

**Marilyn Lawless**  
Governor Appointed

**Robert Meadows**  
Circuit Judge

June 21, 2021

To Whom It May Concern:

I am writing to support the application of Incubate Neighborhood Center (INC) to help revitalize the Lincoln Park area in Ft. Pierce.

Through the work of the Children's Services Council and the many resources we support and coordinate, one of the consistent obstacles we find is the lack of knowledge by the community of the resources available. Additionally, we know that one of the hardest steps is to ask for help. Having a community resource help remove any barriers (real or perceived) and allow more families to get to connect to services and help that is available to them.

If your foundation provides a grant to Incubate Neighborhood Center project, you can be sure they will make effective use of the funds in helping to revitalize Lincoln Park.

Sincerely,



**Sean Boyle**  
Chief Executive Officer

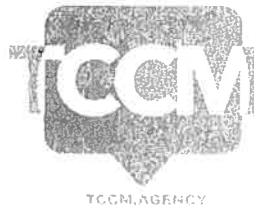
**Children's Services Council of St. Lucie County**

546 NW University Boulevard, Suite 201, Port Saint Lucie, FL 34986

☎: 772-408-1100

\*www.cscslc.org

✉: info@cscslc.org



June 21, 2021

Re:  
Incubate Neighborhood Center  
Canieria Gardner, CEO

To whom it may concern,

It is my pleasure to write a letter in support of the MEANS COURT CENTER MULTI-SERVICE COMMUNITY HUB proposal being submitted by **Incubate Neighborhood Center** CEO, Canieria Gardner. The project as outlined in the proposal stands to positively impact the community. The mission of the organization, to foster healing and revitalize under-served communities to a point of self-sufficiency, will change the neighborhood and its residents and businesses for generations to come.

On behalf of Treasure Coast Communications and Marketing, I especially look forward to collaborating with **INC** and contributing to the success of this program via video production, business consulting, marketing, and entrepreneurial programs.

In conclusion, I fully support the efforts of Ms. Gardner as she seeks external funding to support such an inspiring program designed to positively impact the Fort Pierce area, its businesses, and its residents.

Sincerely,

Indira Ceville-Borgella

CEO

Treasure Coast Communications and Marketing // TCoast Studios

540 NW UNIVERSITY BLVD. SUITE 202 & 204 PORT ST LUCIE, FL 34986 || 772-245-3036



# DECLARATION OF INTEREST

Each respondent shall execute a Declaration of Interest in substantially the following form:

The undersigned, as Respondent, declares that the only persons interested in this Statement of Qualifications submitted in response to this Request for Proposals are named herein, that no other person or entity has any interest in this Statement of Qualifications or any Proposal which may arise out of the Statement, that this Statement of Qualifications is submitted without connection or arrangement with any other person and that this Statement of Qualifications is true and correct and is in every respect fair, in good faith, and without collusion or fraud.

The Respondent further declares that he/she/it has complied in every respect with all of the instructions to respondents, that he/she/it has read the Request for Qualifications and any addenda [which addenda shall be listed in the declaration] which may be issued and that he/she/it has satisfied himself/herself fully with regard to all matters and conditions with respect to the Proposal.

Incubate Neighborhood Center

Name of Firm, Individual or Corporation

Camiecia Gardner

Signature

Chief Executive Officer

Signature

(Title)

(Title)

Signature

Signature

(Title)

(Title)



# DRUG-FREE WORK PLACE FORM

The undersigned vendor in accordance with Florida Statute 287.087 hereby certified that

Incubeate Neighborhood Center does:  
(Name of Business)

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are proposed a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of Chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employees community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.

Camille Gardner

Proposer's Signature

6/21/21

Date



# REFERENCE CHECK FORM

RFP No: \_\_\_\_\_ Solicitation: \_\_\_\_\_  
 Bidder/Respondent Name: \_\_\_\_\_  
 Reference Company Name: \_\_\_\_\_  
 Telephone Number: \_\_\_\_\_ Fax Number: \_\_\_\_\_  
 Contact Name: \_\_\_\_\_ Email: \_\_\_\_\_

Reference Instructions: Submit a minimum of three (3) References. Fill out top portion only one per Reference. The City of Fort Pierce will send forms to the referenced company after the City's receipt of form in the Bid.

The above company submitted a proposal to general contracting services to the City of Fort Pierce. He/she listed you as a reference. Please complete the questions below and fax back to (772) 467-3748.

- When did this company work for you? From: \_\_\_\_\_ To: \_\_\_\_\_
- How would you describe the Contractor:

**Quality of Work:**

\_\_\_\_\_  
 \_\_\_\_\_

**Dependability:**

\_\_\_\_\_  
 \_\_\_\_\_

**Integrity of owner and employees:**

\_\_\_\_\_  
 \_\_\_\_\_

**What areas could he/she improve upon?**

\_\_\_\_\_  
 \_\_\_\_\_

Would you contract with this Contractor again? Yes  No  Maybe

On a scale of 1 to 5, how would you rate his/her work in general? 1  2  3  4  5

Add any information/comments that might help us evaluate their ability to perform for us?  
 \_\_\_\_\_  
 \_\_\_\_\_



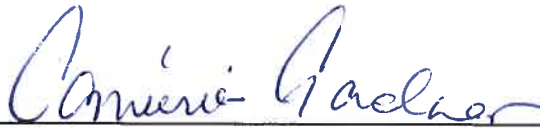
## CITY OF FORT PIERCE PROPOSER'S CHECKLIST

This checklist is provided to assist each Proposer in the preparation of their proposal response. Included in this checklist are important requirements, which is the responsibility of each Proposer to submit with their response in order to make their response fully compliant. This checklist is only a guideline~ it is the responsibility of each Proposer to read and comply with the Request for Proposal in its entirety.

Check "Yes" or "No" to each of the following:

	YES	NO
Is Request for Proposal cover page (page 1) completed, signed and attached?	<u>  X  </u>	<u>      </u>
All prices have been reviewed for mathematical accuracy, all price corrections initialed, and all price extensions and totals thoroughly checked.	<u>  X  </u>	<u>      </u>
Include proof of proper licensing as stated in proposal documents. <b>(NOT APPLICABLE).</b>	<u>  N/A  </u>	<u>      </u>
Include proof of proper insurance and if we are selected, agree to meet the City's insurance requirements, as stated in proposal documents <b>(NOT APPLICABLE).</b>	<u>  N/A  </u>	<u>      </u>
Proposal envelope is marked accordingly.	<u>  X  </u>	<u>      </u>
Did you include the correct number of the complete proposal packages included (one original and one electronic copy (PDF) on a USB Flash Drive)?	<u>  X  </u>	<u>      </u>
Is each Addendum (when issued) signed and included?	<u>  X  </u>	<u>      </u>

**PLEASE SIGN AND RETURN WITH PROPOSAL**

  
 \_\_\_\_\_  
 Proposer's Signature

  6/21/2021    
 \_\_\_\_\_  
 Date

Form **W-9**  
(Rev. October 2018)  
Department of the Treasury  
Internal Revenue Service

### Request for Taxpayer Identification Number and Certification

Give Form to the  
requester. Do not  
send to the IRS.

▶ Go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9) for instructions and the latest information.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.  
**Caneria Gardner**

2 Business name/disregarded entity name, if different from above  
**Incubate Neighborhood Center**

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes.

Individual/sole proprietor or single member LLC     C Corporation     S Corporation     Partnership     Trust/estate

Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ \_\_\_\_\_

Other (see instructions) ▶ **Non-profit corporation**

4 Exemptions (codes apply only to certain entities; not individuals; see instructions on page 3):  
Exempt payee code (if any) \_\_\_\_\_  
Exemption from FATCA reporting code (if any) \_\_\_\_\_  
*(Applies to accounts maintained outside the U.S.)*

5 Address (number, street, and apt. or suite no.) See instructions.  
**5733 Spanish River Road**

6 City, state, and ZIP code  
**Fort Pierce, FL 34951**

7 List account number(s) here (optional)

Requester's name and address (optional)

**Part I Taxpayer Identification Number (TIN)**

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN*, later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number								
			-					
or								
Employer identification number								
8	6	-	2	3	6	2	8	3

**Part II Certification**

Under penalties of perjury, I certify that:

- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
- I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
- I am a U.S. citizen or other U.S. person (defined below); and
- The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

**Sign Here**

Signature of U.S. person ▶ *Caneria Gardner*

Date ▶ 4/12/2021

**General Instructions**

Section references are to the Internal Revenue Code unless otherwise noted.

**Future developments.** For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to [www.irs.gov/FormW9](http://www.irs.gov/FormW9).

**Purpose of Form**

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following:

- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

*If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, later.*

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By signing the filled-out form, you:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
2. Certify that you are not subject to backup withholding, or
3. Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income, and
4. Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting, is correct. See *What is FATCA reporting*, later, for further information.

**Note:** If you are a U.S. person and a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

**Definition of a U.S. person.** For federal tax purposes, you are considered a U.S. person if you are:

- An individual who is a U.S. citizen or U.S. resident alien;
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States;
- An estate (other than a foreign estate); or
- A domestic trust (as defined in Regulations section 301.7701-7).

**Special rules for partnerships.** Partnerships that conduct a trade or business in the United States are generally required to pay a withholding tax under section 1446 on any foreign partners' share of effectively connected taxable income from such business. Further, in certain cases where a Form W-9 has not been received, the rules under section 1446 require a partnership to presume that a partner is a foreign person, and pay the section 1446 withholding tax. Therefore, if you are a U.S. person that is a partner in a partnership conducting a trade or business in the United States, provide Form W-9 to the partnership to establish your U.S. status and avoid section 1446 withholding on your share of partnership income.

In the cases below, the following person must give Form W-9 to the partnership for purposes of establishing its U.S. status and avoiding withholding on its allocable share of net income from the partnership conducting a trade or business in the United States.

- In the case of a disregarded entity with a U.S. owner, the U.S. owner of the disregarded entity and not the entity;
- In the case of a grantor trust with a U.S. grantor or other U.S. owner, generally, the U.S. grantor or other U.S. owner of the grantor trust and not the trust; and
- In the case of a U.S. trust (other than a grantor trust), the U.S. trust (other than a grantor trust) and not the beneficiaries of the trust.

**Foreign person.** If you are a foreign person or the U.S. branch of a foreign bank that has elected to be treated as a U.S. person, do not use Form W-9. Instead, use the appropriate Form W-8 or Form 8233 (see Pub. 515, *Withholding of Tax on Nonresident Aliens and Foreign Entities*).

**Nonresident alien who becomes a resident alien.** Generally, only a nonresident alien individual may use the terms of a tax treaty to reduce or eliminate U.S. tax on certain types of income. However, most tax treaties contain a provision known as a "saving clause." Exceptions specified in the saving clause may permit an exemption from tax to continue for certain types of income even after the payee has otherwise become a U.S. resident alien for tax purposes.

If you are a U.S. resident alien who is relying on an exception contained in the saving clause of a tax treaty to claim an exemption from U.S. tax on certain types of income, you must attach a statement to Form W-9 that specifies the following five items.

1. The treaty country. Generally, this must be the same treaty under which you claimed exemption from tax as a nonresident alien.
2. The treaty article addressing the income.
3. The article number (or location) in the tax treaty that contains the saving clause and its exceptions.
4. The type and amount of income that qualifies for the exemption from tax.
5. Sufficient facts to justify the exemption from tax under the terms of the treaty article.

**Example.** Article 20 of the U.S.-China income tax treaty allows an exemption from tax for scholarship income received by a Chinese student temporarily present in the United States. Under U.S. law, this student will become a resident alien for tax purposes if his or her stay in the United States exceeds 5 calendar years. However, paragraph 2 of the first Protocol to the U.S.-China treaty (dated April 30, 1984) allows the provisions of Article 20 to continue to apply even after the Chinese student becomes a resident alien of the United States. A Chinese student who qualifies for this exception (under paragraph 2 of the first protocol) and is relying on this exception to claim an exemption from tax on his or her scholarship or fellowship income would attach to Form W-9 a statement that includes the information described above to support that exemption.

If you are a nonresident alien or a foreign entity, give the requester the appropriate completed Form W-8 or Form 8233.

## Backup Withholding

**What is backup withholding?** Persons making certain payments to you must under certain conditions withhold and pay to the IRS 24% of such payments. This is called "backup withholding." Payments that may be subject to backup withholding include interest, tax-exempt interest, dividends, broker and barter exchange transactions, rents, royalties, nonemployee pay, payments made in settlement of payment card and third party network transactions, and certain payments from fishing boat operators. Real estate transactions are not subject to backup withholding.

You will not be subject to backup withholding on payments you receive if you give the requester your correct TIN, make the proper certifications, and report all your taxable interest and dividends on your tax return.

**Payments you receive will be subject to backup withholding if:**

1. You do not furnish your TIN to the requester,
2. You do not certify your TIN when required (see the instructions for Part II for details),
3. The IRS tells the requester that you furnished an incorrect TIN,
4. The IRS tells you that you are subject to backup withholding because you did not report all your interest and dividends on your tax return (for reportable interest and dividends only), or
5. You do not certify to the requester that you are not subject to backup withholding under 4 above (for reportable interest and dividend accounts opened after 1983 only).

Certain payees and payments are exempt from backup withholding. See *Exempt payee code*, later, and the separate instructions for the Requester of Form W-9 for more information.

Also see *Special rules for partnerships*, earlier.

## What is FATCA Reporting?

The Foreign Account Tax Compliance Act (FATCA) requires a participating foreign financial institution to report all United States account holders that are specified United States persons. Certain payees are exempt from FATCA reporting. See *Exemption from FATCA reporting code*, later, and the instructions for the Requester of Form W-9 for more information.

## Updating Your Information

You must provide updated information to any person to whom you claimed to be an exempt payee if you are no longer an exempt payee and anticipate receiving reportable payments in the future from this person. For example, you may need to provide updated information if you are a C corporation that elects to be an S corporation, or if you no longer are tax exempt. In addition, you must furnish a new Form W-9 if the name or TIN changes for the account; for example, if the grantor of a grantor trust dies.

## Penalties

**Failure to furnish TIN.** If you fail to furnish your correct TIN to a requester, you are subject to a penalty of \$50 for each such failure unless your failure is due to reasonable cause and not to willful neglect.

**Civil penalty for false information with respect to withholding.** If you make a false statement with no reasonable basis that results in no backup withholding, you are subject to a \$500 penalty.

**Criminal penalty for falsifying information.** Willfully falsifying certifications or affirmations may subject you to criminal penalties including fines and/or imprisonment.

**Misuse of TINs.** If the requester discloses or uses TINs in violation of federal law, the requester may be subject to civil and criminal penalties.

## Specific Instructions

### Line 1

You must enter one of the following on this line; do not leave this line blank. The name should match the name on your tax return.

If this Form W-9 is for a joint account (other than an account maintained by a foreign financial institution (FFI)), list first, and then circle, the name of the person or entity whose number you entered in Part I of Form W-9. If you are providing Form W-9 to an FFI to document a joint account, each holder of the account that is a U.S. person must provide a Form W-9.

a. **Individual.** Generally, enter the name shown on your tax return. If you have changed your last name without informing the Social Security Administration (SSA) of the name change, enter your first name, the last name as shown on your social security card, and your new last name.

**Note: ITIN applicant:** Enter your individual name as it was entered on your Form W-7 application, line 1a. This should also be the same as the name you entered on the Form 1040/1040A/1040EZ you filed with your application.

b. **Sole proprietor or single-member LLC.** Enter your individual name as shown on your 1040/1040A/1040EZ on line 1. You may enter your business, trade, or "doing business as" (DBA) name on line 2.

c. **Partnership, LLC that is not a single-member LLC, C corporation, or S corporation.** Enter the entity's name as shown on the entity's tax return on line 1 and any business, trade, or DBA name on line 2.

d. **Other entities.** Enter your name as shown on required U.S. federal tax documents on line 1. This name should match the name shown on the charter or other legal document creating the entity. You may enter any business, trade, or DBA name on line 2.

e. **Disregarded entity.** For U.S. federal tax purposes, an entity that is disregarded as an entity separate from its owner is treated as a "disregarded entity." See Regulations section 301.7701-2(c)(2)(iii). Enter the owner's name on line 1. The name of the entity entered on line 1 should never be a disregarded entity. The name on line 1 should be the name shown on the income tax return on which the income should be reported. For example, if a foreign LLC that is treated as a disregarded entity for U.S. federal tax purposes has a single owner that is a U.S. person, the U.S. owner's name is required to be provided on line 1. If the direct owner of the entity is also a disregarded entity, enter the first owner that is not disregarded for federal tax purposes. Enter the disregarded entity's name on line 2, "Business name/disregarded entity name." If the owner of the disregarded entity is a foreign person, the owner must complete an appropriate Form W-8 instead of a Form W-9. This is the case even if the foreign person has a U.S. TIN.

### Line 2

If you have a business name, trade name, DBA name, or disregarded entity name, you may enter it on line 2.

### Line 3

Check the appropriate box on line 3 for the U.S. federal tax classification of the person whose name is entered on line 1. Check only one box on line 3.

IF the entity/person on line 1 is a(n) . . .	THEN check the box for . . .
• Corporation	Corporation
• Individual • Sole proprietorship, or • Single-member limited liability company (LLC) owned by an individual and disregarded for U.S. federal tax purposes.	Individual/sole proprietor or single-member LLC
• LLC treated as a partnership for U.S. federal tax purposes, • LLC that has filed Form 8832 or 2553 to be taxed as a corporation, or • LLC that is disregarded as an entity separate from its owner but the owner is another LLC that is not disregarded for U.S. federal tax purposes.	Limited liability company and enter the appropriate tax classification. (P= Partnership; C= C corporation; or S= S corporation)
• Partnership	Partnership
• Trust/estate	Trust/estate

### Line 4, Exemptions

If you are exempt from backup withholding and/or FATCA reporting, enter in the appropriate space on line 4 any code(s) that may apply to you.

#### Exempt payee code.

- Generally, individuals (including sole proprietors) are not exempt from backup withholding.
- Except as provided below, corporations are exempt from backup withholding for certain payments, including interest and dividends.
- Corporations are not exempt from backup withholding for payments made in settlement of payment card or third party network transactions.
- Corporations are not exempt from backup withholding with respect to attorneys' fees or gross proceeds paid to attorneys, and corporations that provide medical or health care services are not exempt with respect to payments reportable on Form 1099-MISC.

The following codes identify payees that are exempt from backup withholding. Enter the appropriate code in the space in line 4.

- 1—An organization exempt from tax under section 501(a), any IRA, or a custodial account under section 403(b)(7) if the account satisfies the requirements of section 401(f)(2)
- 2—The United States or any of its agencies or instrumentalities
- 3—A state, the District of Columbia, a U.S. commonwealth or possession, or any of their political subdivisions or instrumentalities
- 4—A foreign government or any of its political subdivisions, agencies, or instrumentalities
- 5—A corporation
- 6—A dealer in securities or commodities required to register in the United States, the District of Columbia, or a U.S. commonwealth or possession
- 7—A futures commission merchant registered with the Commodity Futures Trading Commission
- 8—A real estate investment trust
- 9—An entity registered at all times during the tax year under the Investment Company Act of 1940
- 10—A common trust fund operated by a bank under section 584(a)
- 11—A financial institution
- 12—A middleman known in the investment community as a nominee or custodian
- 13—A trust exempt from tax under section 664 or described in section 4947

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The following chart shows types of payments that may be exempt from backup withholding. The chart applies to the exempt payees listed above, 1 through 13.

IF the payment is for . . .	THEN the payment is exempt for . . .
Interest and dividend payments	All exempt payees except for 7
Broker transactions	Exempt payees 1 through 4 and 6 through 11 and all C corporations. S corporations must not enter an exempt payee code because they are exempt only for sales of noncovered securities acquired prior to 2012.
Barter exchange transactions and patronage dividends	Exempt payees 1 through 4
Payments over \$600 required to be reported and direct sales over \$5,000 <sup>1</sup>	Generally, exempt payees 1 through 5 <sup>2</sup>
Payments made in settlement of payment card or third party network transactions	Exempt payees 1 through 4

<sup>1</sup> See Form 1099-MISC, Miscellaneous Income, and its instructions.

<sup>2</sup> However, the following payments made to a corporation and reportable on Form 1099-MISC are not exempt from backup withholding: medical and health care payments, attorneys' fees, gross proceeds paid to an attorney reportable under section 6045(f), and payments for services paid by a federal executive agency.

**Exemption from FATCA reporting code.** The following codes identify payees that are exempt from reporting under FATCA. These codes apply to persons submitting this form for accounts maintained outside of the United States by certain foreign financial institutions. Therefore, if you are only submitting this form for an account you hold in the United States, you may leave this field blank. Consult with the person requesting this form if you are uncertain if the financial institution is subject to these requirements. A requester may indicate that a code is not required by providing you with a Form W-9 with "Not Applicable" (or any similar indication) written or printed on the line for a FATCA exemption code.

A—An organization exempt from tax under section 501(a) or any individual retirement plan as defined in section 7701(a)(37)

B—The United States or any of its agencies or instrumentalities

C—A state, the District of Columbia, a U.S. commonwealth or possession, or any of their political subdivisions or instrumentalities

D—A corporation the stock of which is regularly traded on one or more established securities markets, as described in Regulations section 1.1472-1(c)(1)(i)

E—A corporation that is a member of the same expanded affiliated group as a corporation described in Regulations section 1.1472-1(c)(1)(i)

F—A dealer in securities, commodities, or derivative financial instruments (including notional principal contracts, futures, forwards, and options) that is registered as such under the laws of the United States or any state

G—A real estate investment trust

H—A regulated investment company as defined in section 851 or an entity registered at all times during the tax year under the Investment Company Act of 1940

I—A common trust fund as defined in section 584(a)

J—A bank as defined in section 581

K—A broker

L—A trust exempt from tax under section 664 or described in section 4947(a)(1)

M—A tax exempt trust under a section 403(b) plan or section 457(g) plan

**Note:** You may wish to consult with the financial institution requesting this form to determine whether the FATCA code and/or exempt payee code should be completed.

**Line 5**

Enter your address (number, street, and apartment or suite number). This is where the requester of this Form W-9 will mail your information returns. If this address differs from the one the requester already has on file, write NEW at the top. If a new address is provided, there is still a chance the old address will be used until the payor changes your address in their records.

**Line 6**

Enter your city, state, and ZIP code.

**Part I. Taxpayer Identification Number (TIN)**

**Enter your TIN in the appropriate box.** If you are a resident alien and you do not have and are not eligible to get an SSN, your TIN is your IRS individual taxpayer identification number (ITIN). Enter it in the social security number box. If you do not have an ITIN, see *How to get a TIN* below.

If you are a sole proprietor and you have an EIN, you may enter either your SSN or EIN.

If you are a single-member LLC that is disregarded as an entity separate from its owner, enter the owner's SSN (or EIN, if the owner has one). Do not enter the disregarded entity's EIN. If the LLC is classified as a corporation or partnership, enter the entity's EIN.

**Note:** See *What Name and Number To Give the Requester*, later, for further clarification of name and TIN combinations.

**How to get a TIN.** If you do not have a TIN, apply for one immediately. To apply for an SSN, get Form SS-5, Application for a Social Security Card, from your local SSA office or get this form online at [www.SSA.gov](http://www.SSA.gov). You may also get this form by calling 1-800-772-1213. Use Form W-7, Application for IRS Individual Taxpayer Identification Number, to apply for an ITIN, or Form SS-4, Application for Employer Identification Number, to apply for an EIN. You can apply for an EIN online by accessing the IRS website at [www.irs.gov/Businesses](http://www.irs.gov/Businesses) and clicking on Employer Identification Number (EIN) under Starting a Business. Go to [www.irs.gov/Forms](http://www.irs.gov/Forms) to view, download, or print Form W-7 and/or Form SS-4. Or, you can go to [www.irs.gov/OrderForms](http://www.irs.gov/OrderForms) to place an order and have Form W-7 and/or SS-4 mailed to you within 10 business days.

If you are asked to complete Form W-9 but do not have a TIN, apply for a TIN and write "Applied For" in the space for the TIN, sign and date the form, and give it to the requester. For interest and dividend payments, and certain payments made with respect to readily tradable instruments, generally you will have 60 days to get a TIN and give it to the requester before you are subject to backup withholding on payments. The 60-day rule does not apply to other types of payments. You will be subject to backup withholding on all such payments until you provide your TIN to the requester.

**Note:** Entering "Applied For" means that you have already applied for a TIN or that you intend to apply for one soon.

**Caution:** A disregarded U.S. entity that has a foreign owner must use the appropriate Form W-8.

**Part II. Certification**

To establish to the withholding agent that you are a U.S. person, or resident alien, sign Form W-9. You may be requested to sign by the withholding agent even if item 1, 4, or 5 below indicates otherwise.

For a joint account, only the person whose TIN is shown in Part I should sign (when required). In the case of a disregarded entity, the person identified on line 1 must sign. Exempt payees, see *Exempt payee code*, earlier.

**Signature requirements.** Complete the certification as indicated in items 1 through 5 below.

**1. Interest, dividend, and barter exchange accounts opened before 1984 and broker accounts considered active during 1983.** You must give your correct TIN, but you do not have to sign the certification.

**2. Interest, dividend, broker, and barter exchange accounts opened after 1983 and broker accounts considered inactive during 1983.** You must sign the certification or backup withholding will apply. If you are subject to backup withholding and you are merely providing your correct TIN to the requester, you must cross out item 2 in the certification before signing the form.

**3. Real estate transactions.** You must sign the certification. You may cross out item 2 of the certification.

**4. Other payments.** You must give your correct TIN, but you do not have to sign the certification unless you have been notified that you have previously given an incorrect TIN. "Other payments" include payments made in the course of the requester's trade or business for rents, royalties, goods (other than bills for merchandise), medical and health care services (including payments to corporations), payments to a nonemployee for services, payments made in settlement of payment card and third party network transactions, payments to certain fishing boat crew members and fishermen, and gross proceeds paid to attorneys (including payments to corporations).

**5. Mortgage interest paid by you, acquisition or abandonment of secured property, cancellation of debt, qualified tuition program payments (under section 529), ABL accounts (under section 529A), IRA, Coverdell ESA, Archer MSA or HSA contributions or distributions, and pension distributions.** You must give your correct TIN, but you do not have to sign the certification.

**What Name and Number To Give the Requester**

For this type of account:	Give name and SSN of:
1. Individual	The individual
2. Two or more individuals (joint account) other than an account maintained by an FFI	The actual owner of the account or, if combined funds, the first individual on the account <sup>1</sup>
3. Two or more U.S. persons (joint account maintained by an FFI)	Each holder of the account
4. Custodial account of a minor (Uniform Gift to Minors Act)	The minor <sup>2</sup>
5. a. The usual revocable savings trust (grantor is also trustee) b. So-called trust account that is not a legal or valid trust under state law	The grantor-trustee <sup>1</sup> The actual owner <sup>1</sup>
6. Sole proprietorship or disregarded entity owned by an individual	The owner <sup>3</sup>
7. Grantor trust filing under Optional Form 1099 Filing Method 1 (see Regulations section 1.671-4(b)(2)(f)(A))	The grantor <sup>4</sup>
For this type of account:	Give name and EIN of:
8. Disregarded entity not owned by an individual	The owner
9. A valid trust, estate, or pension trust	Legal entity <sup>4</sup>
10. Corporation or LLC electing corporate status on Form 8832 or Form 2553	The corporation
11. Association, club, religious, charitable, educational, or other tax-exempt organization	The organization
12. Partnership or multi-member LLC	The partnership
13. A broker or registered nominee	The broker or nominee

For this type of account:	Give name and EIN of:
14. Account with the Department of Agriculture in the name of a public entity (such as a state or local government, school district, or prison) that receives agricultural program payments	The public entity
15. Grantor trust filing under the Form 1041 Filing Method or the Optional Form 1099 Filing Method 2 (see Regulations section 1.671-4(b)(2)(f)(B))	The trust

<sup>1</sup> List first and circle the name of the person whose number you furnish. If only one person on a joint account has an SSN, that person's number must be furnished.

<sup>2</sup> Circle the minor's name and furnish the minor's SSN.

<sup>3</sup> You must show your individual name and you may also enter your business or DBA name on the "Business name/disregarded entity" name line. You may use either your SSN or EIN (if you have one), but the IRS encourages you to use your SSN.

<sup>4</sup> List first and circle the name of the trust, estate, or pension trust. (Do not furnish the TIN of the personal representative or trustee unless the legal entity itself is not designated in the account title.) Also see *Special rules for partnerships*, earlier.

\*Note: The grantor also must provide a Form W-9 to trustee of trust.

Note: If no name is circled when more than one name is listed, the number will be considered to be that of the first name listed.

**Secure Your Tax Records From Identity Theft**

Identity theft occurs when someone uses your personal information such as your name, SSN, or other identifying information, without your permission, to commit fraud or other crimes. An identity thief may use your SSN to get a job or may file a tax return using your SSN to receive a refund.

To reduce your risk:

- Protect your SSN,
- Ensure your employer is protecting your SSN, and
- Be careful when choosing a tax preparer.

If your tax records are affected by identity theft and you receive a notice from the IRS, respond right away to the name and phone number printed on the IRS notice or letter.

If your tax records are not currently affected by identity theft but you think you are at risk due to a lost or stolen purse or wallet, questionable credit card activity or credit report, contact the IRS Identity Theft Hotline at 1-800-908-4490 or submit Form 14039.

For more information, see Pub. 5027, Identity Theft Information for Taxpayers.

Victims of identity theft who are experiencing economic harm or a systemic problem, or are seeking help in resolving tax problems that have not been resolved through normal channels, may be eligible for Taxpayer Advocate Service (TAS) assistance. You can reach TAS by calling the TAS toll-free case intake line at 1-877-777-4778 or TTY/TDD 1-800-829-4059.

**Protect yourself from suspicious emails or phishing schemes.** Phishing is the creation and use of email and websites designed to mimic legitimate business emails and websites. The most common act is sending an email to a user falsely claiming to be an established legitimate enterprise in an attempt to scam the user into surrendering private information that will be used for identity theft.

The IRS does not initiate contacts with taxpayers via emails. Also, the IRS does not request personal detailed information through email or ask taxpayers for the PIN numbers, passwords, or similar secret access information for their credit card, bank, or other financial accounts.

If you receive an unsolicited email claiming to be from the IRS, forward this message to [phishing@irs.gov](mailto:phishing@irs.gov). You may also report misuse of the IRS name, logo, or other IRS property to the Treasury Inspector General for Tax Administration (TIGTA) at 1-800-366-4484. You can forward suspicious emails to the Federal Trade Commission at [spam@uce.gov](mailto:spam@uce.gov) or report them at [www.ftc.gov/complaint](http://www.ftc.gov/complaint). You can contact the FTC at [www.ftc.gov/idtheft](http://www.ftc.gov/idtheft) or 877-IDTHEFT (877-438-4338). If you have been the victim of identity theft, see [www.IdentityTheft.gov](http://www.IdentityTheft.gov) and Pub. 5027.

Visit [www.irs.gov/IdentityTheft](http://www.irs.gov/IdentityTheft) to learn more about identity theft and how to reduce your risk.

## Privacy Act Notice

Section 6109 of the Internal Revenue Code requires you to provide your correct TIN to persons (including federal agencies) who are required to file information returns with the IRS to report interest, dividends, or certain other income paid to you; mortgage interest you paid; the acquisition or abandonment of secured property; the cancellation of debt; or contributions you made to an IRA, Archer MSA, or HSA. The person collecting this form uses the information on the form to file information returns with the IRS, reporting the above information. Routine uses of this information include giving it to the Department of Justice for civil and criminal litigation and to cities, states, the District of Columbia, and U.S. commonwealths and possessions for use in administering their laws. The information also may be disclosed to other countries under a treaty, to federal and state agencies to enforce civil and criminal laws, or to federal law enforcement and intelligence agencies to combat terrorism. You must provide your TIN whether or not you are required to file a tax return. Under section 3406, payers must generally withhold a percentage of taxable interest, dividend, and certain other payments to a payee who does not give a TIN to the payer. Certain penalties may also apply for providing false or fraudulent information.

April 30, 2021

CITY FORT PIERCE



MEANS COURT CENTER MULTI-SERVICE COMMUNITY HUB

RFP NO. 2021-027

ADDENDUM NO. 1

The purpose of this addendum is to provide potential respondents clarification of the proposal specifications:

- ❖ Please disregard item number 5, Site Visitations, on page 9 of the document. Site Visitations will take place on May 20, 2021 following the scheduled Pre-Proposal Conference.
- ❖ For your review, please find attached the Sample Insurance Requirements. The awarded respondent will be required to comply with these Insurance Requirements.
- ❖ Please disregard the Evaluation Criteria as stated on page 14 of the proposal document. The evaluation criteria shall include, but not limited to the following: (the criteria points, not to exceed 100 points):
  1. Proposal Overview (This criterion will focus on how well the proposal addresses the items listed in the Statement of Work on page 11 of RFP 2021-027): **30**
  2. Professional Qualifications & Past Performance Qualifications: **10**
  3. Experience: **10**
  4. Business Plan: **15**
  5. Community Engagement Plan demonstrating how the proposer will interact with the community at large to include collaboration with nonprofit, civic, fraternal, community, and faith-based organizations: **20**
  6. Meets or exceeds the goals of the FPRA: **15**

All other conditions of this bid remain the same.

Please acknowledge receipt of this addendum and include it with your submittal.

Signature: Caniera Gardner  
Manual

Signature: Caniera Gardner  
Typed or Printed

Company Name: Incubate Neighborhood Center

Address: 1601 North 27th St, Fort Pierce, FL 34947

Date: 6/21/2021

**Attachment: Sample Insurance Requirements**

# SAMPLE INSURANCE REQUIREMENTS

Per RFP No. 2021-027, the final insurance requirements will be determined based on the type of use proposed.

**INSURANCE.** TENANT shall, at its own expense, procure and maintain throughout the term of this Lease Agreement, with insurers acceptable to LANDLORD, the types and amounts of insurance conforming to the minimum requirements set forth herein. Contractor shall not occupy the Leased Premises or commence work until the required insurance is in force and evidence of insurance acceptable to LANDLORD has been provided to, and approved by, LANDLORD. In addition, TENANT shall require all contractors performing work for TENANT upon the Leased Premises to provide insurance conforming to the minimum requirements set forth herein.

**Property Insurance.** LANDLORD shall obtain and maintain all risk commercial property insurance on the exterior structure of the leased premises. TENANT shall insure the contents of such buildings or structures. TENANT agrees to be responsible for loss or damage to any structure or building on the premises to the extent such loss or damage is subject to a deductible provision in the LANDLORD's provided insurance.

**Workers' Compensation/Employers' Liability.** TENANT shall purchase and maintain Workers' Compensation insurance on a form no more restrictive than that provided by the latest edition of the standard Workers' Compensation Policy, as filed for use in Florida by the National Council on Compensation Insurance (NCCI), without any restrictive endorsements other than any endorsements required by NCCI or the State of Florida. In addition to coverage for the Florida Workers' Compensation Act, where appropriate, coverage is to be included for the Federal Employer's Liability Act and any other applicable Federal or State law. The policy must be endorsed to waive the insurer's right to subrogate against LANDLORD and the City of Ft. Pierce, and their respective officials, officers and employees in the manner which would result from the attachment of the NCCI Waiver of Our Right to Recover from Others Endorsement (Advisory Form WC 00 03 13) with LANDLORD, the City of Ft. Pierce, and their respective officials, officers and employees scheduled thereon. The minimum amount of coverage (inclusive of any amount provided by an umbrella or excess policy) shall be:

Part One:	"Statutory"	
Part Two:	\$500,000	Each Accident
	\$500,000	Disease – Policy Limit
	\$500,000	Disease – Each Employee

**Commercial General Liability Insurance.** TENANT shall purchase and maintain Commercial General Liability Insurance on a form no more restrictive than the latest edition of the standard occurrence Commercial General Liability Form (Form CG 00 01) as filed for use in the State of Florida by the Insurance Services Office (ISO), without any restrictive endorsements other than any endorsements specifically required by the ISO or the State of Florida.

In addition, LANDLORD, the City of Ft. Pierce, and their respective officials, officers and employees shall be included as an "Additional Insureds" on a form no more restrictive than ISO Form CG 20 11, Additional Insured-Managers or Lessors of Premises. The minimum limits (inclusive of amounts provided by an umbrella or excess policy) shall be:

- \$1,000,000 – General Aggregate
- \$1,000,000 – Products/Completed Operations Aggregate
- \$1,000,000 – Each Occurrence

**Automobile Liability Insurance.** TENANT shall purchase and maintain Automobile Liability Insurance on a form no more restrictive than that provided by Section II (Liability Coverage) of the most recent version of standard Business Auto Policy (ISO Form CA 00 01), as filed for use in the State of

Florida by the Insurance Services Office, without any restrictive endorsements, including coverage for liability contractually assumed. The policy shall cover all owned, non-owned, and hired autos used in connection with the use of the Leased Premises and with the performance of the work. The minimum limits (inclusive of any amounts provided by an umbrella or excess policy) shall be:

\$500,000 Each Occurrence – Bodily Injury and Property Damage Combined

General Conditions. TENANT shall further furnish LANDLORD with executed Certificates of Insurance showing that such insurance is in full force and effect within thirty (30) days of the execution of this Lease, which certificate shall provide a minimum of thirty (30) days' notice to LANDLORD prior to the cancellation or termination of any insurance policy. TENANT shall provide LANDLORD with renewal or replacement evidence of the insurance no less than fifteen (15) days before the expiration or termination of the insurance for which previous evidence of insurance has been provided. Additionally, LANDLORD from time to time may require evidence of such insurance and TENANT shall agree to promptly supply the same.

The insurance provided by TENANT shall apply on a primary basis to and shall not require contribution from, any other insurance or self-insurance maintained by LANDLORD, the City of Ft. Pierce or their respective officials, officers and employees. Any insurance, or self-insurance, maintained by LANDLORD, the City of Ft. Pierce or their respective officials, officers and employees shall be in excess of, and shall not contribute with, the insurance provided by TENANT.

Except as otherwise specifically authorized in this Agreement, no deductible or self-insured retention for any required insurance provided by TENANT pursuant to this Agreement will be allowed. To the extent any required insurance is subject to any deductible or self-insured retention (whether with or without approval of LANDLORD), TENANT shall be responsible for paying on behalf of LANDLORD, the City of Ft. Pierce and their respective officials, officers and employees any such deductible or self-insured retention. LANDLORD, from time to time, may require evidence of all such insurance coverages and policies as provided above and TENANT shall agree to supply these policies or proof of insurance. LANDLORD shall further have the right to require TENANT to make reasonable increases to the minimum required limits of insurance specified herein during the term of this lease.

Neither approval nor failure to disapprove insurance furnished by Contractor shall relieve Contractor from responsibility to provide insurance as required by this Agreement.

Certificates of Insurance must be completed as follows:

**1. Certificate Holder**

**The Fort Pierce Redevelopment Agency  
c/o City of Fort Pierce  
Attention: Risk Manager  
100 N. U.S. Hwy 1  
Fort Pierce, FL 34954-1480**

**2. Additional Insured for General Liability**

**The Fort Pierce Redevelopment Agency, City of Fort Pierce and their respective officials, officers and employees**

June 4, 2021

CITY FORT PIERCE



MEANS COURT CENTER MULTI-SERVICE COMMUNITY HUB

RFP NO. 2021-027

ADDENDUM NO. 2

The purpose of this addendum is to provide potential respondents clarification of the proposal specifications and to extend the proposal due date.

**Clarification of Specifications**

To assist interested proposer with preparing a thorough response, an outline for formatting your proposal has been provided, see attached.

**Proposal Copies**

Please disregard the number of requested copies stated on page 10 and in the proposal document. Proposers shall submit one (1) original and one digital copy on an USB Flash Drive.

**Proposal Due Date**

The original proposal due, 3:00PM, June 7, 2021, has been extended to **3:00PM, June 22, 2021.**

All other conditions of this bid remain the same.

Please acknowledge receipt of this addendum and include it with your submittal.

Signature: Carneria Gardner  
Manual

Signature: Carneria Gardner  
Typed or Printed

Company Name: Incubeate Neighborhood Center

Address: 1601 N 27th St., Fort Pierce FL, 34947

Date: 6/21/21

**Attachment: Proposal Format and Presentation, outline**

# RFP NO. 2021-027 – MEANS COURT CENTER MULTI-SERVICE COMMUNITY HUB

## PROPOSAL FORMAT AND PRESENTATION

Proposal submittals must include, at a minimum, the following information. The proposal must be divided into six (6) sections with reference to parts of this RFP done on a section number/paragraph number basis. The six (6) sections shall be:

### **Proposal Overview**

Provide a cover letter that gives an overall introduction to the Proposal and which is signed and dated by a person authorized to legally bind the Firm to a contractual relationship, e.g., the president or executive director of a corporation, the managing partner if a partnership, or the proprietor if a sole proprietorship. Along with introductory remarks, the cover letter is to include the following information about the Organization and any proposed subcontractors:

- ❖ Name, address, principal place of business, telephone number, and e-mail address of legal entity or individual with whom contract would be written;
- ❖ Legal status of the Organization (sole proprietorship, partnership, corporation, etc.); Also, see item numbered 6, page 13
- ❖ This section should explain the Scope of Work as understood by the Proposer
- ❖ Identify **desired** time period of lease, renewal options and proposed rental rate
- ❖ Description of the concept planned for the multi-service community hub
- ❖ Include the days the hub will be open for business each week and the hours
- ❖ Detail of proposed activities and special events
- ❖ Acknowledgement that the Organization will comply with all terms and conditions set forth in the Request for Proposals, unless otherwise agreed by the City.

### **Professional Qualifications & Past Performance Qualifications**

- ❖ A detailed description of qualifications of the proposer and/or principal personnel to be involved in the management and operation.
- ❖ A description of representative projects completed by the respondent.
- ❖ The Proposer must emphasize its expertise in and experience with similar programs. The Proposer must identify the primary individuals responsible for supervising the work.

### **Experience**

- ❖ A detailed description of experience of the proposer and/or principal personnel.
- ❖ The Proposer must emphasize its expertise in and experience with similar programs. The Proposer must identify the primary individuals responsible for supervising the work.

### **Business Plan**

- ❖ Include a general business plan for operations, including revenue and expenses
- ❖ Describe marketing strategies for advertising or promoting to the public.

### **Community Engagement Plan**

- ❖ Demonstrate how the proposer will interact with the community at large to include collaboration with nonprofit, civic, fraternal, community, and faith-based organizations.

### **Additional Data**

Any additional information which the proposer considers pertinent for consideration should be included in a separate section of the proposal.

- ❖ Meets or exceeds the goals of the FPRA
- ❖ All forms listed in Section VI of the proposal document (see page 15)

Proposals shall provide information in the same order as presented in this document with the same headings. This will not only be helpful to the evaluators of the Proposal but should assist the Proposer in preparing a thorough response.

June 15, 2021

CITY FORT PIERCE

MEANS COURT CENTER MULTI-SERVICE COMMUNITY HUB

RFP NO. 2021-027

ADDENDUM NO. 3



The purpose of this addendum is to provide potential respondents clarification of the proposal specifications. Please disregard the Reference Check Form, see pg 19, of the Proposal Document and include three (3) letters of support. The three (3) letters of support should be placed under the **Additional Data** section of your proposal.

All other conditions of this bid remain the same.

Please acknowledge receipt of this addendum and include it with your submittal.

Signature: Caniera Gardner

Manual

Signature: Caniera Gardner

Typed or Printed

Company Name: Incubate Neighborhood Center

Address: 1601 N 27<sup>th</sup> St, Fort Pierce, FL 34947

Date: 6/21/2021